



Assembly of States Parties

Distr.: General
25 July 2019

Original: English

Eighteenth session

The Hague, 2-7 December 2019

**Proposed Programme Budget for 2020
of the International Criminal Court**

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List of abbreviations and acronyms

ASG	Assistant Secretary-General
ASP	Assembly of States Parties
AU	African Union
AULO	African Union Liaison Office
AV	Audio-visual
BCS	Budget Control System
BPC	Business Planning and Consolidation
BS	Budget Section
CAB	Classification Advisory Board
CAR	Central African Republic (Bangui)
CBF	Committee on Budget and Finance
CIV	Côte d'Ivoire (Abidjan)
CMS	Court Management Section
CO	Country Offices
CoCo	Coordination Council
CSS	Counsel Support Section
D	Director
DEO	Division of External Operations
DJS	Division of Judicial Services (formerly DCS: Division of Court Services)
DMS	Division of Management Services (formerly CASD: Common Administrative Services Division)
DRC	Democratic Republic of the Congo (Kinshasa and Bunia)
DRS	Digital Recording System
DS	Detention Section
DSA	Daily subsistence allowance
ECOS	eCourt operating system
EO	External Offices
EOSS	External Operations Support Section
FO	Field Office
FPC	Financial Planning and Control
FS	Finance Section
FSS	Forensic Science Section
FTE	Full-time equivalent
GCDN	Global Communications and Data Network
GEO	Georgia
GRGB	Geographical Representation and Gender Balance
GS	General Service
GS-OL	General Service (Other Level)
GS-PL	General Service (Principal Level)
GSS	General Services Section
GTA	General temporary assistance
HQ	Headquarters
HR	Human resources
HRS	Human Resources Section
IAS	Investigative Analysis Section
IBA	International Bar Association
ICC	International Criminal Court
ICCPP	International Criminal Court Protection Programme
ICS	International Cooperation Section
ICT	Information and communication technologies
ICTY	International Criminal Tribunal for the former Yugoslavia
IEU	Information and Evidence Unit
IGO	Intergovernmental organization

IKEMS	Information, Knowledge and Evidence Management Section
ILOAT	International Labour Organization Administrative Tribunal
IMSS	Information Management Services Section (formerly ICTS: Info. and Comm. Technologies Section)
INTERPOL	International Criminal Police Organization
IOM	Independent Oversight Mechanism
IOP	Immediate Office of the Prosecutor
IOR	Immediate Office of the Registrar
IPSAS	International Public Sector Accounting Standards
IRS	Initial Response System
IT	Information technologies
JCCD	Jurisdiction, Complementarity and Cooperation Division
KBU	Knowledge-Base Unit
KEN	Kenya (Nairobi)
LAS	Legal Advisory Section (in OTP)
LBY	Libya
LO	Legal Office (formerly LASS: Legal Advisory Services Section (Registry))
LRV	Legal Representative for Victims
LSS	Language Services Section (formerly STIC: Court Interpretation and Translation Section)
LSU	Language Services Unit
MIS	Management information system
MLI	Mali
MOSS	Minimum Operating Security Standards
NGO	Non-governmental organization
OD-DEO	Office of the Director of the Division of External Operations
OD-DJS	Office of the Director of the Division of Judicial Services
OD-DMS	Office of the Director of the Division of Management Services
OIA	Office of Internal Audit
OPCD	Office of Public Counsel for the Defence
OPCV	Office of Public Counsel for Victims
OTP	Office of the Prosecutor
P	Professional
PIOS	Public Information and Outreach Section (formerly PIDS: Public Information and Documentation Section)
RMT	Registry Management Team
RSM	Residual Security Measures
SAP	Enterprise Resource Planning System
SAS	Situation Analysis Section
SG	Strategic goal
SO	Strategic objective
SS	Services Section
SSAFE	Safe and Secure Approaches in Field Environments
SSS	Security and Safety Section
SUD	Darfur, Sudan
TFV	Trust Fund for Victims
UGA	Uganda (Kampala)
UNDSS	United Nations Department of Safety and Security
UNJSPF	United Nations Joint Staff Pension Fund
UNSMS	United Nations Security Management System
USG	Under-Secretary-General
VAMS	Victims Application Management System
VPRS	Victims Participation and Reparations Section
VTC	Video teleconferencing
VWS	Victims and Witnesses Section (formerly VWU: Victims and Witnesses Unit)
WCF	Working Capital Fund

Foreword by the Principals of the International Criminal Court

The Hague, Netherlands, 12 July 2019

We are pleased to present the Proposed Programme Budget for 2020 for the consideration of the Assembly of States Parties (“the Assembly”).

The organs of the International Criminal Court (“the Court”) have worked diligently to present a coherent, detailed and self-explanatory budget document, building on past efforts to improve the budget process and further strengthen the One-Court principle. The budgetary impact of the identified core priority activities has been duly considered throughout this process, which involved enhanced inter-organ consultations and interaction – including frequent and efficient meetings of the Coordination Council and the Budget Working Group – to establish Court-wide budgetary priorities and needs.

The coherence of the budget process and document has been further strengthened, this year, by means of the new strategic plans promulgated across the Court: the Court-wide Strategic Plan for 2019-2021 forms the cornerstone of the Court’s budget planning for 2020 and beyond. It is complemented by and aligned with distinct Strategic Plans for the same period for the Office of the Prosecutor and for the Registry. The Strategic Plan for the Trust Fund for Victims (2019-2021), which is in preparation, will also be aligned on the basis of the prevailing strategic goals. As confirmed in the Court-wide Strategic Plan, this approach will ensure that the best possible use is made of the Court’s resources. It will also ensure that on matters of common concern, such as human resources or ICT, a harmonized approach is adopted, taking into account the specificities of each organ.

We are resolved to increase the expeditiousness and efficiency of the Court’s core activities of preliminary examinations, investigations, trials and reparations within our respective mandates. In doing so, the Court must preserve the independence, fairness and highest legal standards and quality of its proceedings, protecting the safety and well-being of the persons involved, in particular victims and witnesses.

Taking into account its strategic goals, the Court is proposing a budget increase for 2020 of €2,389.7 thousand, or 1.6 per cent, over the approved budget for 2019. This represents a proposed budget amounting to €150,524.8 thousand to cater for, *inter alia*, preliminary examinations, investigations and prosecutions, trials, witness protection, language services, legal aid, genuine and effective reparations and assistance to victims, and management of its various facilities.

The Court’s judicious approach to budget planning and implementation, as well as its level of resources, impose a strict discipline on the work of the Court as it implements its new strategy. More flexibility, redeployment and efficiencies continue to be explored and developed, along with prioritization of activities. However, the quality of the Court’s work cannot be compromised. In the absence of sufficient resources, it is often the expeditiousness of investigations or proceedings, or quantity of activities that can be simultaneously undertaken, that are impacted.

The Court is committed to further reinforcing a culture and a practice of the highest integrity, responsiveness, appropriate collaboration within distinct mandates, continuous learning and improvement throughout the organization. The Court’s Strategic Plans for 2019-2021 represent a concrete expression of that commitment, building on what is already in place.

The Court stands ready to intensify discussions with States Parties on how best to ensure an optimum working relationship, taking into account the roles of all stakeholders and the investment in the Court with a view to further strengthening the Rome Statute system of international criminal justice.

We hope that the carefully composed, fit for purpose, Proposed Programme Budget for 2020 meets with your approval. We thank you for your consideration.

Yours faithfully,

[Signed]
Chile Eboe-Osuji
President

[Signed]
Fatou Bensouda
Prosecutor

[Signed]
Peter Lewis
Registrar

I. Overview of 2020 Proposed Programme Budget, budget priorities and operating parameters

A. Introduction

1. The International Criminal Court (“the Court”) was established by the Rome Statute – adopted 21 years ago – as the only independent, permanent international court with jurisdiction over the most serious crimes of international concern and the power to award reparations to victims. The Court’s jurisdiction is complementary to that of domestic criminal courts, meaning that it acts only when a State is unwilling or unable genuinely to exercise its primary jurisdiction over Rome Statute crimes.

2. In 2020, the Court is expected to operate in at least 11 “situations”, geographically designated as follows: Burundi, the Central African Republic (CAR) I and II, Côte d’Ivoire (CIV), Darfur (Sudan), the Democratic Republic of the Congo (DRC), Georgia, Kenya, Libya, Mali and Uganda. These situations are currently the subject of investigations or of cases at different stages of judicial proceedings (pre-trial, trial, appeals or reparations). In addition, the Office of the Prosecutor (OTP or “the Office”) is currently carrying out preliminary examinations of nine situations; some of these preliminary examinations may be concluded during the remainder of 2019 or in 2020.

3. Unlike domestic courts of law, the Court performs various functions and activities which in national systems are handled by separate offices, ministries or agencies. The functions and activities of the Court include conducting preliminary examinations, investigations, prosecutions and trials; providing protection for victims and witnesses; managing the courtrooms, which encompasses the provision of interpretation, translation, transcription and security services; overseeing participation, reparations and assistance for victims; guaranteeing legal aid and the rights of the Defence; providing general public information, ensuring the publicity of the proceedings, and outreach to victims and affected communities; running the Detention Centre; and managing all Court premises and operations at Headquarters and at the external offices, including the situation countries.

4. To enable the Court to implement its multifaceted mandate, a programme budget of €146,939.7 thousand is proposed for the year 2020. This represents an increase of €2,389.7 thousand, or 1.7 per cent, over the 2019 approved budget (€144,550.0 thousand). On the recommendation of the Committee on Budget and Finance (“the Committee”) at its twenty-fifth session,¹ the figures for the proposed regular budget are presented separately from interest on the Host State Loan for the Court’s permanent premises. As suggested by the Committee, this is to improve transparency and allow a comparative assessment of the resources needed for the Court’s activities in 2020. Including the interest and capital repayment under the Host State Loan in respect of the Permanent Premises Project of €150,524.8 thousand, the Court’s Proposed Programme Budget for 2020 amounts to €2,389.7 thousand, or an increase of 1.6 per cent.

5. It is the role of the Coordination Council (“CoCo”) to agree on the assumptions and strategic priorities underlying the budget proposal and to ensure consistency in the presentation of the investments and resource requirements of the organs of the Court. Each Major Programme within the Court is responsible for planning its expenditures and its portion of the larger Court budget, which is then presented to the States Parties for approval as a shared Court budget proposal.

6. The proposed budget for 2020 has been carefully assessed against the Court’s goals and stakeholder expectations regarding its overall performance and effective discharge of its mandate, the complexity of the Court’s operating environments (including matters of security, cooperation and political support) and the significant and increasing volume of demands for intervention by the Court. The proposed budget also factors in the priorities set by the CoCo in furtherance of the newly conceived Strategic Plans for the period 2019-2021.² The Court has taken into account the need to contain budgetary increases as

¹ *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Fourteenth session, The Hague, 18-26 November 2015* (ICC-ASP/14/20), vol. II, part B.3, para. 12.

² See annex IV.

much as possible in view of financial constraints on the States Parties and to make sure that funds are requested only after all possible steps have been taken to finance increases through savings and efficiencies.³ The Court believes that the requested funds will contribute to tangible results and long-term efficiencies, mainly through more expeditious judicial proceedings, enhanced fair-trial safeguards; maintenance of the requisite quality and speed of preliminary examinations, investigations and prosecutions; enhanced impact on the ground; and a more secure information environment for the Court's operations.

7. Two factors extraneous to the implementation of the judicial and operational assumptions of the Court for 2020 led to a significant increase of €3.7 million in the Court's Proposed Programme Budget for 2020. These factors were the application of the United Nations Common System (UNCS) (€2.4 million) and necessary capital replacements for the maintenance of the Court's premises (€1.3 million), following the decisions of the Assembly of States Parties in this regard. The resulting increase was largely offset by Court-wide efforts to reduce costs through the redeployment, discontinuation and defunding of some posts. In fact, when not considering the impact of these two factors, the nominal increase of €2.4 million in the Court's proposed budget for 2020 represents a real reduction of approximately €1.3 million in the Court's required capacity to implement its mandate in line with the anticipated priorities, assumptions and parameters.

8. The proposed budget for staff costs is based on the application of the UNCS, which allows the Court to operate in all possible situation countries while providing the most efficient system of remuneration for its staff members, in particular with regard to its pension scheme.⁴ The revision of the UNCS system, as put in place by the United Nations General Assembly in 2017, has made its application even more cost-efficient, leading to some decreases in staff costs in the last few years. In 2019, however, the UNCS revised and increased the salaries for professional posts by around 1.8 per cent. Furthermore, the UNCS considered that the salary scale for general services had not been updated since 2013, and implemented an increase bringing up to date the salary scales to what was considered a more appropriate level for 2019/2020. As indicated, the revised requirements by the UNCS have an overall impact of €2.4 million in the proposed budget for 2020.

Table 1: Overview of the Proposed Programme Budget for 2020

<i>Programme Budget 2020</i>		<i>2019 Approved Budget (thousands of euros)</i>	<i>Resource Changes</i>		<i>2020 Proposed Budget (thousands of euros)</i>
			<i>Amount</i>	<i>%</i>	
MP I	Judiciary	12,107.6	(12.8)	(0.1)	12,094.8
MP II	Office of the Prosecutor	46,802.5	1,133.8	2.4	47,936.3
MP III	Registry	76,651.2	(505.7)	(0.7)	76,145.5
MP IV	Secretariat of the Assembly of States Parties	2,841.7	(4.7)	(0.2)	2,837.0
MP V	Premises	1,800.0	1,288.1	71.6	3,088.1
MP VI	Secretariat of the Trust Fund for Victims	3,130.3	202.7	6.5	3,333.0
MP VII-5	Independent Oversight Mechanism	531.1	252.7	47.6	783.8
MP VII-6	Office of Internal Audit	685.6	35.6	5.2	721.2
<i>Subtotal</i>		<i>144,550.0</i>	<i>2,389.7</i>	<i>1.7</i>	<i>146,939.7</i>
MP VII-2	Host State Loan	3,585.1	-	-	3,585.1
Total Court		148,135.1	2,389.7	1.6	150,524.8

³ *Official Records ... Seventeenth session ... 2018* (ICC-ASP/17/20), vol. I, part III, ICC-ASP/17/Res.4, para. K.1.

⁴ ICC-ASP/15/15, para. 225.

B. High-level Court-wide strategic budget priorities and main cost drivers for 2020

9. The Court's Principals, through the CoCo, have identified a number of strategic budget priorities for the Court's activities in 2020. It is important to note that these priorities and activities reflect what can reasonably be anticipated for 2020 at the time of writing of this document, and may subsequently be affected by the realities of the judicial and prosecutorial work of the Court.

10. In formulating these budget priorities and main cost drivers, the Court's Principals were mindful of the Court-wide Strategic Plan for 2019-2021 and the Strategic Goals stated therein. These Strategic Goals are the cornerstone of the Court's approach to the future and feature prominently in its budget planning for 2020 and beyond. The Court-wide Strategic Plan is complemented by distinct Strategic Plans for the same period for the OTP and the Registry, which are referenced, where appropriate, in the respective Major Programmes. The Strategic Plan for the Trust Fund for Victims (2019-2021) is being prepared along similar lines.

11. In service to the Court's mission,⁵ the Court's Principals are resolved, as stated in the Court-wide Strategic Plan, to increase the expeditiousness and efficiency of the Court's core activities (preliminary examinations, investigations, trials and reparations) while preserving the independence, fairness and quality of its proceedings, ensuring adherence to the highest legal standards and protecting the safety and well-being of individuals, in particular victims and witnesses. To cater for these activities, the Court will continue to manage its resources in an effective, coherent, transparent, responsible and adaptable manner. The Court's overriding objective is to achieve an effective, efficient and universal system of international criminal justice, under the Rome Statute, in which to conduct fair and expeditious investigations and trials when national authorities are unable or unwilling to do so. To this end, the Court has formulated its Strategic Goals in three main areas which encompass all Court activities and are reflected in the respective Strategic Plans of each organ. The three areas are:

- (a) Judicial and prosecutorial performance;
- (b) Cooperation and complementarity; and
- (c) Organizational performance.

12. In addition to providing a clear path forward for the Court in terms of mission, vision and specific goals, the Strategic Plan also provides a framework for implementation. It stresses the importance of performance measurement while insisting on the link between strategic planning, risk management and budgetary planning. After the update of the risk register in 2019 and the Court-wide risk assessment performed in connection with the Strategic Plan, the Court will continue to implement relevant mitigating measures to further develop its risk management framework and align the risk management cycle with strategic planning and budget cycles. The framework for the implementation of the Court-wide Strategic Plan is replicated in the OTP and Registry Strategic Plans, which will support the application of the One-Court principle in future performance measurement activities. This renewed focus on performance management will also drive the Court's organizational performance improvements and guide its future savings and efficiencies initiatives.

13. The Court has identified the following action priorities:

1. Conduct and support fair and expeditious judicial proceedings

14. The conduct of fair and expeditious pre-trial, trial and appeal proceedings before the Chambers remains an essential facet of the Court's mandate.

15. Final appeals on six judgments and decisions in four cases are conceivable in 2020. Accordingly, the Court will continue to be heavily engaged at the appellate level and could

⁵ To investigate and try the most serious crimes of concern to the international community as a court of last resort complementing national jurisdictions and with the aim of ending impunity and preventing such crimes.

hear appeals from cases that are currently before the Trial Chambers (*Bemba article 70* and possibly *Ntaganda, Ongwen and Gbagbo and Blé Goudé*).

16. At the judicial level, confirmations of charges proceedings are expected to take place throughout the rest of 2019 in *Al Hassan* and *Yekatom and Ngaïssona*, with decisions falling in late 2019. If the charges in those cases are confirmed, trial preparations could commence in 2019. There would then be two cases at the trial stage to be handled in 2020, in addition to the drafting of the judgment in *Ongwen*. Notably, up to 11 defence teams and up to 7 teams of legal representatives of victims will need to be financed by legal aid in 2020.

17. While trial hearings are not anticipated to take place in 2020, pending the decision of the confirmation of charges of the *Al Hassan* and the *Yekatom and Ngaïssona* cases, supporting all ongoing judicial proceedings at the different procedural stages will require the use of one courtroom, with one courtroom support team in the Registry.

18. As recommended by the Committee,⁶ and in line with the expected reduction in courtroom activities, the Registry's proposed budget for 2020 represents a decrease in its judicial support resource requirements. The reductions to the baseline concern, in particular, the second courtroom support team. The Registry has anticipated the reduced services requirement with initiatives in 2019 to take full advantage of flexible work assignments and ensure that non-essential support functions can be released, if need be, in 2020. The impact of these efforts is €2.0 million reduction in the Registry. These, together with other measures, have resulted in a nominal decrease of €0.5 million in the Registry's budget proposal, after UNCS increase⁷.

19. In comparison to most domestic proceedings, proceedings of the Court are exceptionally complex in terms of the cases presented and the procedural rules to be followed. The sheer volume of witnesses, evidence and languages involved, coupled with the need for security on the ground and cooperation from national jurisdictions, makes trials resource-intensive and often lengthy. Delays affecting part of one trial can have a multiplying effect on other aspects of the Court's operations and budget – such as detention or witness costs. Efficiency is therefore crucial, and the Court continues to work tirelessly to expedite proceedings, e.g. through the Chambers' standardized practice manuals and the OTP's continued resolve to focus on making its cases as trial-ready as possible before bringing them before the judges.

2. Conduct and support nine active investigations, including operations in the field

20. Article 53 of the Rome Statute mandates the Prosecutor to initiate investigations in situations where he or she determines that there is a reasonable basis on which to proceed. The jurisdiction of the Court covers the most serious crimes of concern to the international community, and its operations often take place in very challenging security and cooperation environments. In addition, in nearly all cases, local languages and other operating conditions vary. As a result, in comparison to investigations at the national level, the Court's investigations are extremely complex and resource-intensive. Even an investigation carried out under optimal resource, cooperation and security conditions may require three years before the case is ready to be brought to the Court. In most cases, conditions are not optimal, and results may be delayed.

21. Following a decision by the OTP's Executive Committee ("ExCom"), in line with the OTP's Strategic Plan and its Policy on Case Selection and Prioritization, the OTP will prioritize active investigations in the following situations in 2020:⁸ Burundi, CAR II, CIV II, Darfur (first quarter only), DRC (starting second quarter), Georgia, Libya (two investigations) and Mali. Such prioritization is required to ensure and, where possible, increase the speed, efficiency and effectiveness of operations, taking into account the

⁶ ICC-ASP/18/5/AV, para. 57.

⁷ The United Nations Common System impact on the Registry budget is an increase of €1.4 million.

⁸ The Office plans to allocate resources to each of its eight integrated teams in the most effective way possible according to specific needs and developments in each situation. This means that the size of teams working concurrently may differ. In addition, resources will be redeployed during the year. For example, the DRC team is expected to be staffed with resources coming from other integrated teams, in particular the team working on the situation in Darfur, which is expected to be wound up at the end of the first quarter of 2020.

limited resources available to the OTP and the need to avoid spreading those resources too thin. Nevertheless, all situations will continue to be monitored, e.g. for new leads or prospects of arrest, or to continue engaging with witnesses in cases pending arrests. The details of OTP planning are explained in the budget proposal for Major Programme II.

22. The proposed budget increase to cater for OTP activities is €1.1 million, of which new resources account for only €0.4 million.⁹ The OTP has carefully reviewed its staff needs in the light of its forecast activities and corresponding workload for 2020. On account of the limited resources approved for 2019 and the subsequent need for internal redeployment of resources among existing situations and cases, the pace of some investigative activities has been negatively affected. As the Office's ongoing investigative activities and workload are set to remain at a high level throughout 2020, there is little to no further flexibility for staff reallocation beyond what has already been factored into planning for 2020. For the mid- and long-term viability of its operations, it is critical that the OTP be able, at a minimum, to maintain its current level of staffing. By carefully reviewing its operations and capitalizing on the savings and efficiencies achieved in recent years, the OTP has managed to keep its resource needs for administrative and operational support (both staff and non-staff costs) at the same level as in the previous budget proposal.

23. Nine preliminary examinations (Bangladesh/Myanmar, Colombia, Guinea, Iraq, Nigeria, Palestine, Philippines, Ukraine and Venezuela) are currently under way. As several preliminary examinations are at the advanced stages of analysis, it is quite possible that new investigations may need to be opened during the remainder of 2019 or in 2020.¹⁰ In such a scenario, the OTP stands ready to reprioritize its activities in relation to one or more of the situations where an investigation is active, in the light of its case selection and prioritization policy, in order to maintain a level of eight concurrent investigations. While eight investigations is a very high level of activity, the Office must do its best to address those investigations, given the number of potential cases still requiring its attention.

24. The Court continues to rely on the Registry's support in administrative and operational matters both at Headquarters and in seven country offices, namely in the CAR (Bangui), CIV (Abidjan), the DRC (Kinshasa and Bunia), Georgia (Tbilisi), Mali (Bamako) and Uganda (Kampala). Mindful of their respective mandates and of the specific security and confidentiality aspects of their operations, the Registry and the OTP continue to optimize their cooperation and synergies both at Headquarters and in the country offices. Despite the increased requirements to cater for the activities and the challenging operational context in the Mali and the CAR situations, the Registry has managed to propose a decrease in resource requirements through the implementation of savings and efficiencies, and through other measures such as the internal redeployment of staff from one country office to another to cater for fluctuations in activity. This approach has enabled the Registry to redeploy staff resources from one country presence to another, in a manner consistent with shifting operational and security priorities concerning the situation countries. In this regard, important reductions have been achieved in the Registry's presence in the DRC, Uganda and Côte d'Ivoire, mainly through the redeployment of resources. This has made it possible to fund the required increased investments in country operations, in particular in Mali and the Central African Republic, where additional resources are needed in particular in the light of security conditions and increased operational demands.

25. Continued operations in all situations under investigation make it reasonable to expect that the number of persons under the Court's protective measures will remain high in 2020. On the basis of current figures and assumptions provided for the 2020 Proposed Programme Budget, around 35 witnesses and their dependants (approximately 480 individuals in total) can be projected to be under protection in 2020, including witnesses in the International Criminal Court Protection Programme, assisted moves, assessment and other types of support. VWS, while providing the highest level of protection and support to these individuals, will continue increasing its focus on the completion of reintegration strategies for the benefit of protected witnesses and victims whenever possible, allowing them to resume their lives with a satisfactory level of

⁹ The United Nations Common System impact of €0.7 million accounts for the remainder of the total budget increase for the Office.

¹⁰ See <https://www.icc-cpi.int/Pages/item.aspx?name=pr1465>.

independence and self-sustainability. Furthermore, approximately 4,250 individuals are expected to apply for participation and/or reparations as victims in ongoing judicial proceedings. Last but not least, in order to run the Court's 11 ongoing investigations, support will continue to be required for more than 33 situation-related languages in 2020.

3. Continue implementing reparations awards in three cases

26. In 2020, the implementation of reparations by the Trust Fund for Victims in *Lubanga*, *Katanga* and *Al Mahdi* is expected to continue, requiring ongoing support from Registry. In *Lubanga*, it is anticipated that approximately 1,500 reparations beneficiaries will participate in programming during all four quarters of 2020. In *Al Mahdi*, it is anticipated that victim identification activities in the field will take place at the beginning of 2020 and that collective reparations programming will be ongoing for all four quarters. In *Katanga*, collective reparations programming will be ongoing throughout the year. All reparations implementation activities in 2020 will require significant investment in field activities and considerable support from the Registry's country offices and relevant sections. In addition, continued activity by the legal representatives of the victims is expected to be required during the first semester of 2020. Furthermore, following the conviction of Mr Bosco Ntaganda by Trial Chamber VI on 8 July 2019, reparation proceedings are expected to commence in the case.

4. Continue the implementation of the Court-wide information management strategy

27. In order to implement the fourth phase of the Court-wide Five-Year Information Technology / Information Management Strategy, endorsed by the Information Management Governance Board and the CoCo, a number of investments have been identified across the Court for 2020. The investments identified include the continued implementation of the minimal viable product for the Judicial Workflow Platform, projects to improve forensic data capture and management of evidence for the OTP, and further enhancements in information security. It should be noted that the total proposed Court-wide investment is forecast to be less than the 2019 approved funding. These investments are necessary to support the Court as effectively and efficiently as possible. To enable efficient delivery of the judicial, prosecutorial and investigative activities of the Court as a whole, it is necessary to maintain a certain level of investment, especially with regard to information security.

C. Macroanalysis

28. The following chart breaks down the Court's 2020 Proposed Programme Budget by activity. The operations of the Court under "Judicial, Prosecutorial and Investigative Activities" are the main drivers of the Court's 2020 Proposed Programme Budget, amounting to 78.9 per cent of the total budget. "Other Activities" is comprised of administrative functions (12.1 per cent), governance (5.1 per cent) and maintenance costs related to premises (3.9 per cent). Estimates related to the interest on the Host State Loan for the permanent premises are excluded from the macroanalysis.

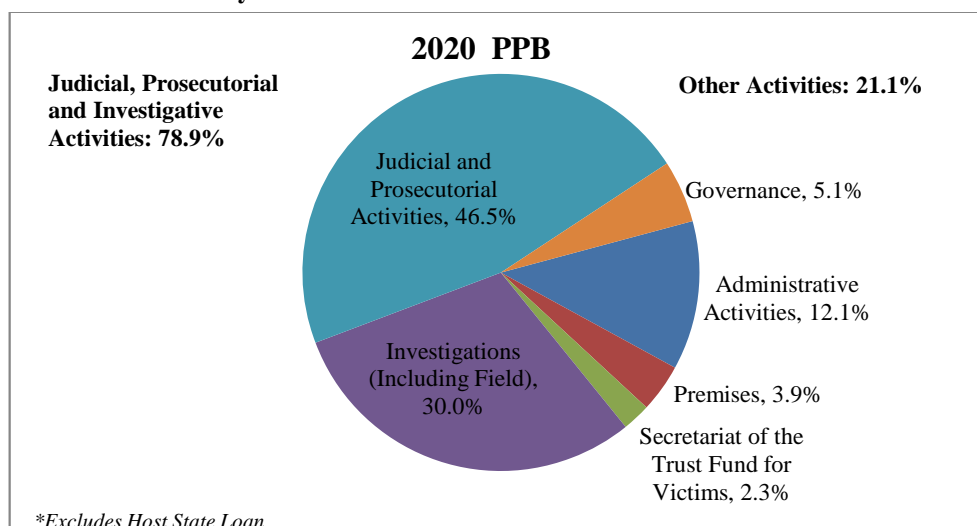
1. Judicial, Prosecutorial and Investigative Activities

29. Under this category, resources related to "Judicial and Prosecutorial Activities" (46.5 per cent) include, among other items, support to victims and witnesses, legal aid, information technology, language services and support for reparations activities provided by the Registry. These resources are required for the conduct and support of judicial proceedings. Activities under "Investigations (Including Field)" are estimated at 30.0 per cent and relate to the nine active investigations to be carried out by the OTP, including activities in the field. The remaining activities, under "Secretariat of the Trust Fund for Victims" (2.3 per cent), relate to the enhancement of that body's organizational capacity to ensure that it can implement its mandate and activities, including during the implementation stage of reparations proceedings.

2. Other Activities

30. The activities under this category include administrative functions, governance and maintenance costs related to the premises. The Secretariat of the Assembly of States Parties, the Independent Oversight Mechanism, the Office of Internal Audit and a small part of the Registry (e.g. the Court's Liaison Office to the United Nations in (New York)) are grouped under "Governance".

Chart 1: Macroanalysis



D. Savings and efficiencies

31. At its fifteenth session, in November 2016, the Assembly requested the Court to present a sustainable budget proposal in which proposed increases were requested only after all possible steps had been taken to finance such increases through savings and efficiencies.¹¹ In addition, the Assembly requested the Court to present an annex to the 2018 programme budget with detailed information about the savings and efficiencies achieved in 2017 and estimates for 2018.¹² Subsequently, savings and efficiencies were reported in the 2018 and 2019 programme budgets.¹³

32. At its seventeenth session, in December 2018, the Assembly requested that the Court set Court-wide annual efficiency targets and present an annex to the 2020 programme budget on the achievement of those efficiency targets, as well as detailed information clearly distinguishing, to the extent possible, between savings, efficiencies, non-recurrent cost reductions and additional cost reductions achieved in 2019 and estimates for 2020.¹⁴ Following this request, representatives from the Court met with the Committee at its thirty-second session in April 2019 for a workshop on savings and efficiencies to exchange views with the aim of enhancing the clarity, coherence and transparency of information, as noted by the Committee in its report on that session.¹⁵

33. As it moves forward, the Court's main goal will be to promote a culture of continuous improvement with a view to engaging staff in the identification and implementation of savings and efficiencies.

34. The following four categories to be employed in the savings and efficiencies report were discussed and defined in 2017 and continue to be used:

(a) *Savings* (two subcategories): (i) costs incurred in the previous/current financial period and no longer appearing in the next programme budget, resulting in a

¹¹ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), vol. I, part III, ICC-ASP/15/Res.1, para. L.1.

¹² *Ibid.* para. L.2.

¹³ *Official Records ... Sixteenth session ... 2017* (ICC-ASP/16/20), vol. II, part A, paras. 38-51 and annex X; *Official Records ... Seventeenth session ... 2018* (ICC-ASP/17/20), vol. II, part A, paras. 35-41 and annex XI.

¹⁴ *Official Records ... Seventeenth session ... 2018* (ICC-ASP/17/20), vol. I, part III, ICC-ASP/17/Res.4, para. K.4.

¹⁵ ICC-ASP/18/5/AV, paras. 10.

reduction in the baseline; and (ii) increases in costs avoided through newly-introduced policies, procedures and/or negotiations with suppliers or service providers, resulting in the same baseline;

(b) *Efficiencies*: activities which limit or avoid requests for additional resources and/or provide increased productivity, resulting in the same baseline but avoiding any increase in costs;

(c) *Non-recurrent costs*: one-off decreases in resource requirements due to non-continuation of activities, resulting in a reduction in the baseline; and

(d) *Additional cost reductions*: workload-related changes resulting in a reduction in the baseline.

35. As per the request in the Assembly's resolution, the Court seeks to absorb increases in resource requirements for new activities by first redeploying the resources released by savings, non-recurrent costs and additional cost reductions.¹⁶

36. Table 2, below, summarizes all savings and efficiencies achieved in 2019 and in preparation for the 2020 Proposed Programme Budget, according to the agreed categories above. All initiatives are described in detail in annex XVI. The Court has achieved organization-wide savings and efficiencies in the amount of €1,714.9 thousand (1.2 per cent). This is calculated by, first, taking the sum-total of 2020 reductions in the baseline attributable to savings and 2020 costs avoided thanks to savings and efficiencies, and, second, dividing that sum by the 2019 programme budget (excluding the Host State Loan). In total, the Court's reduction to the baseline, including savings indicated earlier but also taking into account non-recurrent costs and additional cost reductions, amounts to €2,649.6 thousand. Annex X provides an overview of the different resource requirements leading to the proposed budget baseline, in the format requested by the Committee.¹⁷

Table 2: Total savings and efficiencies for 2020 (in thousands of euros)

<i>Major Programme</i>	<i>Category</i>	<i>2019 Savings</i>	<i>2019 Efficiencies</i>	<i>2020 Reduction in Baseline</i>	<i>2020 Costs Avoided (Baseline Maintained)</i>
MP I: Judiciary	Additional Cost Reductions	-	-	237.0	-
MP II: Office of the Prosecutor	Efficiencies	-	5.6	-	18.9
	Savings	11.5	0.3	11.5	485.7
MP III: Registry	Additional Cost Reductions	-	-	1,981.6	-
	Efficiencies	-	129.7	-	235.5
	Non-recurrent cost	-	-	120.0	-
	Savings	208.1	-	197.6	734.4
MP IV: Secretariat of the Assembly of States Parties	Additional Cost Reductions	-	-	2.0	-
	Non-recurrent cost	-	-	100.0	-
MP VI: Secretariat of the Trust Fund for Victims	Efficiencies	-	31.3	-	31.3
Grand Total		219.6	166.9	2,649.6	1,505.8

¹⁶ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), vol. I, part III, ICC-ASP/15/Res.1, para. L.1.

¹⁷ ICC-ASP/18/5/AV, para. 15.

Table 3: Total ICC: Proposed budget for 2020

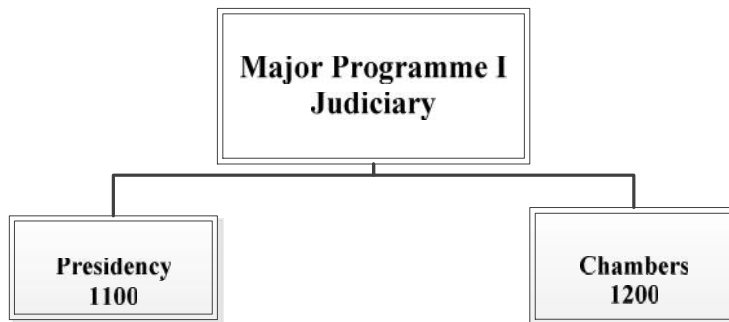
ICC	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Judges	5,328.1	89.3	5,417.4	5,662.1	(145.2)	(2.6)	5,516.9
Professional staff				60,752.2	839.6	1.4	61,591.8
General Service staff				25,356.6	718.0	2.8	26,074.6
<i>Subtotal staff</i>	<i>87,302.4</i>	<i>87.5</i>	<i>87,389.9</i>	<i>86,108.8</i>	<i>1,557.6</i>	<i>1.8</i>	<i>87,666.4</i>
General temporary assistance	12,677.7	348.0	13,025.7	17,126.6	444.1	2.6	17,570.7
Temporary assistance for meetings	510.8	3.3	514.2	978.7	(702.3)	(71.8)	276.4
Overtime	211.1	-	211.1	299.3	(75.8)	(25.3)	223.5
<i>Subtotal other staff</i>	<i>13,399.6</i>	<i>351.3</i>	<i>13,750.9</i>	<i>18,404.6</i>	<i>(334.0)</i>	<i>(1.8)</i>	<i>18,070.6</i>
Travel	5,319.3	452.1	5,771.5	6,152.5	202.1	3.3	6,354.6
Hospitality	34.7	-	34.7	29.0	(1.0)	(3.4)	28.0
Contractual services	3,257.9	734.2	3,992.1	4,002.9	94.3	2.4	4,097.2
Training	891.1	5.4	896.5	1,000.7	57.7	5.8	1,058.4
Consultants	729.0	-	729.0	667.5	(106.7)	(16.0)	560.8
Counsel for defence	3,981.3	250.7	4,232.0	3,487.8	(240.3)	(6.9)	3,247.5
Counsel for victims	1,466.2	-	1,466.2	1,101.3	198.7	18.0	1,300.0
General operating expenses	14,020.1	216.6	14,236.7	14,857.3	1,545.7	10.4	16,403.0
Supplies and materials	1,237.2	10.5	1,247.7	1,175.5	78.2	6.7	1,253.7
Furniture and equipment	2,160.7	115.0	2,275.7	1,900.0	(517.4)	(27.2)	1,382.6
<i>Subtotal non-staff</i>	<i>33,097.5</i>	<i>1,784.6</i>	<i>34,882.1</i>	<i>34,374.5</i>	<i>1,311.3</i>	<i>3.8</i>	<i>35,685.8</i>
Total	139,127.6	2,312.7	141,440.3	144,550.0	2,389.7	1.7	146,939.7
Host State Loan	3,585.1	-	3,585.1	3,585.1	-	-	3,585.1
Total Including Host State Loan	142,712.7	2,312.7	145,025.4	148,135.1	2,389.7	1.6	150,524.8

Table 4: Total ICC: Proposed staffing for 2020

ICC	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	1	2	-	9	46	89	186	174	38	545	19	409	428	973
New	-	-	-	-	-	1	-	1	-	2	-	-	-	2
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	2	(1)	(1)	8	(8)	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	1	2	-	9	48	89	185	183	30	547	19	409	428	975
GTA Positions (FTE)														
Approved 2019	-	-	-	-	0.05	7.30	45.12	51.79	15.00	119.26	8.09	66.87	74.96	194.22
Continued	-	-	-	-	0.05	6.84	45.34	53.25	13.50	118.98	4.50	58.08	62.58	181.57
New	-	-	-	-	0.42	1.00	1.00	0.42	-	2.83	6.47	3.01	9.47	12.31
Redeployed	-	-	-	-	-	-	(0.75)	(0.25)	-	(1.00)	-	(0.50)	(0.50)	(1.50)
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	0.47	7.84	45.59	53.42	13.50	120.82	10.97	60.59	71.56	192.37

II. Proposed Programme Budget for 2020

A. Major Programme I: Judiciary



Introduction

37. Major Programme I is composed of the Presidency and the Chambers.

38. The Presidency has three primary areas of responsibility: legal, external relations and administrative functions. In 2020, the Chambers will manage case work arising from developments which occurred in 2018 and 2019, including trial preparations (potentially), reparations proceedings and several final appeals (in addition to interlocutory appeals), and other situations and cases at the pre-trial level. The Judiciary will continue its efforts to improve the transparency of the International Criminal Court (“the Court”), strengthen the cooperation of States Parties and enhance the flexible and efficient use of available resources.

39. The budget for Major Programme I is based on the judicial activities required under the Court’s budget assumptions for 2020, which were determined in an inter-organ effort.

Table 5: Major Programme I: Proposed budget for 2020

Major Programme I Judiciary	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Judges	5,328.1	89.3	5,417.4	5,662.1	(145.2)	(2.6)	5,516.9
Professional staff				4,399.2	59.4	1.4	4,458.6
General Service staff				846.7	36.6	4.3	883.3
<i>Subtotal staff</i>	<i>5,525.6</i>	<i>-</i>	<i>5,525.6</i>	<i>5,245.9</i>	<i>96.0</i>	<i>1.8</i>	<i>5,341.9</i>
General temporary assistance	1,007.4	-	1,007.4	1,070.8	7.4	0.7	1,078.2
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>1,007.4</i>	<i>-</i>	<i>1,007.4</i>	<i>1,070.8</i>	<i>7.4</i>	<i>0.7</i>	<i>1,078.2</i>
Travel	156.7	-	156.7	90.8	9.9	10.9	100.7
Hospitality	14.1	-	14.1	11.0	-	-	11.0
Contractual services	-	-	-	-	-	-	-
Training	22.1	-	22.1	22.0	19.1	86.8	41.1
Consultants	5.0	-	5.0	5.0	-	-	5.0
General operating expenses	88.3	-	88.3	-	-	-	-
Supplies and materials	1.0	-	1.0	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>287.2</i>	<i>-</i>	<i>287.2</i>	<i>128.8</i>	<i>29.0</i>	<i>22.5</i>	<i>157.8</i>
Total	12,148.4	89.3	12,237.7	12,107.6	(12.8)	(0.1)	12,094.8

Table 6: Major Programme I: Proposed staffing for 2020

I	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	-	3	3	21	12	-	39	1	11	12	51
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	3	3	21	12	-	39	1	11	12	51
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	-	4.00	6.00	-	10.00	-	-	-	10.00
Continued	-	-	-	-	-	-	4.00	6.00	-	10.00	-	-	-	10.00
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	-	4.00	6.00	-	10.00	-	-	-	10.00

1. Programme 1100: The Presidency

Introduction

40. The Presidency's strategic priorities, according to its three primary areas of responsibility, are as follows:

(a) Legal: to carry out its legal and judicial functions under the Rome Statute, pursuant to its responsibility for the proper administration of the Court. This includes the approval of Court-wide administrative issuances; judicial review of certain decisions of the Registrar; timely assignment of situations and constitution of Chambers;¹⁸ procedural and substantive coordination of judges' plenary sessions, retreats and meetings; and international cooperation, in particular with regard to enforcement responsibilities under Part 10 of the Rome Statute.¹⁹

(b) External relations: to maintain and increase international support for and cooperation with the Court;²⁰ to encourage full implementation and global ratification of the Rome Statute; and to coordinate planning of the Court's external relations activities.

(c) Administrative: to contribute actively to the governance of the Court, under the Presidency's own strategic leadership; and to interact with various oversight bodies on matters related to oversight of the administration of the Court by the Assembly of States Parties ("the Assembly"), as provided by the Rome Statute.

Presidency objectives

41. The Presidency's objectives are:

1. Within its areas of responsibility, to contribute to ensuring the efficient conduct of pre-trial, trial and appeal proceedings.
2. To engage in effective Court-wide international cooperation and to discharge all its responsibilities related to the enforcement of sentences of imprisonment and fines, as provided under Part 10 of the Rome Statute.
3. To advance the "Lessons Learned" review of judicial processes – focusing on procedures in the trial preparation and hearing stages, victim processes and the conclusion of trials and appeals – and consulting States Parties, participants and other stakeholders, as appropriate.
4. Together with the other organs, to further improve dialogue between the Court, the Assembly and its sub-bodies.
5. To build trust in the Court among States, international and regional organizations, NGOs and other key partners and stakeholders; to encourage effective cooperation with the Court; to use all opportunities to highlight and underscore to non-States Parties the benefits of joining the Court; and to conclude relevant agreements with States.
6. To ensure effective resource management, including by identifying and implementing further efficiency measures and improving the management of staff performance; and to operate in line with appropriate performance indicators for judicial processes and relevant judicial support.

¹⁸ Pursuant to Strategic Goal 1 of the Court's Strategic Plan for 2019-2021: "Increase the expeditiousness and efficiency of the Court's core activities (preliminary examinations, investigations, trials and reparations) while preserving the independence, fairness and quality of its proceedings, ensuring adherence to the highest legal standards and protecting the safety and well-being of individuals, in particular victims and witnesses."

¹⁹ Pursuant to Strategic Goal 4 of the Court's Strategic Plan for 2019-2021: "Further foster political support and develop the modalities of cooperation and operational support for all parties as regards preliminary examinations, investigations, protection of witnesses, implementation of arrest warrants and judicial proceedings."

²⁰ In line with Goal 5 of the Court's Strategic Plan for 2019-2021: "Discuss and devise with States and other stakeholders new strategies to increase the ability of the Rome Statute System to address the shared responsibility to close the impunity gap, including through encouraging domestic implementation of the Rome Statute and other measures of complementarity by States Parties (including providing support and assistance to victims), as well as developing a strategy for the completion of situations under investigation."

7. To further improve the Court's budget processes in a Court-wide effort.
8. To ensure effective risk management.
9. To fully integrate the relevant strategic goals from the Court's Strategic Plan for 2019-2021 into the functioning of the Presidency, most notably goals 1, 4 and 5 on cooperation and complementarity and goals 6 to 9 on organizational performance.

Judicial Priorities – Cooperation and Transparency

42. The Presidency will continue working to enhance and encourage the cooperation of States Parties. Robust and effective State support is essential to the effective discharge of the Court's mandate. States give weight and effect to the Court's work by implementing its decisions (for example, executing warrants of arrest), providing financial and logistical support and enforcing sentences.

43. The Presidency will spearhead efforts, rooted in the Court's standards of ethical conduct, to promote a culture of fiscal responsibility, transparency and accountability that inspires trust in the Judiciary and in the Court as a whole, both internally and externally. These efforts will aim to provide States Parties, the public and other key partners and stakeholders with the full picture of how the Court operates, subject to the necessary confidentiality attaching to judicial and prosecutorial work, matters of prosecutorial independence and certain major programmes in the Court's budget.

Budget resources **€1,291.1 thousand**

44. The requested amount has increased by €35.2 thousand (2.8 per cent).

Presidency allowances *€28.0 thousand*

45. The Proposed Programme Budget for 2020 includes €28.0 thousand to cover the special allowance of the President²¹ and that of the First or Second Vice-President when acting as President.²² The regular salaries of the Presidency's three members are included in Sub-Programme 1200.

Staff resources **€1,140.3 thousand**

46. The amount requested for established posts has increased by €24.2 thousand (2.2 per cent). The Presidency comprises 11 established posts. No new posts are proposed.

Established posts: Professional and General Service *€1,140.3 thousand*

47. The Presidency is entrusted with three main functions: legal/judicial review, external relations and administration.

48. The Presidency support staff is led by a Chef de Cabinet (P-5), who is responsible for staff management, strategic planning and guidance, and for representing the Presidency at working, strategic and senior levels at inter-organ and external meetings.

49. The current structure includes the Head of the Legal and Enforcement Unit (P-4), one Legal Officer (P-3) and one Associate Legal Adviser (P-2) in the Legal and Enforcement Unit, responsible for coordinating and providing substantive legal support to the Presidency. The external relations functions of the Presidency are currently performed by one External Relations Adviser (P-3), assisted by one Administrative Assistant (External Relations) (GS-OL). The administrative functions of the Presidency are performed by one Special Assistant to the President (P-3) and one Associate Administrative Officer (P-2). The remaining Presidency staff is composed of one Personal Assistant to the President (GS-PL), one Administrative Coordinator to the Judiciary (GS-OL) and one Administrative Assistant (GS-OL) assigned to the Chef de Cabinet, who provide wide-ranging administrative and logistical support.

²¹ *Official Records ... Second session ... 2003* (ICC-ASP/2/10), part III.A.I.B.

²² *Ibid.*, part III.A.I.C.

Non-staff resources**€122.8 thousand**

50. Non-staff resources are required for travel, hospitality, training and consultants. The proposed amount has increased by €1.0 thousand (9.8 per cent) owing to the increased travel and training planned for 2020.

*Travel**€100.7 thousand*

51. The requested amount has increased by €9.9 thousand (10.9 per cent) owing to a forecast increase in travel by members of the Presidency and accompanying staff. In 2020, all three members of the Presidency will be working to build confidence in the Court. This will require them to travel to engage with States Parties, civil society, professional associations and other stakeholders.

52. The Presidency's travel funds are required for all official travel by judges and by staff of the Presidency and Chambers, including travel by the President, the Vice-Presidents and other judges to represent the Court at important external events. These funds also cover two judicial retreats, the costs associated with the opening of the judicial year and a limited amount of necessary travel by Presidency and Chambers staff to support the Presidency's external role or to provide expert contributions to external events where funding from the organizers is unavailable. These costs are recurrent.

*Hospitality**€10.0 thousand*

53. The requested amount remains unchanged and is required for goodwill and hospitality costs associated with visits of Heads of State or Government, ministers and other senior representatives of States (including ambassadors) and intergovernmental organizations to the President or the Vice-Presidents. The hospitality budget is also used to cover the Judiciary's contributions to Court events, such as Diplomatic Briefings, the NGO Roundtable and welcome and signing ceremonies, which are jointly funded by all organs. These costs are recurrent.

*Training**€7.1 thousand*

54. The requested amount has increased by €1.1 thousand (18.3 per cent). The Presidency continues to require this budget item in 2020, mainly to provide its staff with specific training relevant to their legal and external relations functions and in the areas of management and, to a lesser extent, language skills. These costs are recurrent.

*Consultants**€5.0 thousand*

55. The requested amount remains unchanged from the amount approved for 2019. These costs are recurrent.

Table 7: Programme 1100: Proposed budget for 2020

1100 The Presidency	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Judges	2.9	-	2.9	28.0	-	-	28.0
Professional staff				823.8	11.6	1.4	835.4
General Service staff				292.3	12.6	4.3	304.9
<i>Subtotal staff</i>	<i>971.6</i>	<i>-</i>	<i>971.6</i>	<i>1,116.1</i>	<i>24.2</i>	<i>2.2</i>	<i>1,140.3</i>
General temporary assistance	(37.3)	-	(37.3)	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>(37.3)</i>	<i>-</i>	<i>(37.3)</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Travel	152.1	-	152.1	90.8	9.9	10.9	100.7
Hospitality	13.5	-	13.5	10.0	-	-	10.0
Contractual services	-	-	-	-	-	-	-
Training	5.9	-	5.9	6.0	1.1	18.3	7.1
Consultants	5.0	-	5.0	5.0	-	-	5.0
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>176.5</i>	<i>-</i>	<i>176.5</i>	<i>111.8</i>	<i>11.0</i>	<i>9.8</i>	<i>122.8</i>
Total	1,113.7	-	1,113.7	1,255.9	35.2	2.8	1,291.1

Table 8: Programme 1100: Proposed staffing for 2020

1100	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	-	1	1	3	2	-	7	1	3	4	11
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	1	1	3	2	-	7	1	3	4	11
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Continued	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	-	-	-	-	-	-	-	-	-

2. Programme 1200: Chambers

Introduction

56. Pursuant to articles 34(b) and 36(1) of the Rome Statute, the Chambers are composed of 18 judges and are organized into three divisions: Pre-Trial, Trial and Appeals. In consultation with the judges, the Presidency decides on the assignment of judges to judicial divisions²³ and assigns situations and cases to the Pre-Trial and Trial Chambers. The Appeals Division deals with interlocutory and final appeals against decisions taken in the other divisions. Within the confines of the Rome Statute, a flexible approach to workload allocation among the judges is adopted to allow for the most effective use of resources and to avoid requests for new resources even if the workload in some Chambers increases. Depending on the workload in the relevant divisions, pre-trial judges may be reassigned to trial and reparations work, and both pre-trial and trial judges may be reassigned to specific appeals when there is a conflict of interest or when other circumstances require the temporary replacement of an appeals judge.

57. The Chambers form the judicial organ of the Court. As mandated by the Rome Statute, the main role of the Chambers is to ensure that the proceedings are “fair and expeditious” and “conducted with full respect for the rights of the accused and due regard for the protection of victims and witnesses”.²⁴

Chambers’ objectives

1. To ensure the efficient conduct of pre-trial, trial and appeal proceedings.
2. To continue to reduce the length of proceedings by implementing the numerous reforms undertaken in recent years, such as the continuing “Lessons Learnt” review of judicial processes, with a focus on procedures in the trial preparation/hearing stages and, subsequently, on the conclusion of trials and appeals. This includes updating the Chambers Practice Manual.
3. To continue operating in line with the performance indicators developed for judicial processes.
4. To continue developing and implementing victim application and representation systems in consultation with the Registry.
5. To ensure effective management of staff and non-staff resources.
6. To further improve the management of staff performance through the new Court-wide performance appraisal system.
7. To fully integrate the relevant strategic goals from the Court’s Strategic Plan for 2019-2021 into the functioning of the Chambers, most notably goals 1 to 3 on judicial and prosecutorial performance and goals 6 to 9 on organizational performance.

Chambers’ priorities – Improving practice to enhance efficiency

58. Pursuant to Strategic Goal 1 of the Court’s Strategic Plan for 2019-2021, the Chambers have been and will continue to be closely engaged in practice improvements to enhance the efficiency of judicial proceedings. Now that several cycles of cases have concluded, the focus is on consolidating judicial practice – not only in the pre-trial, trial and appeals phases, but also in the reparations phase, which is essential to the discharge of the Court’s mandate and to Strategic Goal 2 of the Court’s Strategic Plan for 2019-2021.²⁵ Significant practical experience from the reparations proceedings in *Katanga*, *Lubanga* and *Al Mahdi* has yielded new best practices. The judges are carrying on important work to

²³ Rule 4 *bis* of the Rules of Procedure and Evidence.

²⁴ Article 64(2) of the Statute.

²⁵ Strategic Goal 2: “Further develop the Court’s approach towards victims in all phases of the judicial proceedings, including reparations, the latter in cooperation with the Trust Fund for Victims.”

amend and improve practice while already implementing the best practices identified collaboratively at judicial retreats.

Case Law Database

59. The Case Law Database (CLD) project is an ongoing, essential undertaking to create a searchable database of the Court's case law. The completed CLD will index all judicial decisions of the Court in an easily searchable format. In addition to the CLD's full-text search capability, specific holdings will be extracted from decisions and associated with searchable keywords and other metadata. The CLD will also trace the evolution of the Court's case law and the relationships between judicial decisions. It is expected that the first version of the CLD will be launched in the course of 2019.

60. The Chambers will continue working on the CLD, ensuring that it remains up to date and that its functionality is further refined. This work will be done with existing resources.

Judges' costs

€5,488.9 thousand

61. The Proposed Programme Budget for 2020 provides for the remuneration of 18 full-time judges.

62. The remuneration and allowances of judges are detailed in full in annex VI(a). In the Proposed Programme Budget for 2017,²⁶ a request was made to update the judges' salaries to align them with increases in the cost of living in The Hague and with the salaries of the judges of the International Court of Justice and other international courts and tribunals, on the basis of both article 49 of the Rome Statute and ICC-ASP/3/Res.3.²⁷ After consideration of this matter at the fifteenth session of the Assembly, the decision was taken to request the Bureau "to consider a revision of the judges' remuneration [...] and to report to the Assembly at its sixteenth session".²⁸ The Bureau subsequently decided that the facilitation on this issue would be led by a designated facilitator. At its seventeenth session, the Assembly "[requested] the Registry to commission, in coordination with the Working Group on the Revision of the Judges' Remuneration, an expert in international remuneration systems to undertake a study on the judges' remuneration, including the salary structure and benefits package, and to consider the possible terms of reference for a mechanism to review the remuneration of judges, taking into account the cost implications and the suggestions put forward in the report of the Working Group on the Revision of the Judges' Remuneration".²⁹ The Assembly has determined that it will need to approve the terms of reference for the mechanism, which are to be recommended to it by the Working Group and considered at its eighteenth session in December 2019.

63. As the facilitation process remains ongoing and its outcome will not be known before the presentation of the Proposed Programme Budget for 2020, an amount has been entered in annex VI(a) without prejudice to the ongoing facilitation and subject to a determination, by the States Parties, of the appropriate level of any increase in remuneration.

Forecast judicial activities

64. While the overall workload falling to the Chambers in 2020 is forecast to remain similar in size to the Chambers' workload in 2019, it is predicted that most of the new workload may be concentrated in the pre-trial, trial preparation and appeals phases of proceedings. The Pre-Trial Division is currently seized of 17 situations. Furthermore, 16 warrants of arrest issued for 15 persons remain unexecuted. Two cases, involving a total of three suspects, are currently pending before Pre-Trial Chambers I and II, at the confirmation of charges stage. These proceedings will likely conclude before the end of 2019; should the charges be confirmed, trial preparations before the Trial Chambers could

²⁶ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), vol. II, part A, paras. 163-168.

²⁷ *Official Records ... Third session ... 2004* (ICC-ASP/3/25), part III, ICC-ASP/3/Res.3, annex, section XIII.

²⁸ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), vol. I, part III, ICC-ASP/15/Res.1, section O.

²⁹ *Official Records ... Seventeenth session ... 2018* (ICC-ASP/17/20), resolution ICC-ASP/17/Res.1, para. 3.

commence in 2019. Moreover, issues requiring the intervention of the Pre-Trial Chambers arise regularly in the other situations and cases before the Court. In the Trial Division, one case is expected to continue into 2020, at the trial deliberations stage. Reparations proceedings will also be pending before the Trial Chambers in up to four cases, and additional cases may reach the Trial Division. Appeals against one or more final decisions of the Trial Chambers are likely to continue into 2020. Throughout the year, interlocutory appeals from ongoing pre-trial and trial proceedings will also come before the Appeals Chamber, making its 2020 workload likely to equal, if not exceed, its 2019 workload, and probably requiring several complex matters to proceed simultaneously.

Activity assumptions

Pre-Trial Division

65. The Pre-Trial Division handles all applications made in the course of preliminary examinations or regarding the initiation of an investigation or the preservation of evidence during an investigation. It also deals with the entire first phase of judicial proceedings, up to and including the decision whether to confirm the charges and send a case to trial.

66. Six judges are currently assigned to the Pre-Trial Division. Four of the six pre-trial judges are at the same time temporarily attached to the Trial Division and involved in trial hearings and reparations matters. Pre-trial judges, like trial judges, have in the past also been temporarily attached to the Appeals Division to hear interlocutory appeals. In line with the Chambers' flexible approach to staffing, a number of legal staff assigned to the Pre-Trial Division have also been simultaneously assigned to cases in other divisions and Chambers. This approach has so far made it possible to cope with the current workload.

67. The Pre-Trial Chambers are currently actively seized of 17 situations, namely: Uganda; the Democratic Republic of the Congo; Darfur/Sudan; the Central African Republic I; Kenya; Libya; Côte d'Ivoire; Mali; the Registered Vessels of the Union of the Comoros, the Hellenic Republic and the Kingdom of Cambodia; the Central African Republic II; Georgia; Gabon; Burundi; Afghanistan; Palestine, Venezuela and Bangladesh/Myanmar. Activity is expected to continue, in particular in the situations in Darfur/Sudan, Libya, Mali, Central African Republic II, Georgia and Burundi. The *Al Hassan* case in the situation in Mali is currently pending at the confirmation of charges stage before Pre-Trial Chamber I and is likely to remain before that Chamber until the second half of 2019. The *Yekatom and Ngaïssona* case in the situation in the Central African Republic II is pending at the confirmation stage before Pre-Trial Chamber II and is also likely to remain before that Chamber until the second half of 2019. Subject to confirmation of the charges, the *Al Hassan* and *Yekatom and Ngaïssona* trial preparation and the opening of hearings may take place in 2020. These trials would generate a considerable workload, given the volume of evidence expected to be presented and, generally, the complexity of the cases.

68. The nature of proceedings before the Pre-Trial Chambers is such that some major filings and developments, such as applications for warrants of arrest, initial appearances and applications for the initiation of investigations on the basis of preliminary examinations conducted by the Office of the Prosecutor, cannot be predicted. The situations that come before the Pre-Trial Chambers in 2019 may result in further applications to the Pre-Trial Chambers by parties and participants to the various proceedings ongoing in 2020. Moreover, any of the 15 persons for whom warrants of arrest have been issued by Pre-Trial Chambers may be arrested and surrendered to the Court on short notice, as has happened on a number of occasions in recent years, e.g. in the cases of *Al Hassan* and *Yekatom and Ngaïssona*. Ultimately, therefore, the Pre-Trial Division can only draw on the experience of previous years to arrive at its assumptions for 2020

Trial Division

69. The Trial Division is composed of the Trial Chambers, whose mandate is to conduct trials following the confirmation of charges by the Pre-Trial Chambers. This mandate continues until the conclusion of the reparations phase. The Trial Chambers are required to ensure, in accordance with article 64 of the Rome Statute, that a trial is fair and expeditious

and is conducted with full respect for the rights of the accused and due regard for the protection of victims and witnesses.

70. The Trial Division is currently composed of six judges, assigned in various combinations to eight Trial Chambers. An additional four judges assigned to the Pre-Trial Division have been temporarily attached to the Trial Division for the duration of the specific cases before them. Trial judges are also temporarily attached to the Appeals Division to hear interlocutory and final appeals.

71. The Trial Division has six active proceedings before six Chambers: trial proceedings in *Ntaganda*, *Gbagbo and Blé Goudé* and *Ongwen*; and reparations proceedings in *Lubanga*, *Katanga* and *Al Mahdi*.

72. On 8 July 2019, Trial Chamber VI handed down its judgment in *Ntaganda* pursuant to article 74, thereby convicting the accused. The judgment pursuant to article 76 of the Rome Statute (“the Statute”) is expected to be issued by the end of 2019. Deliberations in the *Ongwen* trial will continue into 2020 and will be followed by a judgment pursuant to article 74 of the Statute and, if the accused is convicted, a judgment pursuant to article 76 of the Statute. In *Gbagbo and Blé Goudé*, the Trial Chamber’s written reasons for its decision acquitting the accused are pending.

73. Reparations proceedings will also be ongoing in 2020. The conviction in *Ntaganda* entails that reparation proceedings in that case will extend through all of 2020. In *Katanga*, *Lubanga* and *Al Mahdi*, the monitoring and supervision of the implementation phase, after the issuance of reparations orders, is also expected to continue throughout 2020.

74. As a result of the above, several cases may be ongoing before the Trial Chambers at the same time.

Appeals Division

75. The Appeals Division is composed of five judges, one of whom is the President of the Court. The principal statutory function of the Appeals Chamber is to hear final appeals against decisions of acquittal or conviction and sentence, and against decisions relating to reparations, and interlocutory appeals against some decisions of the Pre-Trial and Trial Chambers rendered in the course of proceedings. Final appeals involve a substantial workload, since the entirety of the trial proceedings, including the evidence admitted, may have to be reviewed, and additional evidence may have to be assessed. At the same time, some interlocutory appeals may raise complex and important issues, and their outcome may have a significant impact on the Court as a whole.³⁰ The Appeals Chamber may also be seized of other matters, such as requests for reduction of sentence.

76. Following the decision of conviction by Trial Chamber VI in *Ntaganda*, a decision on sentence will be issued later in 2019. Any appeals therefrom are likely to continue into 2020, as are any appeals against the final decision of Trial Chamber I in *Gbagbo and Blé Goudé*. As each of these cases represents years of pre-trial and trial proceedings and the respective decisions of the Trial Chambers deal with vast quantities of evidence, any appeals are likely to be complex and entail a heavy workload in 2020.

77. The Appeals Chamber is also expected to hear several interlocutory appeals from cases now before the Pre-Trial and Trial Chambers. Given the above, and in view of current trends, the various final and interlocutory appeals expected in 2020 are forecast to give rise to an increase in workload versus 2019, and several complex matters are expected to be before the Appeals Chamber at the same time.

Budget resources

€ 10,803.7 thousand

78. The requested amount has decreased by €48.0 thousand (0.4 per cent).

³⁰ See, for example, *The Prosecutor v. Saif Al-Islam Gaddafi and Abdullah Al-Senussi*, “Judgment on the appeal of Libya against the decision of Pre-Trial Chamber I of 31 May 2013 entitled ‘Decision on the admissibility of the case against Saif Al-Islam Gaddafi’”, 21 May 2014, ICC-01/11-01/11-547-Red.

Staff resources (total for three divisions)**€5,279.8 thousand**

79. The amount requested has increased by €79.2 thousand (1.5 per cent). The amount requested for established posts has increased by €71.8 thousand (1.7 per cent). The amount requested for general temporary assistance (GTA) positions has increased by €7.4 thousand (0.7 per cent).

80. Mindful of Strategic Goal 9 of the Court's Strategic Plan for 2019-2021,³¹ the Judiciary is continuing its efforts to improve the efficiency and expeditiousness of judicial proceedings, in part through increased operational flexibility in its staffing structure, which reflects the Court's commitment to the disciplined use of resources. Under this policy of operational flexibility, legal support staff are assigned on a needs basis, taking into account the workload of each team, Chamber and division, and the required expertise. This approach allows for better responsiveness to changing needs and workloads, enhancing the Judiciary's overall effectiveness. It also expands the skills and experience of Chambers staff and has a positive impact on the general dynamic of the Judiciary. To the extent possible, operational staff shortages are addressed with available resources by flexible deployment between the divisions and simultaneous assignment to cases or applications at the pre-trial, trial or appeal stages.

81. The ongoing flexible assignment of established and GTA staff is expected to continue leading to more synergy between judicial operating requirements and the Chambers' pool of knowledge and expertise, and will be essential to ensuring that the changing profile of the Chambers' workload (i.e. higher levels of pre-trial and appeals activity) can be handled with existing resource levels. Accordingly, for 2020, the staff resource requirements for Chambers remain at the same level as approved for 2019. It is stressed, however, that this requirement is based on the present staffing level, composed of the fully operational, well-trained and experienced staff currently on board. Any reduction in this staffing level will cause disruption to workflows and operational delays, and will prevent the expeditious completion of tasks.

82. The staffing structure of the Chambers comprises 40 established posts and 10 GTA positions, and remains unchanged from 2019. Staff resources are presented jointly for all three divisions, on the basis of the principle of flexible staff assignment.

*Established posts: Professional and General Service**€4,201.6 thousand*

83. The workload of established staff will remain at approximately the same level, especially in the light of the complexity of pending cases. Extensive additional support will be required to conduct activities at the pre-trial level and for multiple interlocutory and final appeals.

84. The Chambers are served by 40 established posts. The Head of Chambers' Staff (P-5) is responsible for strategic planning and work processes in the Chambers. The incumbent oversees and leads coordination and communication between divisions, and provides support to the judges and overall managerial leadership to legal and administrative staff of the Chambers. The Head of Chambers' Staff is assisted by one Senior Legal Adviser (P-5) and two Legal Advisers (P-4), who offer essential division-specific expertise, provide guidance to the pre-trial, trial and appeals staff and coordinate their work on cases. The Chambers are further staffed by: 18 Legal Officers (P-3), who provide high-level legal advice to the judges to whom they are assigned and coordinate the legal support teams of their respective Chambers, as necessary; 10 Associate Legal Officers (P-2), who assist with analysis of submissions, preparation of decisions and judgments, and the day-to-day logistics of courtroom activities; and 8 Administrative Assistants (GS-OL), who provide wide-ranging administrative and logistical support to the judges and staff.

³¹ Strategic Goal 9: "Manage resources in an effective, coherent, transparent, responsible and adaptable manner and further develop the sustainability and resilience of the Court against identified risks."

General temporary assistance

€1,078.2 thousand

85. The work of the divisions remains critically dependent on the availability of sufficient GTA support at the P-3 and P-2 levels. The continuation of previously approved GTA resources is therefore essential for the efficient functioning of the Chambers. It is recalled that, for the Approved Programme Budget for 2019, GTA support was reduced by 24 months of GTA funds for Associate Legal Officers (P-2). In the light of the expected workload, it is noted that further reductions would have a significant negative impact on workflow and would lead to operational delays. All GTA positions are considered multi-year, since they are used as a pool of resources and allocated on a needs basis. This requirement is reviewed annually. Accordingly, the same level of GTA resources is requested as was approved in the 2019 programme budget, as follows:

(a) Four *Legal Officers (P-3)*, funded for a total of 48 months. *Continued. Multi-year.* As in previous years, more experienced legal staff at P-3 level continue to be needed to coordinate and supervise teams and to assist with specific assignments in cases, such as in-depth legal research and analysis, preparation of draft decisions on issues emerging during the proceedings and provision of in-court support; and

(b) Six *Associate Legal Officers (P-2)*, funded for a total of 72 months. *Continued. Multi-year.* These staff provide necessary legal support for the judicial work of the Chambers. The requested GTA P-2 positions are required, *inter alia*, to provide the following specific support: analysis and summarization of large volumes of evidence and submissions; in-court note-taking and summarization of hearings; liaison with the Registry, parties and participants where needed; analysis of applications for reparations; and performance of any other relevant tasks necessary to ensure the proper functioning of the divisions.

Non-staff resources

€35.0 thousand

86. Non-staff resources are required for hospitality and training. In accordance with the recommendations of the Committee on Budget and Finance, as endorsed by the Assembly, the provision for judges' travel has been included in the budget of the Presidency.³² The requested amount has increased by €18.0 thousand (105.9 per cent) to cover required staff training and to provide for judges' training costs.

Hospitality

€1.0 thousand

87. The requested amount remains unchanged and is necessary to cover hospitality costs associated with visits to judges by diplomatic and other high-level visitors, such as renowned legal scholars and figures of the international legal community. These costs are recurrent.

Training

€34.0 thousand

88. The requested amount has increased by €18.0 thousand (112.5 per cent). Funding is composed of €22.0 thousand for staff training and an additional €12.0 thousand for judges' training. The amount for staff training is required for the development of professional skills, including legal writing and linguistic capacity-building, specialized training on new developments in international humanitarian law, international criminal law, human rights law and evidence (e.g. digital forensics), and further development of coordination, communication, managerial and leadership skills. The amount earmarked for judges' training will be used to fund language immersion programmes for the judges. These costs are recurrent.

³² *Official Records ... Ninth session ... 2010* (ICC-ASP/9/20), vol. I, part II.E. and vol. II, part B.2.II.D.1, para. 83.

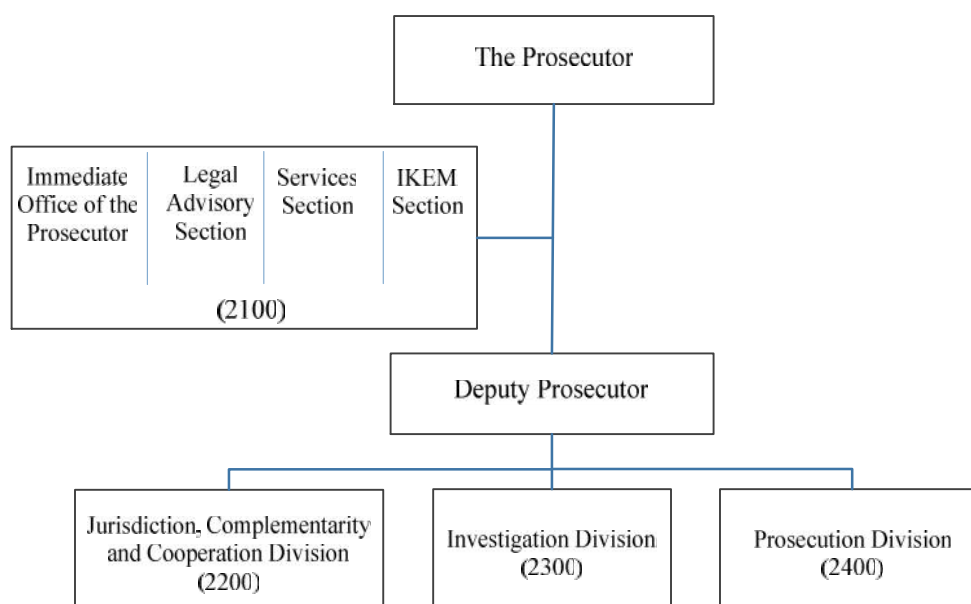
Table 9: Programme 1200: Proposed budget for 2020

1200 Chambers	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Judges	5,325.2	89.3	5,414.5	5,634.1	(145.2)	(2.6)	5,488.9
Professional staff				3,575.4	47.8	1.3	3,623.2
General Service staff				554.4	24.0	4.3	578.4
<i>Subtotal staff</i>	<i>4,330.9</i>	<i>-</i>	<i>4,330.9</i>	<i>4,129.8</i>	<i>71.8</i>	<i>1.7</i>	<i>4,201.6</i>
General temporary assistance	1,044.8	-	1,044.8	1,070.8	7.4	0.7	1,078.2
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>1,044.8</i>	<i>-</i>	<i>1,044.8</i>	<i>1,070.8</i>	<i>7.4</i>	<i>0.7</i>	<i>1,078.2</i>
Travel	-	-	-	-	-	-	-
Hospitality	-	-	-	1.0	-	-	1.0
Contractual services	-	-	-	-	-	-	-
Training	16.2	-	16.2	16.0	18.0	112.5	34.0
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>16.2</i>	<i>-</i>	<i>16.2</i>	<i>17.0</i>	<i>18.0</i>	<i>105.9</i>	<i>35.0</i>
Total	10,717.1	89.3	10,806.4	10,851.7	(48.0)	(0.4)	10,803.7

Table 10: Programme 1200: Proposed staffing for 2020

1200	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	-	2	2	18	10	-	32	-	8	8	40
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	2	2	18	10	-	32	-	8	8	40
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	-	4.00	6.00	-	10.00	-	-	-	10.00
Continued	-	-	-	-	-	-	4.00	6.00	-	10.00	-	-	-	10.00
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	-	4.00	6.00	-	10.00	-	-	-	10.00

B. Major Programme II: Office of the Prosecutor



Introduction

89. The mission of the Office of the Prosecutor (OTP, “the Office”) embraces the effective and efficient conduct of preliminary examinations, investigation and prosecution of perpetrators of genocide, crimes against humanity, war crimes and the crime of aggression, in accordance with its mandate under the Rome Statute. The Office will pursue this mission independently, impartially and objectively, consistent with its core values of *Dedication, Integrity* and *Respect*.

90. The proposed budget of the OTP for 2020 is based on three main interlinked sources:

- (a) the Court-wide Strategic Plan for 2019-2021;
- (b) the OTP Strategic Plan for 2019-2021 and related policies; and
- (c) a careful and realistic assessment of the resources that will be needed by the OTP in 2020 to properly discharge its mandate under the Rome Statute. The Office espouses and practices a strict, judicious and responsible approach to budget planning and fiscal management.

91. The Strategic Plan of the International Criminal Court (“the Court”) provides the overarching strategic view and guidelines for all the organs and programmes of the Court. The OTP plan – as well as the Registry’s – fits into the agreed common strategy contained in the Court-wide plan. All three draft strategic plans were presented to representatives of States Parties at the meeting of The Hague Working Group on 14 May 2019. Following the presentation, key stakeholders were asked to provide comments before the plans were finalized and, in the case of the OTP, for independent consideration by the Office.

92. The OTP Strategic Plan for 2019-2021 takes stock of the Office’s experience in the previous three years of activities and sets the path for achieving the goals on which the OTP will focus in the coming months and years. Under the leadership of the Prosecutor, who assumed office in 2012, the OTP has undertaken a number of managerial, strategic and policy initiatives intended to enhance effectiveness and efficiency in the exercise of its mandate and, in so doing, further strengthen public confidence in the OTP. Many of these initiatives have been regularly reported on and have resulted in internal institutional and operational enhancements. The 2019-2021 Strategic Plan is a further contribution by the Prosecutor and her Office towards that aim, in the same spirit and driven by a candid commitment to continuous improvement and excellence, and to make adjustments where needed. Given the importance that the Office places on the contribution of its stakeholders,

States and NGOs have been asked to provide their comments for the Office's independent consideration before the plan is finalized and adopted.

93. The OTP has identified six strategic goals in its 2019-2021 plan. These six goals³³ can be grouped under three main areas:

- (a) Improving performance in relation to the Office's core activities;
- (b) Enhancing sound management practices; and
- (c) Contributing to the effective functioning of the Rome Statute system.

94. These key areas contain the strategic goals identified as the most urgent and important to address in the next strategic period.

95. The OTP – with its independent mandate to initiate investigations and present cases before the Chambers – is the driving force behind the Court's judicial activities. While the outcomes of proceedings depend on various factors, effective performance by the OTP is key to enhancing the Court's credibility and strengthening public confidence in its ability to deliver justice for the world's most serious crimes.

96. The OTP is actively engaged in ensuring that its operations are conducted in accordance with the highest standards and that its activities are compliant with the legal framework of the Rome Statute while being informed by professionalism, transparency, fairness, efficiency and effectiveness. The OTP is also a learning organization where both successes and shortcomings are fully assessed and lessons are regularly learned and applied to ensure continuous improvement.

97. Results are measured on a regular basis via a set of performance indicators that were introduced in the 2012-2015 Strategic Plan and subsequently fine-tuned over the 2016-2018 period. Eleven indicators³⁴ – grouped into four main categories – will continue to be monitored through a dashboard, which serves as an internal management tool, to evaluate the Office's performance against the 2019-2021 Strategic Plan.

OTP activities in 2020 – preliminary examinations, investigations and prosecutions

98. The activities planned for 2020 build upon the combined results and experience of implementing the previous OTP strategic plans and on the goals of the 2019-2021 plan.

99. Consistent with its mission and strategic goals, the Office – while continuing to systematically identify efficiency gains and cost savings – focuses on optimizing preliminary examinations, further prioritizing investigations and prosecutions, developing a clear completion strategy for situations under investigation, developing narrower cases where appropriate, preparing and advocating for more expeditious court proceedings, and optimizing cooperation with partners.

100. The Office is committed to improving its governance by continuing to develop its practices in the fields of performance and risk management, further investing in leadership development and optimizing its decision-making structure and processes, always ensuring due oversight and informed decision making.

³³ The strategic goals in the 2019-2021 Strategic Plan are as follows: *Strategic Goal 1*: Achieve a high rate of success in court; *Strategic Goal 2*: Increase the speed, efficiency and effectiveness of preliminary examinations, investigations and prosecutions; *Strategic Goal 3*: Develop with States enhanced strategies and methodologies to increase the arrest rate of persons subject to outstanding warrants of arrest issued by the Court. ; *Strategic Goal 4*: Refine and reinforce its approach to victims, in particular for victims of sexual and gender-based crimes (SGBC) and crimes against or affecting children; *Strategic Goal 5*: Increase the Office's ability to manage its resources in an effective, responsible and accountable manner; *Strategic Goal 6*: Strengthen the ability of the Office and of its partners to close the impunity gap. The links between these goals and the goals of the Court's Strategic Plan can be found in Annex IV(e) of this document as well as in the OTP Strategic Plan 2019-2021.

³⁴ *Prosecutorial Results*: Persons presented/convicted; *Operational Excellence*: Compliance with quality standards; Efficiency gains and savings; Speed of core activities; Productivity of the Office. *Management Excellence*: Staff performance and development; Staff well-being; Gender and geographical balance; Budget implementation and compliance. *Innovation and Learning*: Lessons learned conducted; Research and evaluation agenda implemented.

101. Finally, the Office will continue to develop its ability to communicate more effectively, both internally and externally: timely and clear communications is crucial to maximize transparency and ensure that stakeholders and the public have an accurate and up-to-date picture of the Office's actions and decisions, including the progress of its investigations and prosecutions, where appropriate.

Situations under preliminary examination

102. The OTP conducts preliminary examinations of all situations that come to its attention so as to determine, on the basis of the legal criteria established by the Rome Statute ("the Statute") and the information available, whether those situations warrant investigation. The OTP is currently conducting preliminary examinations in nine situations: Bangladesh/Myanmar, Colombia, Guinea, Iraq/UK, Nigeria, Palestine, the Philippines, Ukraine and Venezuela. On 4 July 2019, the Prosecutor – having determined on the basis of the preliminary examination that there is a reasonable basis to believe that crimes against humanity under the jurisdiction of the Court have been committed³⁵ – requested, pursuant to article 15(3) of the Rome Statute, authorization from the Pre-Trial Chamber to proceed with an investigation into the situation in Bangladesh/Myanmar in the period since 9 October 2016. Some of the Office's preliminary examinations may be concluded during the remainder of 2019 and in 2020.

103. The criteria set out in article 53(1)(a)(b)(c) of the Statute provide the legal framework for a preliminary examination. In order to determine whether there is a reasonable basis to proceed with an investigation into the situation, the Prosecutor must consider jurisdiction, admissibility and the interests of justice.

104. The preliminary examination process is conducted on the basis of the facts and information available, mostly in open sources such as public documents, reports, videos and other materials of reliable provenance. The Office also conducts missions, as required, to meet relevant stakeholders on all sides – from government officials to civil society representatives – for the purpose of gathering information, engaging with State authorities on complementarity issues, and explaining the nature and scope of the preliminary examination process, which is not to be confused with a full-fledged investigation.

105. All of the information gathered is subjected to a fully independent, impartial and thorough analysis. The Office's findings are preliminary in nature and may be reconsidered in the light of new facts or evidence. The goal of this process is to reach a fully informed determination of whether there is a reasonable basis to proceed with an investigation. The Statute provides no timeline for such a determination. The Office ensures that no preliminary examination takes longer than is required to reach a fully informed decision following a comprehensive and independent assessment of the statutory criteria.

106. Preliminary examinations are not only crucial to deciding whether to open a new investigation; they also serve to lay a firm foundation for cooperation when – and if – such an investigation is opened. Preliminary examinations can also have a preventive effect and may foster domestic efforts to investigate and prosecute, thereby potentially obviating the need for new investigations by the Office. Lastly, the analytical work conducted at the preliminary examination phase feeds into the analysis at the investigations phase, should the Prosecutor decide to open an investigation into a situation. In view of the increasingly high volume of information received for processing in some of the most recent preliminary examinations, the Office has had to consider ways to improve and strengthen its information management at the preliminary examination phase, which has required the

³⁵ The information available provides a reasonable basis to believe that, in the context of the 2017 wave of violence, the following crimes were committed, in part on the territory of Myanmar and in part on the territory of Bangladesh: (a) deportation under article 7(1) (d) of the Statute (although the coercive acts forcing the Rohingya population to flee took place on the territory of Myanmar, the victims crossed a border – an essential element of the crime of deportation – by entering onto the territory of Bangladesh); (b) other inhumane acts under article 7(1)(k) of the Statute, namely the infliction of great suffering or serious injury by means of intentional and severe violations of the customary international law right of displaced persons to return safely and humanely to the State of origin with which they have a sufficiently close connection; and (c) persecution on ethnic and/or religious grounds under article 7(1)(h) of the Statute by means of deportation and intentional and severe deprivation of the customary international law right to return. This is without prejudice to other possible crimes within the jurisdiction of the Court which may be identified during the course of any authorized investigation.

dedication of specific resources. Furthermore, in line with its strategic plan, the latest preliminary examination by the Office into the situation of Bangladesh/Myanmar demonstrates the application of a new and more streamlined approach into preliminary examinations by introducing members of the Prosecution Division and Investigation Division into the preliminary analysis phase usually carried out by the analysts only, in order to endure a smooth transition into the investigation stage, should that be authorized

Situations under investigation and cases before the Court

107. In 2020, the OTP will continue to operate in relation to at least 11 situations that are open: Burundi, the Central African Republic (CAR I and II), Côte d'Ivoire, Darfur (Sudan), the Democratic Republic of the Congo (DRC), Georgia, Kenya, Libya, Mali and Uganda. In relation to the situation of the Islamic Republic of Afghanistan, on 12 April 2019, Pre-Trial Chamber II rejected the Prosecutor's request for authorization to initiate an investigation. In the independent and impartial exercise of her mandate under the Rome Statute, following a thorough analysis of the Chamber's decision, the Prosecutor decided to seek leave to appeal that decision on 10 June 2019.

108. The OTP Executive Committee ("ExCom") gives extensive consideration to various factors when planning for activities in each fiscal year and preparing for the corresponding programme budget request. In line with OTP strategy, cases that are being prepared for trial or have reached the trial stage are always the Office's top priority. At the same time, investigations are normally the most resource-intensive activity conducted by the Office, and timing is essential for optimal results. As the Court often operates in highly volatile political and security environments, priority attention and resources are also devoted to active investigations so as to capitalize on as many opportunities as possible.

109. The 2020 proposed budget provides for some essential increases to finalize important investigative activities and operations, while also catering for prosecutorial, and appellate activities related to ongoing proceedings.

110. After thorough consideration, in line with its Strategic Plan and its Policy on Case Selection and Prioritization, in 2020 the OTP will prioritize nine active investigations (eight simultaneously) in the following situations: Burundi, CAR II, Côte d'Ivoire, Darfur (first quarter only), DRC (starting second quarter), Georgia, Libya (two investigations) and Mali. The forecast of active investigations in 2020 is presented as accurately as possible, as of the preparation of the proposed programme budget. Owing to the inherently dynamic nature of the OTP's mandate and activities, it is possible that additional investigations may be opened during the remainder of 2019 or in 2020, taking into account, in particular, the progress of the OTP's preliminary examinations. In such scenario, the OTP stands ready to reprioritize its activities in relation to one or more of the situations with active investigations in the light of its case selection and prioritization policy, to maintain them at a level of eight simultaneous investigations where possible. While eight investigations entail a very high level of activity, the Office must do its best in addressing them given the number of potential cases still requiring its attention and response.

Situation in the Republic of Burundi

111. On 9 November 2017, Pre-Trial Chamber III authorized the Prosecutor to open an investigation into crimes against humanity within the jurisdiction of the Court, allegedly committed in Burundi or by nationals of Burundi outside Burundi, from 26 April 2015 to 26 October 2017, the day before Burundi's withdrawal from the Rome Statute became effective on 27 October 2017. The Prosecutor was also authorized to extend her investigation to crimes which were committed before 26 April 2015 or continued after 26 October 2017, as long as the investigation or prosecution relates to the crimes allegedly committed during the time Burundi was a State Party to the Rome Statute.

112. While Burundi's withdrawal from the Court was regrettable, the Pre-Trial Chamber did confirm Burundi's obligation to cooperate with the Court under Part 9 of the Rome Statute despite its withdrawal. The Office has also made efforts to build and maintain cooperation networks to mitigate some practical investigative challenges.

113. Resources in relation to, *inter alia*, investigations, cooperation and situation-specific languages will continue to be required in 2020. The limited additional resources in the 2019 approved budget, and the subsequent need to internally redeploy resources amongst existing situations and cases, have had a negative impact on the pace of activities in the Burundi situation. Thus, it is expected that this situation will need to remain under active investigation throughout 2020.

Situation in the Central African Republic (I and II.a and II.b)

114. The Central African Republic has twice referred a situation on its territory to the Court. Investigations with respect to CAR I focused on atrocities committed in the CAR in 2002 and 2003. Investigations in the CAR II situation focus on crimes allegedly committed during renewed violence in the country from 2012 onwards by various groups, including elements known by or operating under the names Séléka and anti-Balaka, and government entities.

115. The investigations are currently ongoing. Two teams of investigators focus on the crimes allegedly committed by the different parties to the conflict, including by (groups linked to) the Séléka (CAR II.a) and (groups linked to) the anti-Balaka (CAR II.b).

116. Following extensive investigative and cooperation efforts, the CAR II.b investigations led to the arrests of two suspects in 2018. Pursuant to a warrant of arrest issued by Pre-Trial Chamber II on 11 November 2018, Mr Alfred Yekatom was handed over to the Court by the CAR authorities on 17 November 2018. On 7 December 2018, Pre-Trial Chamber II also issued a warrant of arrest for Mr Patrice-Edouard Ngaïssona, who was arrested by the French authorities on 12 December 2018 and transferred to the Court on 23 January 2019. On 20 February 2019, Pre-Trial Chamber II decided to join the two cases, scheduling the hearing on the confirmation of the charges for 18 June 2019. Depending on its outcome, trial proceedings could take place in 2020, with a continued high level of dedicated resources in the Integrated Team.

117. Other investigative activities in CAR II will continue in 2020, in particular to finalize the present focus of the OTP investigations. In parallel, the OTP will continue to engage with CAR authorities and with the Special Criminal Court, including to consider completion strategies.

118. While a good cooperation environment has helped the OTP to make substantive progress in its investigations, the security environment has been and remains extremely unstable causing challenges for OTP activities and requiring increased security measures and logistical support for the Court's operations.

Situation in Côte d'Ivoire

119. Post-election violence erupted in Côte d'Ivoire in 2010-2011 after results in the presidential election, involving Laurent Gbagbo and Alassane Ouattara, were contested. Atrocities purportedly committed during the ensuing violence included murder, rape, other inhumane acts, attempted murder and persecution. The OTP's investigations have focused on crimes allegedly committed by both the pro-Gbagbo (CIV I) and pro-Ouattara forces (CIV II).

120. Resulting from the CIV I investigation, the joint case of *The Prosecutor v. Laurent Gbagbo and Charles Blé Goudé* concluded its trial phase on 15 January 2019 when Trial Chamber I acquitted Mr Gbagbo and Mr Blé Goudé of all charges brought against them following a submission of no case to answer. Subsequently, the OTP indicated it will make a decision on whether to appeal once a written and reasoned decision by the Trial Chamber has been issued, and requested a conditional release of Mr Gbagbo and Mr Blé Goudé, which was granted on 1 February 2019 by the Appeals Chamber. At the time of budget preparation, the Trial Chamber's written decision has not yet been issued. In the event of an appeal by the OTP, the *Gbagbo and Blé Goudé* case will continue to be litigated. The warrant of arrest for Simone Gbagbo remains to be executed.

121. Throughout 2020, the OTP will actively continue its CIV II investigation, in which progress has been achieved in the past period following a delayed start owing to a lack of sufficient resources.

Situation in Darfur

122. Sudan is not a State Party to the Rome Statute. The United Nations Security Council referred the situation in Darfur to the Prosecutor on 31 March 2005, pursuant to its resolution 1593 and article 13(b) of the Statute.

123. On 6 June 2005, the OTP opened an investigation into the situation in Darfur in relation to crimes within the Court's jurisdiction, committed since 1 July 2002. The OTP's investigation has focused on allegations of genocide, war crimes and crimes against humanity committed in Darfur. Alleged crimes falling under the Court's jurisdiction reportedly continue to be committed in Darfur.

124. In this situation, several warrants of arrest remain outstanding – some since 2007. These remain either at the pre-trial stage, pending the suspects' arrest and surrender to the Court, or – in the case of Abdallah Banda Abakaer Nourain – at the trial stage, pending the accused's arrest before the presentation of evidence can commence. Former President Omar Al Bashir faces five counts of crimes against humanity, two counts of war crimes and three counts of genocide allegedly committed against the Fur, Masalit and Zaghawa ethnic groups in Darfur from 2003 to 2008. Ahmad Muhammad Harun is facing 20 counts of crimes against humanity and 22 counts of war crimes, and Ali Muhammad Abd Al Rahman ("Ali Kushayb") is facing 22 counts of crimes against humanity and 28 counts of war crimes. Abdel Raheem Muhammad Hussein is facing seven counts of crimes against humanity and six counts of war crimes allegedly committed in Darfur between August 2003 and March 2004. Abdallah Banda Abakaer Nourain is facing three charges of war crimes allegedly committed in an attack carried out on 29 September 2007 against the African Union Peacekeeping Mission in Sudan, at the Haskanita Military Group Site in the Umm Kadada locality in north Darfur.

125. The OTP will continue to pursue, until the first quarter of 2020, all available opportunities to strengthen and corroborate the existing cases in this situation. The OTP continues to call on States Parties to ensure the execution of the warrants of arrest in this situation.

Situation in Georgia

126. On 27 January 2016, following a preliminary examination of the situation prevailing in Georgia since 2008 and in the absence of effective proceedings at the national level, Pre-Trial Chamber I granted the Prosecutor authorization to commence an investigation into the situation in Georgia in relation to crimes falling within the Court's jurisdiction allegedly committed in and around South Ossetia between 1 July and 10 October 2008.

127. The OTP will continue actively investigating in the Georgia situation throughout 2020 with a dedicated Integrated Team and within the available resources. Given the complex cooperation and security environment, one of the main challenges in the Georgia situation continues to be the need for enhanced secure communications for any staff deployed to the field, as well as overall information security.

Situation in Libya (two investigations)

128. Through resolution 1970 of 26 February 2011, the United Nations Security Council referred the situation in Libya as of 15 February 2011 to the Prosecutor. Libya is not a State Party to the Rome Statute. On 3 March 2011, the OTP opened an investigation into the situation in Libya in relation to alleged crimes within the jurisdiction of the Court allegedly committed since 15 February 2011.

129. Several warrants of arrest remain to be executed for suspects in the situation in Libya: Saif Al-Islam Gaddafi, Al-Tuhamy Mohamed Khaled and Mahmoud Mustafa Busayf Al-Werfalli.

130. Despite the challenging security and political situation in Libya, the OTP has continued to make progress in the existing and potential cases, and continues to collect, receive and process evidence concerning alleged crimes. In 2020, the OTP will continue to focus on two active lines of investigation: one concerning war crimes allegedly committed by Al-Werfalli *et al.*, and another relating to potential crimes against humanity or war crimes, within the Court's jurisdiction, allegedly committed against refugees and migrants transiting through Libya. The latter line of investigation has been conducted largely in line with the OTP's Strategic Goal 9.³⁶ In this context, the OTP will continue to cooperate with Libya and other States, as well as national and international organizations, to enhance the coordination of investigative and prosecutorial strategies aimed at closing the impunity gap for Rome Statute and transnational crimes, as well as organized criminal activity. Where appropriate, the OTP has shared and will continue to share information with relevant partners and law enforcement authorities in accordance with the relevant provisions of the Rome Statute.

Situation in the Democratic Republic of the Congo

131. On 3 March 2004, the Government of the DRC referred to the Court the situation prevailing on its territory since 1 July 2002. The DRC situation has, to date, produced six cases, with six suspects facing numerous charges including the crimes against humanity of murder, rape and sexual slavery; and the war crimes of murder, directing attacks against a civilian population, rape and sexual slavery, pillaging, and conscripting, enlisting and using child soldiers. Three important proceedings are expected to take place throughout 2020: the reparations proceedings and the implementation of reparations awards in the *Lubanga* and *Katanga* cases, and the drafting of judgments pursuant to article 74 and, if appropriate, article 76, in the *Ntaganda* case. In relation to the proceedings in the *Ntaganda* case, closing hearings took place in August 2018. Trial Chamber VI gave its decision on 8 July 2019, finding Mr Ntaganda guilty, beyond reasonable doubt, of 18 counts of war crimes and crimes against humanity. The warrant of arrest for Sylvestre Mudacumura remains to be executed.

132. The OTP has continued to receive information on the situation in the DRC, including crimes allegedly committed in the Kasai region and elsewhere. It will continue to closely follow these developments and assess the measures taken at the domestic level to address them. Additionally, in line with its case selection and prioritization policy, the OTP will conduct, from the second quarter of 2020, an active investigation in relation to potential cases it has identified. Simultaneously, the OTP is also engaging with the DRC authorities in line with its Strategic Goal 6 to close the impunity gap.

Situation in Kenya

133. Following a preliminary examination, Pre-Trial Chamber II authorized the OTP on 31 March 2010 to open an investigation *proprio motu* into the situation in the Republic of Kenya involving crimes against humanity within the jurisdiction of the Court allegedly committed between 2005 and 2009. The OTP's investigation focused on crimes against humanity allegedly committed in the context of post-election violence in Kenya in 2007-2008. The investigation produced evidence on which charges were brought by the OTP for the crimes against humanity of murder, deportation or forcible transfer of population, persecution, rape and other inhumane acts.

134. On 23 January 2012, Pre-Trial Chamber II confirmed the charges against William Samoei Ruto, Joshua Arap Sang, Francis Kirimi Muthaura and Uhuru Muigai Kenyatta.

135. On 5 December 2014, the Prosecutor withdrew the charges against Mr Kenyatta. The Prosecutor stated that, given the state of the evidence in the case, she had no alternative but to withdraw the charges against him at that time. The Prosecutor's decision to withdraw the charges was taken without prejudice to the possibility of bringing a new case, should additional evidence become available.

³⁶ This goal is now included in Strategic Goal 6 in the 2019-2021 Strategic Plan.

136. On 5 April 2016, Trial Chamber V(A) vacated the charges against William Sameoi Ruto and Joshua Arap Sang, without prejudice to the possibility of prosecution in the future, either before the Court or under domestic jurisdiction.

137. Warrants of arrest have been issued for three Kenyan nationals for alleged offences against the administration of justice (article 70), namely corruptly influencing or attempting to corruptly influence Court witnesses. A warrant of arrest for Walter Osapiri Barasa was issued on 2 August 2013. Warrants for the arrest of Messrs Paul Gicheru and Philip Kipkoech Bett were issued on 10 March 2015. The case remains at the pre-trial stage with limited OTP resources still required.

Situation in Mali

138. On 13 July 2012, the Government of Mali referred to the Court the situation prevailing on its territory since January 2012. After conducting a preliminary examination of the situation, the OTP opened an investigation on 16 January 2013 into alleged crimes committed on the territory of Mali since January 2012.

139. On 18 September 2015, Pre-Trial Chamber I issued a warrant of arrest for Ahmad Al Faqi Al Mahdi for the war crime of intentionally directing attacks against historic monuments and buildings dedicated to religion. On 24 March 2016, Pre-Trial Chamber I confirmed the charges against Ahmad Al Faqi Al Mahdi and committed him to trial. The accused admitted guilt pursuant to article 65. The judgment and sentence were issued on 27 September 2016.

140. In response to the continued strong demand for the OTP's intervention, and in the light of unforeseen investigative opportunities and the gravity of the crimes allegedly committed, the OTP continued to investigate – albeit with a reduced team – a wider range of war crimes and crimes against humanity in Mali, with the aim of gathering evidence which could lead to additional cases.

141. This resulted, as a first outcome on 31 March 2018, in the arrest and surrender to the Court of Al Hassan Ag Abdoul Aziz Ag Mohamed Ag Mahmoud. The confirmation of charges hearing, initially scheduled for 24 September 2018, opened on 8 July 2019. Depending on its outcome, trial proceedings could take place in 2020. Trial proceedings will require high level of dedicated resources in the Integrated Team, including trial lawyers and other members of the Prosecution Division, constant support from investigators and analysts, and cooperation efforts.

142. In parallel, throughout 2020, the team will continue investigations into the situation and pursue identifying additional cases on the basis of the evidence gathered.

Situation in Uganda

143. On 16 December 2003, the Government of Uganda referred to the Court the situation prevailing on its territory since 1 July 2002 concerning the Lord's Resistance Army (LRA).

144. On 29 July 2004, the OTP opened an extended investigation into the situation concerning northern Uganda, with a focus on alleged war crimes and crimes against humanity, irrespective of the perpetrator. On 8 July 2005, Pre-Trial Chamber II issued warrants of arrest under seal for top LRA commanders, namely, Joseph Kony, Vincent Otti, Raska Lukwiya, Okot Odhiambo and Dominic Ongwen, on charges of crimes against humanity and war crimes. The Chamber terminated proceedings against Raska Lukwiya and Okot Odhiambo following their deaths. The warrants of arrest for Mr Kony and Mr Otti remain unexecuted.

145. On 16 January 2015, Dominic Ongwen was surrendered to the Court. On 23 March 2016, Pre-Trial Chamber II confirmed 70 charges against Dominic Ongwen and committed him to trial. The confirmed charges encompass crimes against humanity and war crimes allegedly committed in northern Uganda between 1 July 2002 and 31 December 2005, including sexual and gender-based crimes directly and indirectly committed by Dominic Ongwen, forced marriage, enslavement and the conscription and use of child soldiers.

146. In 2018, the trial entered the defence phase, which is still ongoing at the time of writing this document. The OTP will continue to require a dedicated trial support team for the duration of the trial hearings and any further proceedings during 2020.

Strategic and budgetary considerations related to the OTP's core activities: preliminary examinations, investigations and prosecutions

147. The number of cases, investigations and preliminary examinations included in the budget assumptions is a translation of the ever-increasing demand on the Office to exercise jurisdiction in numerous situations around the globe where the most serious crimes of concern to the international community are being committed. Addressing those crimes, where the Court's jurisdiction allows it and where there are no national proceedings under way, is the very purpose for which the Court and the independent OTP were established. Nonetheless, the OTP notes that 2020 is set to be yet another challenging year, not least in terms of resources. While the Office will continue to set priorities by balancing operational demands against the resources made available by the States Parties, a budget that is not commensurate with its carefully planned and essential resource needs will have a negative impact on the progress of its activities, without which no cases can be tried at the Court. Ultimately, insufficient resources are bound to lead to reputational risk for the OTP, the Court and the Rome Statute as a whole.

148. As has always been the practice, staff resources at the Office are allocated and redeployed flexibly between cases to maximize their effective use and the quality of outcomes while ensuring the completion of ongoing work. For example, some of the staff resources that were allocated to the *Ntaganda* trial in 2018 were redeployed to other situations in 2019. Whenever staff members have fungible skills (that is, expertise that can be used in more than one case, such as analysis, investigative and prosecutorial skills), they can be effectively and efficiently redeployed to new situations and cases.

149. However, some new situations require specific skills, necessitating the recruitment of new staff to enable the relevant teams to conduct operations. For instance, new situation languages require the recruitment of new translators, transcribers and field interpreters. In other circumstances, the intensification of an investigation or prosecution may require additional resources to strengthen the existing teams, in particular where all ongoing situations are faced with increased workloads simultaneously. Similarly, financial investigations require investigators with specific expertise that cannot be found among the existing resources. If new staff cannot be recruited, those activities may grind to a halt, resulting in lost investigative opportunities or delayed results.

150. On the other hand, the Office always strictly scrutinizes and evaluates the possibility of reducing financial impact by identifying savings and efficiencies before requesting any increase.

151. Because of the nature of its mandate and operations, most of the resources used by the Office are staff related. Owing to the evolving nature of its operations, the Office performs an evaluation of its existing roles and positions on a regular basis. Before requesting a new post, existing profiles are reviewed. Wherever possible, new positions are offset by discontinuing other profiles. In the 2020 proposed budget, total staff costs account for 89.4 per cent of the funds requested by the Office.³⁷

152. As the Court-wide savings and efficiencies exercise has been performed for some years already, the possibility of achieving substantial additional material savings is in general limited.³⁸ The OTP has in any event reviewed certain processes for 2019, enabling it to perform more efficiently while maintaining the required level of quality in its results. These efficiencies are generally quantified in terms of existing staff time freed up, enabling

³⁷ The 2019 OTP Total Approved Budget 2019 was €46,802.5 thousand and total staff costs were €41,719.4 thousand, or 89.1 per cent.

³⁸ The output (savings and efficiencies) eventually follows the law of diminishing returns as, over time, the number of processes that have not yet been improved diminishes.

current resources to absorb the largest possible share of the extra work arising from increased activity.³⁹

153. The total savings and efficiencies included in the 2020 budget proposal are €16.1 thousand. Of this amount, savings reducing the baseline represent 2.2 per cent, cost avoided 94.1 per cent and efficiencies 3.7 per cent.

154. Identifying areas where the Office can make efficiency gains is an ongoing exercise. Since 2012, results have been documented and communicated to the Committee on Budget and Finance (“the Committee”) and the States Parties. Savings and efficiency gains have been integrated into the OTP’s approved budget. The table below shows the OTP results since 2012.

	2012	2013	2014	2015	2016	2017	2018
Budget (€’000)	27,723.70	28,265.70	33,220.00	39,612.60	43,233.70	44,974.20	45,991.80
Savings and Efficiencies (€’000)	183.96	848.18	442.67	366.1	375.52	367.7	240.6
Savings + Efficiencies over Budget	0.7%	3.0%	1.3%	0.9%	0.9%	0.8%	0.5%

155. Following workshop sessions dedicated to improving the budget process and the format of the budget package, the Court and the Committee have agreed – despite a certain level of unpredictability inherent in the nature of the operations of the OTP and the Court in general – to strive to increase the accuracy of requests for funds at budget item level. As it was done for previous submissions, the 2020 proposal is based on both estimates for 2020 activities and trends in the implementation of specific budget items in past years, which are available to the Office’s management.⁴⁰

156. The proposed budget for OTP travel in 2020 is an example of how the Office is seeking to align its proposed budget with the actual costs incurred in past years. The savings achieved in accommodations and other mission-related costs has been factored into the funds requests. Thus, mindful of the need to maintain its capacity to conduct missions to support and progress with investigative and prosecutorial activities,⁴¹ but benefitting from the efficiencies measures implemented, the Office has been able to propose keeping the value of the funds allocated to travel at the same level as in the 2019 approved budget.

157. The Office’s budget is the product of a process of careful scrutiny which provides a realistic assessment of the OTP’s resource needs to meet the demands placed on it in 2020, in accordance with its mandate.

³⁹ The Court has presented its methodology to the Committee and the following categories have been agreed upon: 1. *Savings* (two categories): (i) costs incurred in the previous/current financial period and no longer appearing in the next programme budget, resulting in a reduction in the baseline; and (ii) increases in costs avoided through newly introduced policies, procedures and/or negotiations with suppliers or service providers, resulting in the same baseline. 2. *Efficiencies*: activities which limit or avoid requests for additional resources and/or provide increased productivity, resulting in the same baseline but avoiding any increase in costs. 3. *Non-recurrent costs*: one-off decreases in resource requirements attributable to non-continuation of activities, resulting in a reduction in the baseline. 4. *Additional cost reductions*: workload-related changes resulting in a reduction in the baseline.

⁴⁰ Using the data prepared by the Financial Planning and Control Unit (FPCU), the Senior Manager provides monthly updates on the OTP budget implementation per budget item and sub-programme, and advises the Prosecutor and senior management on financial matters related to the activities being conducted. Time series of funds requested, approved and spent per year and per budget item are also available on the FPCU intranet page: <http://otp.icc.int/sites/ss/gau/pages/Budget%20and%20Expenditure%20Monitoring.aspx>. Thanks to the project by FPCU with the assistance by the Registry’s SAP and Budget teams, the data on budget lines’ implementation are now updated as of midnight of the previous working day.

⁴¹ The Office conducts missions in several countries where witnesses and victims are located and evidence can be collected with respect to the investigative and prosecutorial activities it manages. Since 2012, the Office has strived to be “as trial-ready as possible” by the time it seeks a confirmation of charges before a Pre-Trial Chamber. The process of collecting and analysing solid evidence is therefore a key factor in the OTP’s strategy, making operational missions fundamental to the implementation of that strategy.

<i>Parameter</i>	<i>2019</i>	<i>2020</i>
Number of situations	11	11 ⁴²
Number of active investigations	8	9 ⁴³
Unsealed warrants of arrest pending execution	16	16 ⁴⁴
Number of preliminary examinations	9	9 ⁴⁵
Number of (pre-)trial teams (OTP)	3	2 ⁴⁶
Number of final appeals	5	1 ⁴⁷

158. The Office continues to take measures, to the extent possible within its mandate, to promote complementarity and thereby reduce the need for its direct intervention. In this regard, preliminary examinations remain essential to promoting national proceedings, where appropriate.

159. On the basis of planned required activities for 2020, and in furtherance of its Strategic Plan 2019-2021, the OTP proposed budget has increased by €1,133.8 thousand (2.4 per cent), from €46,802.5 thousand to €47,936.3 thousand. According to the United Nations reference tables, the 2019 Cost of Living Adjustment (COLA)⁴⁸ in the Netherlands to be used for adjustment calculations is 2.0 per cent. The proposed increase is therefore only 0.4 percentage points over the inflation rate, making the OTP proposed budget for 2020 substantially a zero real growth compared to 2019. The table below summarizes the increase per major budget item:

<i>Major Programme II</i>	<i>2019</i>	<i>Resource Changes</i>		<i>2020</i>
<i>Office of the Prosecutor</i>	<i>(€ '000)</i>	<i>Amount</i>	<i>%</i>	<i>(€ '000)</i>
Staff costs	31,526.4	657.7	2.1%	32,184.1
Other staff costs	10,193.0	476.6	4.7%	10,669.6
Non-staff costs	5,083.1	(0.5)	(0.0)%	5,082.6
Total	46,802.5	1,133.8	2.4%	47,936.3

160. The increase in the budget proposal includes the impact of the implementation of the 2020 United Nations Common System (UNCS) equal to €722.1 thousand. The UNCS adjustments for established and GTA posts account for €541.7 thousand and €180.4 thousand, respectively. These adjustments include the changes in local salaries and/or changes in post duty station.

161. The increase in other staff costs – other than the UNCS adjustment – is attributable to the impact of a few new GTA staff requested to strengthen the operations of the Office and to the effect of the posts approved in the previous budget proposals for less than 12 months. As per Office's practice, careful scrutiny has been applied to the consideration and submission of these requests. Each position has been evaluated in detail against the strategic and operational needs of the Office, taking into account its strategic goals and core mandated activities. In an extra effort to limit the financial impact of the needed restoration of capacity for the GTA positions that are occupied and have continuously been approved in previous budgets for less than 12 months, the proposed contracts' duration is still shorter

⁴² Burundi, CAR II, CIV, DRC, Darfur, Georgia, Kenya, Libya, Mali, Uganda.

⁴³ Nine active investigations, but Darfur and DRC account for 12 months in total.

⁴⁴ CIV I *bis*(1); Darfur I (2), II, IV and V (2), III (1); DRC IV (1); Kenya art. 70(3); Libya I (1), Libya II (1); Libya III (2); Uganda (2).

⁴⁵ Colombia, Guinea, Iraq/UK, Myanmar/Bangladesh, Nigeria, Palestine, Philippines, Ukraine, and Venezuela.

⁴⁶ CAR II.b (*Yekatom and Ngaïssona*), and Mali II (*Al Hassan*).

⁴⁷ The nature of the appeals process is such that, until a judgment is issued by a Trial Chamber, it cannot be said that a final appeal is certain. However, it is highly likely that a judgment of a Trial Chamber (be it a conviction or an acquittal) will result in at least one appeal from one or more of the parties. Accordingly, on the basis of a strict certainty criterion, this figure would at present be 0 but would be extremely likely to increase as trial judgments are handed down in 2019.

⁴⁸ The Cost of Living Adjustment (COLA) is calculated by the United Nations Joint Staff Pension Fund on the basis of the consumer price index movements in the United States and other countries.

than a full year. Details and justification for each position are provided in the narratives of the specific programmes.

162. The marginal increase arising from the reclassification of posts submitted with this budget proposal has been fully compensated within the existing staff funds, thus making the reclassifications completely budget neutral.

163. Increases are requested to provide better support to Integrated Teams and OTP operations in general, and to address the need for specific skills to support preliminary examinations, investigative and prosecutorial activities and allow cases to advance to the next phase without further delay.

164. In the light of the lag time that characterizes recruitment processes at the Court, the OTP proposed budget adopts a recruitment time factor of six months⁴⁹ for any new positions – not carried forward from 2019 – financed through either GTA or established funds for 2020.

165. Thanks to the careful evaluation and scrutiny of resource requests, and to the efficiencies achieved in the management of funds (through, *inter alia*, more efficient mission planning and use of alternative accommodation solutions in the field), no increase is requested for non-staff costs.

⁴⁹ The Office has taken a more conservative approach to further limit the financial impact of its requests, and has increased the delay factor from four (in 2019) to six months (2020 PPB).

Table 11: Major Programme II: Proposed budget for 2020

Major Programme II Office of the Prosecutor	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				26,358.7	403.8	1.5	26,762.5
General Service staff				5,167.7	253.9	4.9	5,421.6
<i>Subtotal staff</i>	<i>31,310.8</i>	<i>11.4</i>	<i>31,322.1</i>	<i>31,526.4</i>	<i>657.7</i>	<i>2.1</i>	<i>32,184.1</i>
General temporary assistance	7,992.6	299.2	8,291.8	10,193.0	476.6	4.7	10,669.6
Temporary assistance for meetings	6.8	-	6.8	-	-	-	-
Overtime	0.8	-	0.8	-	-	-	-
<i>Subtotal other staff</i>	<i>8,000.3</i>	<i>299.2</i>	<i>8,299.5</i>	<i>10,193.0</i>	<i>476.6</i>	<i>4.7</i>	<i>10,669.6</i>
Travel	2,775.7	131.8	2,907.6	3,228.6	(0.5)	(0.0)	3,228.1
Hospitality	6.7	-	6.7	5.0	-	-	5.0
Contractual services	231.7	-	231.7	579.5	-	-	579.5
Training	250.4	-	250.4	290.0	-	-	290.0
Consultants	42.4	-	42.4	70.0	-	-	70.0
General operating expenses	838.0	33.5	871.5	640.0	-	-	640.0
Supplies and materials	82.7	0.5	83.2	90.0	-	-	90.0
Furniture and equipment	196.5	15.4	211.8	180.0	-	-	180.0
<i>Subtotal non-staff</i>	<i>4,424.1</i>	<i>181.2</i>	<i>4,605.3</i>	<i>5,083.1</i>	<i>(0.5)</i>	<i>(0.0)</i>	<i>5,082.6</i>
Total	43,735.2	491.8	44,226.9	46,802.5	1,133.8	2.4	47,936.3

Table 12: Major Programme II: Proposed staffing for 2020

II	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	1	1	-	3	18	36	77	71	33	240	1	79	80	320
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	2	(2)	-	8	(8)	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	1	1	-	3	20	34	77	79	25	240	1	79	80	320
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	5.75	33.03	22.92	10.00	71.70	2.58	28.43	31.02	102.72
Continued	-	-	-	-	-	5.75	33.76	23.25	10.00	72.76	2.50	29.00	31.50	104.26
New	-	-	-	-	0.42	1.00	-	0.42	-	1.83	-	0.51	0.51	2.34
Redeployed	-	-	-	-	-	-	(0.75)	(0.25)	-	(1.00)	-	(0.50)	(0.50)	(1.50)
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	0.42	6.75	33.01	23.42	10.00	73.59	2.50	29.01	31.51	105.10

1. Programme 2100: Immediate Office of the Prosecutor

Introduction

166. Programme 2100 comprises all staff functions that support and provide advice to the Prosecutor and the entire Office. For budgeting purposes, information has always been presented under two sub-programmes. Following the creation of the Information, Knowledge and Evidence Management Section, a third sub-programme has been added, under (c), below:

(a) Sub-programme 2110: Immediate Office of the Prosecutor and Legal Advisory Section;

(b) Sub-programme 2120: Services Section, comprising two specialized units that provide critical support functions in the areas of language expertise and budget, financial and administrative management; and

(c) Sub-programme 2160: Information, Knowledge and Evidence Management Section, comprising two units that provide support functions in the areas of physical and electronic evidence handling, and technical assistance for the Office of the Prosecutor in connection with information management and disclosure processes.

167. Following the terminology adopted in the inter-organ project for savings and efficiencies, most of the efficiencies achieved fall into the category of “review and standardization of policies, operations and procedures”. This has led to greater productivity with the same resources and allowed the increased workload to be absorbed with limited need to request additional resources in the Proposed Programme Budget for 2020 for the processes concerned.

168. Wherever possible, however, actual savings have been identified. These savings are being used to reduce the financial impact of increases in non-staff costs linked to the operations of Programme 2100 (e.g. travel).

(a) **Sub-programme 2110: Immediate Office of the Prosecutor and Legal Advisory Section**

169. The Immediate Office of the Prosecutor (IOP) provides assistance and advice to the Prosecutor in the day-to-day fulfilment of her functions *in toto* and in the overall management and quality control of the Office's work. IOP processes, prepares and reviews for the Prosecutor's final approval all correspondence, speeches, reports, specific category of Office filings and other documents; facilitates ExCom's agenda, meetings and decision making and related records and archiving, as well as communication with the divisions, sections and Integrated Teams; manages inter-organ matters and Court-wide initiatives on behalf of the Prosecutor; supports the Office's participation in inter-organ activities; manages and supports the public information activities of the Office to ensure effective and strategic information dissemination and public relations; manages the human resources needs of the Office in a continuum of services with the Human Resources Section (HRS) of the Registry to ensure a well-qualified and motivated workforce; manages all OTP human resources staff requests requiring the Prosecutor's approval pursuant to the Staff Rules and Regulations and closely coordinates and liaises with HRS on human resources policy formulation and implementation; and provides general support to the Prosecutor and ExCom.

170. IOP provides critical services to the Prosecutor and the Office with relatively marginal resources. IOP contributes to the Office's overall aims of being an effective and efficient organ which upholds the highest standards of the profession by participating in the implementation of best practices and performing a number of critical support, review and advisory functions, such as assisting the Prosecutor in making fully informed decisions in the exercise of her mandate and administrative decision-making authority. IOP also works closely with the Legal Advisory Section of the Office (LAS) in the development and maintenance of the Office's professional and ethical standards and their application in the day-to-day functioning of the Office. IOP ensures that recruitment processes foster the objective of a balanced gender and geographical representation at all post levels in the Office, in furtherance of its internal performance targets, Strategic Goal 5 of the OTP Strategic Plan 2019-2021 and the Court's Strategic Goal 8. IOP also works with the Services Section to support the Prosecutor's management of the Office budget by implementing synergies and ensuring coordination on a wide-range of inter-organ institutional matters, and harmonization of practices in relation to human resources and public information as appropriate. IOP further contributes to projects and initiatives aimed at streamlining processes and to the overall oversight and quality control of the Office through the assistance it provides to the Prosecutor and the Office.

171. The Legal Advisory Section, working with other parts of the Office as necessary, responds to requests for legal advice from the Prosecutor and the Office's Divisions, Sections and teams. These requests concern the Office's investigations and prosecutions, core operations, the general functioning of the OTP as an independent organ and other internal matters. LAS leads the development – and coordinates the implementation, in accordance with Strategic Goal 4 of the OTP Strategic Plan for 2019-2021 – of OTP policies on key issues identified by the Prosecutor, including the Sexual and Gender-Based Crimes Policy and the Policy on Children, which have been successfully adopted. A new policy on cultural heritage is currently being developed. LAS also represents the Office in the development and revision of Court-wide policies and administrative issuances, and other regulatory instruments.

172. LAS also facilitates the development and maintenance of the Office's professional and ethical standards, coordinating the development of the Office's internal regulatory framework, thus contributing to Strategic Goal 5. LAS is therefore responsible for coordinating the revision of the OTP's Regulations and Operations Manual and updating the OTP Code of Conduct, as necessary.

173. Furthermore, LAS has developed an electronic system to assist in identifying and recording lessons learned so as to enhance the quality and efficiency of operations, as also addressed in Strategic Goal 5. To implement that same goal, it also develops, provides and coordinates training programmes for OTP staff on the Office's Code of Conduct and Core Values. LAS manages the maintenance of online legal tools, commentaries and databases for the Office. It also provides related training as needed. LAS is additionally responsible

for the development of a legal-academic network for the Office, which includes organizing a series of guest lectures by external experts.

174. The Section is also responsible for OTP input into the development of a Court-wide case law database and the preparation and dissemination of the OTP Weekly Court Reports, which contributes to Strategic Goal 5. In that same context, LAS is responsible for advising the Prosecutor on staff-related labour matters, including individual cases involving litigation which require the application of the Staff Regulations and Rules as well as Administrative Instructions, in consultation with OTP-HR as needed, and the Immediate Office.

Budget resources **€2,456.9 thousand**

175. The approved amount has increased by €18.5 thousand (2.0 per cent), which is mainly attributable to the effect of the new UNCS.

Staff resources **€1,880.8 thousand**

176. The requested amount for established posts has increased by €19.6 thousand (2.9 per cent). There are no changes in the number of established or GTA posts in Sub-programme 2110. IOP and LAS comprise 16 established posts and 1 GTA position.

Established posts: Professional and General Service *€1,758.7 thousand*

177. The Prosecutor (USG) is supported by Sub-programme 2110 through the IOP and LAS.

178. IOP, headed by the Chef de Cabinet (P-5), whose post has been resubmitted for reclassification, has the following posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Chef de Cabinet ⁵⁰	P-5	1
HR Liaison and Coordination Officer	P-3	1
Public Information Officer	P-3	2
Special Assistant to the Prosecutor	P-2	2
Personal Assistant to the Prosecutor	GS-PL	1
Administrative Assistant	GS-OL	1
Public Information Assistant	GS-OL	1
Staff Assistant	GS-OL	1
Total		10

179. LAS, headed by a Senior Legal Adviser (P-5), has the following posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Senior Legal Adviser	P-5	1
Legal Adviser	P-4	1
Associate Legal Adviser	P-2	2
Associate Programme Officer	P-2	1
Total		5

General temporary assistance *€122.1 thousand*

180. One GTA position (1.0 FTE) is requested to meet crucial resource needs for 2020 to address demands placed on IOP. This resource was approved in previous budget submissions and is hence a multi-year request:

⁵⁰ Position resubmitted for reclassification.

<i>Title</i>	<i>Grade</i>	<i>Number</i>	<i>Months</i>	<i>FTE</i>	
Special Assistant to the Prosecutor	P-3	1	12	1.00	Continued

Non-staff resources**€576.1 thousand**

181. The requested amount is marginally lower than in the 2019 budget (0.6 per cent). Non-staff resources are requested for travel, hospitality, contractual services, training and consultants. The requested resource is recurrent unless otherwise indicated.

*Travel**€181.1 thousand*

182. The requested amount has decreased by €3.4 thousand (1.8 per cent). The amount is intended to cover projected missions of the Prosecutor and her staff.

183. In order to foster political support and enhance cooperation at the highest levels among States Parties, non-States Parties, international organizations, other cooperation partners and affected communities – in furtherance of the Office’s investigations and efforts to arrest and prosecute individuals sought by the Court, thereby maximizing the impact of the Rome Statute – it is necessary for the Prosecutor to undertake missions abroad. In many instances, personal high-level engagement directly by the Prosecutor has yielded positive results in further advancing investigations and prosecutions, and generally building critical diplomatic and political support, by helping to address concerns and questions at the highest levels of decision-making. The Prosecutor occasionally participates in other international events – although these are kept to a minimum – where strategic benefits for the Office are identified and, with a view to limiting the travel budget, where costs are covered by the organizers independently of the Office. The travel budget also covers limited missions by representatives of LAS, the Public Information Unit and OTP-HR, and travel by external special advisers to the Prosecutor appointed under article 42(9) of the Rome Statute who, by virtue of their mandate, are occasionally required to travel to the seat of the Court.

*Hospitality**€5.0 thousand*

184. The requested amount is the same as in the 2019 approved budget.

185. These limited resources are for hospitality to cater for international delegations, diplomats and high-level dignitaries visiting the OTP. In past years, the Court has agreed to share among its organs most of the costs of catering for visiting high-level diplomats and delegations received by more than one Principal. The shared portion accounts for about €4.0 thousand (80 per cent of the total amount requested). The relocation of the Court to its permanent premises – also intended to be used to further develop the Court’s outreach to the public – will also contribute to the number of high-level visitors the Office can reasonably expect to receive in 2020.

*Contractual services**€30.0 thousand*

186. The requested amount is unchanged. The Office needs these resources to support independent public information missions in its countries of operation, for the rental of appropriate facilities for press conferences and for the production and distribution of informational material.

*Training**€290.0 thousand*

187. The requested amount is unchanged. The training budget for the entire OTP remains centralized in IOP. Training is vital to creating a cohesive shared working culture within the OTP and enhancing the quality of the Office’s deliverables, its overall performance and its efficiency. The Office must also provide adequate training to any additional staff recruited, while enhancing the skills of existing staff by providing continuing training and education as required.

188. Moreover, as in many national systems, certain categories of professionals within the Office are required to attend specific training to maintain their qualification or to obtain certification to the requisite standards.

189. Funds will be used to deliver a training schedule in accordance with carefully planned and scrutinized OTP-specific training priorities.

190. It bears noting that, thanks to an eLearning platform developed by the Business Solutions Development Unit, the Office will be able to offer additional training sessions to its staff without incurring trainers' fees. The eLearning platform is based on infrastructure and architecture provided by the Registry's Information Management Services Section (IMSS). The Office is also coordinating this project with the Registry's Human Resources Section with the aim of developing joint courses, wherever possible, exploiting both the flexibility of delivery and the low cost per trainee made possible by the platform.

191. The Office will continue to work with the other organs, organizations and national authorities to ensure maximum cost-effectiveness, for example, by looking for synergies and opportunities to engage in joint training, sharing annual advocacy and appellate training costs with the ad hoc tribunals or engaging reputable organizations that are willing to offer services on a *pro bono* basis.

Consultants

€70.0 thousand

192. The requested amount is unchanged compared to the previous year. The amount equates to approximately five work-months at P-5 level, although the actual level of the consultants will be determined on the basis of the work required and individual experience. The budget remains centralized in IOP to ensure coordination across operational divisions.

193. In accordance with article 42(9) of the Rome Statute, the Prosecutor continues to engage the services of (external) special advisers and consultancy on issues such as sexual and gender-based crimes, crimes against children and crimes against cultural heritage. While these experts generally contribute their services on a *pro bono* consultancy basis, their appointments entail travel and DSA expenses which will be absorbed within the travel budget. All efforts are nevertheless made to keep such costs to a minimum through planning and scrutiny of such costs.

Table 13: Programme 2110: Proposed budget for 2020

2110 Immediate Office of the Prosecutor / Legal Advisory Section	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				1,426.1	37.4	2.6	1,463.5
General Service staff				283.0	12.2	4.3	295.2
<i>Subtotal staff</i>	<i>1,789.4</i>	<i>-</i>	<i>1,789.4</i>	<i>1,709.1</i>	<i>49.6</i>	<i>2.9</i>	<i>1,758.7</i>
General temporary assistance	24.3	-	24.3	119.8	2.3	1.9	122.1
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>24.3</i>	<i>-</i>	<i>24.3</i>	<i>119.8</i>	<i>2.3</i>	<i>1.9</i>	<i>122.1</i>
Travel	117.1	-	117.1	184.5	(3.4)	(1.8)	181.1
Hospitality	6.7	-	6.7	5.0	-	-	5.0
Contractual services	32.4	-	32.4	30.0	-	-	30.0
Training	11.5	-	11.5	290.0	-	-	290.0
Consultants	31.6	-	31.6	70.0	-	-	70.0
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>199.4</i>	<i>-</i>	<i>199.4</i>	<i>579.5</i>	<i>(3.4)</i>	<i>(0.6)</i>	<i>576.1</i>
Total	2,013.1	-	2,013.1	2,408.4	48.5	2.0	2,456.9

Table 14: Programme 2110: Proposed staffing for 2020

2110	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	1	-	-	-	1	2	3	5	-	12	1	3	4	16
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	1	(1)	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	1	-	-	-	2	1	3	5	-	12	1	3	4	16
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	-	1.00	-	-	1.00	-	-	-	1.00
Continued	-	-	-	-	-	-	1.00	-	-	1.00	-	-	-	1.00
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	-	1.00	-	-	1.00	-	-	-	1.00

(b) Sub-programme 2120: Services Section

194. The Section's main objective is to facilitate the full implementation of legislative mandates and compliance with the Court's policies and procedures with respect to: (a) the management of financial resources of Major Programme II ensuring the prudent stewardship of funds; and (b) the management of the linguistic support required for the effective delivery of the programme of work and staff of the Office as foreseen in the budget assumptions.

195. In performing its activities in a professional, effective, efficient and accountable manner, the Section contributes to the achievement of the Office's Strategic Goal 2 and Strategic Goal 5, and of the Court's, Strategic Goal 6, Strategic Goal 7, Strategic Goal 8 and Strategic Goal 9.⁵¹

196. The Section is made up of two units: the Financial Planning and Control Unit (FPCU) and the Language Services Unit (LSU). The units perform activities which are not, and cannot be, carried out by Sections or units in other parts of the Court, and which are essential to supporting OTP operations.

197. The Section adopts a flexible approach and ensures effective coordination with the Registry to allow the seamless provision of common services, within a continuum of activities aimed at meeting client needs with minimum resources.

198. The Section provides the operational divisions with the necessary support services to fulfil their mandates. These include, in particular:

(a) coordination and preparation of the budget of Major Programme II, through collection, evaluation and consolidation of the resources requests from the Office's Divisions and Sections based on the agreed budget assumptions;

(b) finalization of the budget of Major Programme II, through collection, evaluation and consolidation of the services requests placed to the Registry's service providers by the Office's Divisions and Sections based on the agreed budget assumptions;

(c) preparation of standard and ad hoc reports, documents and files for management and oversight bodies (Assembly, its Bureau and its working groups, the Committee, the Audit Committee, External Auditors), the Court's internal governing bodies (Coordination Council, inter-organ committees, Office of Internal Audit) and the Office's internal clients (Executive Committee, senior management, etc.);

(d) management of OTP funds, including approval and certification of expenditures, preparation of detailed estimates of the financial impact of activities performed by the Office, and expenditure reporting and forecasting;

(e) management of OTP requests for provision of goods and services that require support by the Procurement Unit and other Registry entities;

(f) management of the administrative and financial aspects of all OTP staff positions, including GTA, short-term appointment (STA) and individual contractors;

(g) careful administration of funds dedicated to field operations and witness-related activities, and official travel;

(h) expert advice and technical assistance to divisions and sections in the Office on the application of the Financial Regulations and Rules, procedures and policies;

⁵¹ *OTP Strategic Goal 2*: to increase the speed, efficiency and effectiveness of preliminary examinations, investigations and prosecutions. *OTP Strategic Goal 5*: to increase the Office's ability to manage its resources in an effective, responsible and accountable manner. *ICC Strategic Goal 1*: Increase the speed and efficiency of the Court's core activities of preliminary examinations, investigations and trials, while preserving the independence and fairness of its proceedings and protecting the safety and well-being of the persons involved, in particular victims and witnesses. *ICC Strategic Goal 6*: Ensure professionalism, dedication and integrity in all of the Court's operations. *ICC Strategic Goal 7*: Create and ensure a safe and secure working environment in which staff wellbeing and excellence is at the centre. *ICC Strategic Goal 8*: Achieve a more equitable GRGB, particularly at higher level posts. *ICC Strategic Goal 9*: Manage resources in an effective, coherent, transparent, responsible and flexible manner and further develop the sustainability and resilience of the Court against identified risks.

(i) effective monitoring and control of the use of resources in compliance with the Court's Financial Regulations and Rules, aiming at the most effective stewardship of the funds granted to the Office;

(j) policy guidance on request, management and analysis of extra-budgetary resources for unforeseen and/or unbudgeted activities;

(k) organization and conduct of annual training workshops on financial matters and on IPSAS developments for field offices' administration staff;

(l) expert advice on accounting and financial matters and related systems to OTP divisions and sections, including offices away from Headquarters;

(m) expert advice, acting as focal point for the Office, in close interaction with the relevant Sections and units in the other organs of the Court on:

(i) review and evaluation of current policies and procedures concerning administrative, financial, interpretation, transcription and translation matters; and

(ii) preparation of proposals for updates and improvements in policies and procedures concerning administrative, interpretation, transcription and translation matters;

(n) assessment of interpretation, transcription and translation needs to support investigative and prosecutorial activities of the Office;

(o) organization and conduct of joint practitioner/service-provider workshops to maximize procedural outcomes; and

(p) provision of timely and high-quality:

(i) field, event, and telephone interpretation;

(ii) transcription and quality control of audio and video evidence;

(iii) translation and revision of OTP evidence and core Office policy and outreach documentation;

(iv) quality review of material either outsourced to vetted, external language professionals or in languages of lesser diffusion where formal technical expertise is scant; and

(v) summary translation, redaction, editing, subtitling, language identification and other support activities for projects requiring language expertise within the Office.

199. The Section also represents the OTP in financial, budgetary and resource-related matters before the Assembly, its Bureau and working groups, the Committee, the External Auditors, the Audit Committee, the Office of Internal Audit and other stakeholders such as NGOs and international organizations. Lastly, the Senior Manager of the Section represents the Office on Court-wide initiatives and projects in this field.

Budget resources

€5,437.8 thousand

200. The requested resources have increased by €42.1 thousand (0.8 per cent). This is the net effect of the implementation of the new UNCS rates (substantially compensating in the established and GTA positions) and of the reallocation of General Operating Expenses.

201. Thanks to continuing efforts to streamline processes and workflows, FPCU has been able to manage the additional workload and achieve substantial efficiencies within the same basic structure. FPCU expects to achieve some minor additional efficiencies and maintain those identified and implemented in previous years mainly attributable to the continuous review and standardization of policies and procedures in a number of areas. This equates to an amount of around €25.1 thousand in 2019 and 2020, and includes:

(a) providing checklists for travel claims to improve accuracy and expediting processing time;

(b) automating the process for printing pre-registration numbers to reduce the time taken to reconcile country offices' accounts and operations reports;

(c) working with the SAP team and Budget/Registry to standardize the budget implementation dashboard based on the template and data format developed by FPCU, thus reducing the time needed to prepare management reports and increasing accuracy and consistency of information across the Court; and

(d) improving the FPCU Online Request System that supports paperless processing and reduces the need for time-consuming email exchanges. In addition, the system provides easy access to the status of requests and statistics on the process.

These efficiencies have resulted in the absorption of higher work volumes (see table below), improved monitoring and control of activities, increased transparency and higher quality in the provision of services.

	2015	2018	Change	
Regular Budget (€million)	39.6	46.0	6.4	16.1%
Number of Situations	8	11	3	37.5%
Active Investigations	5	7	2	40.0%
Approved Established Posts	218	319	101	46.3%
Approved GTA Positions	99	103	4	4.0%
Approved Posts Total	317	422	105	33.1%
Number of FPCU Staff	7	6	-1	-14.3%

202. So far, FPCU has been able to provide high-quality support to meet increasingly complex needs arising from the Office's operational activities without requesting additional resources. However, the increasing complexity of operations (e.g. need to devise and implement efficient and effective solutions to increase security of staff deployed in missions by reducing the footprint of the Office's operations while ensuring full compliance with the regulatory framework of the Court) and the increase in the volume of transactions to be managed are stretching the capacity of the resources available to FPCU to a point where there is the risk that it can no longer properly perform its critical functions.⁵²

203. In 2015, FPCU conducted an assessment of the resource needs for the main functions its staff perform. On the basis of the workload, the unit required 6.94 FTEs. In 2015 the Office's approved budget was €39.6 million. The Office was operating in eight (8) situations with five (5) ongoing active investigations, and had 317 positions (established plus GTA). FPCU had seven (7) approved posts.

204. The same assessment conducted for the activities performed in 2018 shows that there should be 7.52 FTEs to deal with the workload allocated to FPCU. Indeed, the Office's approved budget is €45.99 million (+16.1%). The Office operated in eleven (11) situations with seven (7) ongoing active investigations,⁵³ and 422 positions (established plus GTA). The number of approved posts in FPCU has, instead, decreased to six (6).

Function	FTE workload			
	2015	2018	Change	
Budget Preparation and Implementation	1.84	1.90	0.06	3.3%
Field Operations	2.27	2.34	0.07	3.1%
Travel Control and Certification	0.97	0.81	-0.16	-16.5%
Procurement and PRC	0.21	0.58	0.37	176.2%

⁵² This risk has been identified in the Risk Assessment exercise performed with the facilitation of the Office of Internal Audit and is included in the Section's Risk Register.

⁵³ This includes the Burundi situation opened after budget approval.

<i>Function</i>	<i>FTE workload</i>			
	<i>2015</i>	<i>2018</i>	<i>Change</i>	
HR Administration	0.18	0.37	0.19	105.6%
Individual Contractors	0.26	0.30	0.04	15.4%
SAP Support to OTP users	0.19	0.22	0.03	15.8%
OTP Internship Programme	0.22	0.09	-0.13	-59.1%
OTP Trust Funds	0.02	0.11	0.09	450.0%
General Secretarial Support	0.20	0.00	-0.20	-100.0%
Projects/Product development	0.13	0.37	0.24	184.6%
Management	0.45	0.43	-0.02	-4.4%
Total	6.94	7.52	0.58	8.4%

205. FPCU plays a fundamental role not only in processing transactions (whose volume grows yearly), but also – and above all – in ensuring that the key functions of monitoring and controlling proper budget implementation are performed to a high standard. Regular meetings (Activity Planning Meetings) with representatives of the Divisions and of the OTP-HR Liaison Office are organized by FPCU to monitor the implementation of the budget and proactively arrange for the most efficient and effective utilization of the funds and – when necessary – for the redeployment of resources to respond to changing needs in OTP operations.

206. In addition, FPCU provides the Senior Manager and the Executive Committee with analysis, evaluation of trends and the potential financial impact of Office operations during budget implementation, so that the Prosecutor may be promptly and transparently advised on ways to achieve the OTP's goals in full compliance with the Court's financial and governance framework.

207. FPCU also supports the Senior Manager in engagements with internal and external stakeholders by providing data, reports and analysis on the financial aspects of OTP activities.

208. FPCU consolidates requests for equipment and software from business users in an OTP procurement plan, verifies budgetary compliance and coordinates with the Procurement Unit in the Registry to ensure timely and effective delivery of goods and services.

209. FPCU is engaged in the continuous improvement of the quality of its processes and in the timeliness and accuracy of the information it provides to the Office to assist management in the decision-making process. With the technical assistance of the Registry's SAP team, FPCU has further improved the dashboard it developed to monitor the implementation of the various budget lines. Data will be available with updates as of the midnight of the previous day, instead of at the end of each month.⁵⁴ The model will be extended to the rest of the Court after a pilot period. This improved dashboard will enhance transparency in the utilization of funds and provide a common view of the budget implementation across the Court.

210. FPCU is also looking into possible standardization and automatization of additional reports used within the OTP. The Business Solutions Development Unit has been asked to evaluate software alternatives that can lead to the provision of data analytics applications to support FPCU and reduce manual intervention in processing the available information. The potential savings and efficiencies will be calculated once a solution has been agreed upon and the extent of its applicability has been assessed.

211. LSU supports IOP with its language needs related to, among others, filings and communications, and also continues to advise and operate closely with the Integrated

⁵⁴ See footnote 40 above. This is one of the analysis tools that the Section has developed to monitor the implementation of budget lines and to provide advice to the Prosecutor to ensure sound management of the resources allocated by the Assembly to achieve the goals of the OTP.

Teams from the moment a preliminary examination is opened until, typically, the Defence case is closed. In doing so, it ensures continuity of service (including with more challenging languages) and even application of good linguistic policy and practice across the various teams, while respecting the oftentimes strict but varying physical and information security constraints imposed.

212. At this time, LSU has now provided language services in over 70 working, official, cooperation or situation languages. Naturally, some languages (i.e. English, French and Arabic) have witnessed meaningful growth over recent years, while other languages have phased in and out with the ebb and flow of the different situations and specific lines of investigation pursued by the Office. LSU endeavours to measure judiciously the effort needed to source, test and recruit language professionals and to maximize the various contractual options available in order to determine the specific resources and timing by which it needs to deliver services efficaciously and strike the optimal balance between financial prudence and judicial preparedness.

213. Conscious of the budget assumptions, the information security environment and the need for financially sound practices, LSU therefore anticipates requiring the following FTE to deliver translation services in 2020:

<i>Languages</i>	<i>Translation</i>	<i>Editing, Proofreading, Quality Reviewing</i>	<i>Field Interpretation (Missions)</i>	<i>Telephone Interpretation</i>	<i>Total FTE</i>	<i>Anticipated Translation Volume (per page)</i>	<i>Translation Capacity (per page)</i>	<i>Excess / Shortfall (per page)</i>
English - French	5.475	0.4	0.1	0.025	6	8,150	6,023	(2,127.5)
Arabic - English or French	2.875	-	0.1	0.025	3	4,250	3,163	(1,087.5)
BDI / DRC languages	1.85	0.2	0.15	0.05	2.25	2,350	2,035	(315.0)
CAR II languages	0.4	-	0.05	0.05	0.5	350	440	90.0
CIV languages	0.2	-	-	-	0.2	200	220	20.0
DAR / LBY / MLI languages	0.05	-	-	-	0.05	50	55	5.0
GEO languages	1.525	0.35	0.1	0.025	2	1,600	1,678	77.5
Total FTE	12.375	0.95	0.5	0.175	14	16,950	11,935	(3,415.0)

214. A Reviser (Arabic) post is requested to meet the increasing and ever- challenging workload between Arabic and both of the working languages, requiring a diverse linguistic and cultural understanding of the multi-dialectal Arabic landscape covered by the CAR II, Darfur, Mali, and Libya situations and the Palestine preliminary examination being looked into by the OTP. The increasing workload is more eloquently exemplified than by the *Al-Hassan* case where the evidence requiring translation exceeded 5,000 source pages and the Document Containing the Charges ran to 500 pages (rather than the standard 30 pages). The core function of the post would be to enforce consistent and appropriate translation and terminology quality standards in order to ensure the reliability of OTP translations used in pursuing lines of investigation and presenting timely, courtroom-ready evidence at the prosecution phase. While the particular sensitivity of much of the material for translation means that it may not be outsourced under any pretext, the Reviser would, where feasible, also oversee the optimized recourse to external contractual services.

215. In mid-2019, LSU went live with its purpose-built transcription and translation workflow system interfacing with Ringtail and Records Manager to enhance the efficiency of its document management, access controls, client coordination and service delivery, thereby among other things eliminating duplicate evidence submissions, automating information security and reporting tasks, providing a real-time service dashboard, and so creating capacity for other previously de-prioritized tasks. In 2020, LSU plans to extend process automation by further integrating its already existing contacts management interface and a newly developed interpretation request and planning system.

Staff resources **€4,443.7 thousand**

216. The requested amount for established posts has increased by €57.4 thousand (2.5 per cent). The requested amount for GTA positions has instead decreased by €5.3 thousand (0.3 per cent). In 2020, the Section will comprise 26 established posts and 27 recurrent GTA positions including Field Interpreters (20.76 FTE).

Established posts: Professional and General Service **€2,394.8 thousand**

217. The Section, comprising two units, is overseen by the Senior Manager (P-5).

218. FPCU, headed by one Administration Officer (P-3), has the following posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Administration Officer	P-3	1
Associate Administration Officer	P-2	1
Finance and General Administration Assistant	GS-OL	3
Total		5

219. LSU, headed by one Language Coordinator (P-4), has the following posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Language Coordinator	P-4	1
Reviser (one English and one French)	P-4	2
Interpretation Coordinator	P-3	1
Translator (English)	P-3	1
Translator (French)	P-3	1
Translator (Arabic)	P-3	1
Associate Translator (English)	P-2	1
Associate Translator (French)	P-2	1
Associate Translator (Arabic)	P-2	1
Language Services Assistant	GS-OL	3
Senior Transcript Coordinator	GS-OL	1
Transcript Coordinator and Reviewer	GS-OL	1
Transcript Reviewer	GS-OL	4
Transcription Assistant	GS-OL	1
Total		20

General temporary assistance **€2,048.9 thousand**

220. The Section continues to require GTA resources for translation, transcription, field interpretation and a wide range of other financial, planning and administrative services to directly support the Office's activities. The extension of current resources is therefore necessary.

221. Through regular meetings with its clients, the Section closely analyses and evaluates the best ways to match efficiency and effectiveness in the delivery of its services within the approved resources limits.

222. The breakdown of requested GTA positions for 2020, in descending order of grades in the Section, is as follows. Unless otherwise indicated, GTA resources are recurrent and multi-year:

<i>Title</i>	<i>Grade</i>	<i>Number</i>	<i>Months</i>	<i>FTE</i>	
Reviser (Arabic)	P-4	1	6	0.50	New
Translation Officer	P-3	1	12	1.00	Continued
Translator	P-3	7	72.1	6.01	Continued
Associate Translator	P-2	1	12	1.00	Continued
Associate Interpretation Coordinator	P-2	1	12	1.00	Continued
Associate Administration Officer	P-2	1	12	1.00	Continued
Assistant Translator	P-1	2	24	2.00	Continued
Administrative Assistant	GS-OL	1	12	1.00	Continued
Transcript Reviewer	GS-OL	3	34	2.83	Continued
Language Services Assistant	GS-OL	1	12	1.00	Continued
Field Interpreter	GS-OL	8	41	3.42	Continued
Total		27	249.1	20.76	

Non-staff resources**€994.1 thousand**

223. The requested amount has decreased by €10.0 thousand (1.0 per cent). Non-staff resources are used for travel, contractual services, general operating expenses, supplies and materials, and furniture and equipment. Unless otherwise indicated, the resource requested is recurrent.

224. The Office continues to centralize some non-staff budget items – such as consultants, supplies and materials, furniture and equipment, and training⁵⁵ – so that it can respond quickly and flexibly to changing needs during budget implementation. The funds requested in the 2020 budget are required to provide support and materials needed for the business activities of other sub-programmes within the Office.

*Travel**€414.6 thousand*

225. The requested amount is unchanged from the 2019 approved budget. Missions in the field require local and international travel by interpreters to provide the necessary support for investigation- and prosecution-related activities during the preliminary examination, investigation, pre-trial and trial phases. This budget item further includes funds for a number of missions to situation countries to assess and recruit field interpreters. The efficiencies and savings measures implemented across the Office should ensure that the funds to support 2020 activities will remain within the same level as in 2019. As in previous years, travel resources also provide for a limited number of missions for staff to participate in professional conferences, to engage in and remain up-to-date with developments in their fields, and to research and seek out advice on newly emerging challenges (e.g. languages of lesser diffusion).

*Contractual services**€549.5 thousand*

226. The amount requested is unchanged. LSU continues to monitor options for automating at least part of the transcript drafting process, but current technology remains insufficiently mature to cope with the complex linguistic requirements of OTP activities.

227. Contractual services are needed to supplement internal projects or provide resources for special requirements and peaks in activity that cannot be effectively and promptly handled in-house through additional recruitment. For example, translation and transcription outsourcing is used to supplement the Office's in-house capacity where confidentiality constraints allow. Most critically, it is needed to deal with peaks in activity due to case-specific, time-bound workloads and documents that must be transcribed in, or translated into or out of, languages for which no in-house capacity exists or is required.

⁵⁵ Training and consultants are in Sub-programme 2110 (Immediate Office of the Prosecutor). Supplies and materials, along with furniture and equipment, are now in Sub-programme 2160 (Information, Knowledge and Evidence Management Section).

General operating expenses

€0.0 thousand

228. Some of the funds requested for general operating expenses by the Office are needed for annual maintenance of OTP-specific software applications. In previous approved budgets these expenses were allocated under the responsibility of FPCU. Following the creation of IKEMS, these funds have been reallocated to that Sub-programme (2160) to improve budget transparency and accountability.

Supplies and materials

€30.0 thousand

229. The requested amount is the same as in the 2019 approved budget. Other funds requested for this budget line are allocated within the Information, Knowledge and Evidence Management Section (Sub-programme 2160). This is a centralized budget item; funds are used for operational purposes.

230. A portion of this budget item (€20.0 thousand) is allocated to the renewal of annual subscriptions to OTP-specific journals and other professional subscriptions (e.g. International Association of Prosecutors), and for purchasing key reference volumes necessary to support the Office's core activities. Subscriptions to online databases, services and journals shared by the entire Court are centralized by the Court library and IMSS.

231. The remaining €10.0 thousand is requested to replace and integrate specific materials and supplies (e.g. satellite imagery, human remains pouches, rubber gloves, consumables and instruments) needed for the forensic investigation of crime scenes.

Furniture and equipment

€0.0 thousand

232. Since the 2019 Proposed Programme Budget submission, the resources in this budget line have been redeployed under Sub-programme 2160: Information, Knowledge and Evidence Management Section.

Table 15: Programme 2120: Proposed budget for 2020

2120 Services Section	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				1,465.1	19.7	1.3	1,484.8
General Service staff				872.3	37.7	4.3	910.0
<i>Subtotal staff</i>	<i>3,693.9</i>	<i>-</i>	<i>3,693.9</i>	<i>2,337.4</i>	<i>57.4</i>	<i>2.5</i>	<i>2,394.8</i>
General temporary assistance	2,416.6	104.0	2,520.6	2,054.2	(5.3)	(0.3)	2,048.9
Temporary assistance for meetings	6.8	-	6.8	-	-	-	-
Overtime	0.8	-	0.8	-	-	-	-
<i>Subtotal other staff</i>	<i>2,424.2</i>	<i>104.0</i>	<i>2,528.2</i>	<i>2,054.2</i>	<i>(5.3)</i>	<i>(0.3)</i>	<i>2,048.9</i>
Travel	427.8	17.2	445.1	414.6	-	-	414.6
Hospitality	-	-	-	-	-	-	-
Contractual services	162.2	-	162.2	549.5	-	-	549.5
Training	37.8	-	37.8	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	27.2	1.5	28.8	10.0	(10.0)	(100.0)	-
Supplies and materials	82.7	0.5	83.2	30.0	-	-	30.0
Furniture and equipment	195.8	15.4	211.2	-	-	-	-
<i>Subtotal non-staff</i>	<i>933.6</i>	<i>34.6</i>	<i>968.2</i>	<i>1,004.1</i>	<i>(10.0)</i>	<i>(1.0)</i>	<i>994.1</i>
Total	7,051.7	138.7	7,190.3	5,395.7	42.1	0.8	5,437.8

Table 16: Programme 2120: Proposed staffing for 2020

2120	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	-	1	3	5	4	-	13	-	13	13	26
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	1	3	5	4	-	13	-	13	13	26
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	-	8.00	3.00	2.00	13.00	-	8.27	8.27	21.27
Continued	-	-	-	-	-	-	7.01	3.00	2.00	12.01	-	8.25	8.25	20.26
New	-	-	-	-	-	0.50	-	-	-	0.50	-	-	-	0.50
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	0.50	7.01	3.00	2.00	12.51	-	8.25	8.25	20.76

(c) Sub-programme 2160: Information, Knowledge and Evidence Management Section

233. Following the amalgamation of the Information and Evidence Unit, the Knowledge-Base Unit (now Business Solutions Development Unit), the Data Processing Unit and the pool of Information Management Assistants into the Information, Knowledge and Evidence Management Section (IKEMS) in January 2019, the OTP has not only completed the centralization of all of its information management and evidence processing activities under one roof but continues to take steps towards optimizing the processes and systems surrounding these critical business functions.

234. Given that the OTP is an information-driven organization, this new holistic and centralized approach allows it to devote the necessary business focus to dealing with information and evidence in a manner that strategically positions it to:

(a) continuously increase its responsiveness, flexibility and adaptability to meet current and future needs with regard to information, evidence and knowledge management, while strengthening and streamlining its collaboration with the Registry in this area;

(b) reduce the IKEMS burden on OTP divisions, sections and units, thereby streamlining and increasing business focus in OTP core business areas;

(c) ensure that OTP initiatives in the areas of client-need identification, requirements gathering, project management and solutions identification and implementation better reflect its operational needs and strategic goals; and

(d) increase inter-organ efficiencies by affording the OTP the ability to centralize, review and present its IKEMS requirements to IMSS in a coordinated and unified manner.

235. IKEMS, headed by an Information Management Coordinator, is comprised of two units: the Information and Evidence Unit (IEU) and the Business Solutions Development Unit (BSDU).

236. These units perform activities which should not, and cannot, be carried out by other divisions, sections or units of the OTP or other organs of the Court, and which are essential to supporting OTP core business activities and day-to-day operations. The Section applies a scalable OTP-wide approach to meeting the Office's IKEMS needs, in line with the One-Court principle.

237. IKEMS represents the Office on Court-wide information management initiatives and projects, allowing it to ensure the seamless provision of information management and evidence processing services along a continuum of activities centred on meeting client needs with minimum resources.

238. For example, in its first six months, after implementing a stringent business needs analysis process, IKEMS identified and was able to cancel or modify incomplete or unnecessary information technology-related capital expenditure initiatives that would have amounted to €138.0 thousand. Similarly, following a preliminary review of IEU, by modifying some of its internal business processes and its approach to logistics and supplies management, an additional 12.0 thousand for equipment expenditures were not requested.

239. The Section also aims to optimize the provision of information management, evidence processing and solutions development services in a more unified, coordinated and efficient manner both internally and in coordination with IMSS.

240. Specifically BSDU which, as a result of the recent consolidation has absorbed the Information Management Assistants formerly part of the Investigation Division, is responsible for:

(a) ensuring a strategic, coordinated, balanced and transparent approach to OTP information management, business development and innovation;

(b) conducting comprehensive business analyses, process mapping, needs assessments and requirements gathering exercises on behalf of the Prosecutor, for all OTP business streams;

(c) leading and coordinating – in close collaboration with all OTP business streams, the Registry and the Court-wide Information Management Governance Board – the Office’s business development processes, including project management and project monitoring to ensure the seamless provision of IKEM services;

(d) advancing a more stringent approach to stewarding OTP business development initiatives by ensuring continuous and recurring in-house program and project evaluation, as well as intra- and inter-organ sharing of IKEM lessons learned;

(e) drafting and maintaining the OTP’s IKEMS strategic plan, including forecast assessments of IKEM-related developments which may have an impact on OTP core business operations;

(f) supporting existing knowledge- and information-management systems, business processes and eLearning needs within the Office by acting as the primary OTP knowledge broker in the IKEM area; and

(g) maintaining direct (embedded) operational data and information management support to OTP Integrated Teams, from preliminary examinations to the pre-trial stage.

241. The second and equally important half of IKEMS is the Information and Evidence Unit (IEU which, as a result of the recent consolidation, has absorbed the Data Processing Unit (DPU) formerly part of the Investigation Division. IEU is responsible for:

(a) evidence management and processing, including: registration, chain-of-custody management, physical and digital storage, custodianship and digital evidence support services, in addition to functional support for legal and disclosure review needs;

(b) evidence disclosures in support of the OTP’s Prosecution Division;

(c) providing advice and support to the Office on the collection and handling of evidence, including eDiscovery and Technology Assisted Review (TAR);

(d) management of administrative processes surrounding material collected and submitted under article 15 of the Rome Statute;

(e) equipment and support for witness interviews and missions, including safe storage and transfer of evidence; and

(f) implementing operational information-architecture decisions as delegated by the Information Management Coordinator, including metadata and data-model administration in support of evidence management and disclosure systems.

242. The OTP’s Information Management Coordinator plays a critical role in leading both IKEMS units and, by extension, acts as the Office’s central focal point for all IKEMS issues. The essential functions of the post include:

(a) leading the IKEMS units and ensuring that their mandates, processes and outputs systematically deliver the efficient, client-focused information, evidence and business solutions necessary to support all of the OTP’s operational business streams;

(b) coordinating and harmonizing all OTP information- and evidence-management processes, systems, architectures and initiatives – in line with the Office’s current and future needs – in an objective, transparent and judicious manner;

(c) optimizing inter-organ cooperation and collaboration as the OTP focal point for the Registry on all IKEM-related matters;

(d) preparing and maintaining an OTP-wide IKEMS strategic plan and harmonizing that plan with the Registry’s Court-wide IT strategy; and

(e) promoting innovation and forward thinking, where and when practicable, across the entirety of the IKEM landscape, to ensure that the OTP is strategically positioned to be a proactive rather than reactive organization.

Budget resources €3,978.5 thousand

243. The requested funds have increased by €150.3 thousand (3.9 per cent). This is the combined effect of the implementation of the new UNCS rates, the cost of the Information Management Coordinator for twelve months (it was eight months in 2019 when the established post was approved), and the increases in non-staff costs following reallocation of resources from other areas.

Staff resources €3,711.2 thousand

244. In 2020, the Section will comprise 32 established posts and 12 recurrent GTA positions (12.0 FTE).

Established posts: Professional and General Service €2,596.6 thousand

245. The Section, comprising two units, is overseen by one *Information Management Coordinator (P-5)*.

246. BSDU has the following posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Knowledge-Base Manager	P-4	1
Information Officer (Evidence and Analysis Systems)	P-2	2
Database Coordinator	P-1	3
Assistant Information Officer	P-1	1
Total		7

247. The Information and Evidence Unit has the following posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Head, Information and Evidence Unit	P-3	1
Associate Information and Evidence Officer	P-2	1
Data Processing Manager	P-2	1
Data Processing Assistant	GS-OL	5
Information Management Assistant	GS-OL	7
Information Storage Assistant	GS-OL	3
Disclosure/Search Assistant	GS-OL	1
Senior Evidence Assistant	GS-OL	1
Evidence Assistant	GS-OL	4
Total		24

General temporary assistance €1,114.6 thousand

248. The Section requires GTA positions to support the activities of the Office. Unless otherwise indicated, the requested resource is multi-year. The breakdown of approved GTA positions for 2020 is as follows:

<i>Title</i>	<i>Grade</i>	<i>Number</i>	<i>Months</i>	<i>FTE</i>	
Data Management Officer	P-3	1	12	1.00	Continued
Associate Electronic Evidence Officer	P-2	2	24	2.00	Continued
Assistant Information and Evidence Officer	P-1	2	24	2.00	Continued
Evidence Assistant	GS-OL	1	12	1.00	Continued
Associate Database Coordinator	P-2	1	12	1.00	Continued
Information Officer	P-2	1	12	1.00	Continued
Learning Officer	P-2	1	12	1.00	Continued
Disclosure/Search Assistant	GS-OL	1	12	1.00	Continued
Technical Assistant (Information Systems)	GS-OL	1	12	1.00	Continued
Information Management Assistant	GS-OL	1	12	1.00	Continued
Total		12	144	12.00	

Non-staff resources €267.3 thousand

249. The Section was created by reallocating existing staff from various programmes and sub-programmes within the OTP, where the decrease in the corresponding commitment items can be observed.

250. The requested amount has increased by €20.3 thousand (8.2 per cent). Non-staff resources are recurrent and are used for travel, supplies and materials, as well as furniture and equipment.

Travel €17.3 thousand

251. The requested amount of €17.3 thousand provides for a limited number of missions for technical staff to provide support to field deployments, manage, repatriate or write off IKEMS equipment and supplies currently located in field offices and to participate in professional symposiums and conferences. The requested amount has been increased by €10.3 thousand. The increase is compensated by decreases in the same budget line in other divisions of the OTP.

General operating expenses €10.0 thousand

252. The €10.0 thousand requested are needed for annual maintenance of OTP-specific software applications. In previous approved budgets, the entire amount approved for general operating expenses for software maintenance was under Sub-programme 2120 (Services Section). However, to improve budget transparency and accountability, annual maintenance of Office-specific software applications is under the responsibility of IKEMS. The overall effect of this budget line reallocation on the OTP budget is zero.

Supplies and materials €60.0 thousand

253. This is a centralized budget item; funds are used for operational purposes. In previous approved budgets, the entire amount was under Sub-programme 2120. Following the creation of IKEMS, the portion of this budget item allocated to the units was redeployed and requested to the new Section.

254. A portion of this budget item is allocated for purchasing digital and electronic consumables (e.g. memory cards, encrypted hard drives and batteries), and for equipment used by investigators, such as cameras and recording devices.

Furniture and equipment €180.0 thousand

255. The requested amounts for furniture and equipment for each Major Programme were discussed at inter-organ meetings aimed at ensuring consistency with the Five-Year IT/IM Strategy developed by the Court and approved by the Coordination Committee. Furniture and equipment figures in Sub-programme 2160 relate to the portion of IT investments funded through the OTP budget, since the expenditure concerns OTP-specific items which

form part of agreed investments in key initiatives aimed at achieving the prosecutorial goals laid out in the Court's plan.

256. These initiatives relate to increasing in-house efficiencies through meticulous business process reviews and the development and/or identification of solutions aimed at investigation and witness management, automated transcription, contract management, interpretation coordination and project management workflows within OTP. These initiatives directly support investigative and prosecutorial needs as well as the OTP's overall service and support capacity for core business activities.

257. The second group of initiatives consists of the broad-scope implementation of the forensic toolkit, which is composed of three sub-projects: Web Anonymized Searching Platform (WASP) for anonymous web browsing; forensic capture and triage of digital materials requiring additional processing, analysis and review before registration; and, lastly, development and enhancement of the OTP's tools and abilities to collect and process open-source information and conduct online investigations in support of its core investigative and prosecutorial activities.

Table 17: Programme 2160: Proposed budget for 2020

2160 Information, Knowledge and Evidence Management Section	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				1,070.5	56.1	5.2	1,126.6
General Service staff				1,409.1	60.9	4.3	1,470.0
<i>Subtotal staff</i>	-	-	-	<i>2,479.6</i>	<i>117.0</i>	<i>4.7</i>	<i>2,596.6</i>
General temporary assistance	-	-	-	1,101.6	13.0	1.2	1,114.6
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	-	-	-	<i>1,101.6</i>	<i>13.0</i>	<i>1.2</i>	<i>1,114.6</i>
Travel	-	-	-	7.0	10.3	147.1	17.3
Hospitality	-	-	-	-	-	-	-
Contractual services	-	-	-	-	-	-	-
Training	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	10.0	-	10.0
Supplies and materials	-	-	-	60.0	-	-	60.0
Furniture and equipment	-	-	-	180.0	-	-	180.0
<i>Subtotal non-staff</i>	-	-	-	<i>247.0</i>	<i>20.3</i>	<i>8.2</i>	<i>267.3</i>
Total	-	-	-	3,828.2	150.3	3.9	3,978.5

Table 18: Programme 2160: Proposed staffing for 2020

2160	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	-	1	1	1	4	4	11	-	21	21	32
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	1	1	1	4	4	11	-	21	21	32
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	-	1.00	5.00	2.00	8.00	-	4.00	4.00	12.00
Continued	-	-	-	-	-	-	1.00	5.00	2.00	8.00	-	4.00	4.00	12.00
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	-	1.00	5.00	2.00	8.00	-	4.00	4.00	12.00

2. Programme 2200: Jurisdiction, Complementarity and Cooperation Division

Introduction

258. The Jurisdiction, Complementarity and Cooperation Division (JCCD or “the Division”) conducts preliminary examinations and facilitates the Office’s investigations by fostering cooperation and judicial assistance under Part 9 of the Rome Statute, and providing general support for the Office’s mandate and activities. Cooperation and political support are vital to ensuring the timely investigation and prosecution of cases as the Court has no enforcement powers of its own. They also play an important part in the preventive and complementary functions of the Court. Therefore, and in furtherance of the Court-wide Strategic Goals 1 and 4, optimizing cooperation with partners has also been identified as a priority objective in the OTP Strategic Plan for 2019-2021, as it will contribute to the OTP’s strategic goal to increase the speed, efficiency and effectiveness of the OTP’s core activities (Strategic Goal 2). Each situation or case has its own unique cooperation requirements. JCCD’s functions with regard to judicial and general cooperation and external relations include establishing and managing relations with States (including diplomatic, judicial and law enforcement sectors), international organizations, NGOs and other stakeholders. JCCD’s ultimate objective is to facilitate the effective fulfilment of the OTP’s investigative and prosecutorial mandate and to galvanize general support for the Office’s work by engaging in advocacy and delivering key messages.

259. The Division is also responsible for conducting preliminary examinations of all situations brought to the Office’s attention, whether as a result of a referral by a State Party or the United Nations Security Council or through article 15 communications and open-source information. The Division is thus responsible, within the Office, for receiving and analysing all communications under article 15, and for assessing matters of jurisdiction, admissibility and interests of justice across all situations under preliminary examination, with a view to enabling the Prosecutor to make informed decisions on the possible opening of new investigations. As part of its preliminary examination activities, the Division interacts with a wide range of stakeholders, including article 15 communication senders, national and international NGOs, international organizations and States. The optimization of preliminary examinations is another key objective in line with the Court-wide Strategic Goal 1 and the OTP Strategic Goal 2, and the OTP will endeavour to further exploit their value and build upon their momentum.

260. The Division comprises two Sections: the International Cooperation Section (ICS) and the Situation Analysis Section (SAS).

261. Below is an overview of ICS’s three main areas of activity, or components, coordinated by and under the overall supervision of the Head, ICS. These are: (a) situation-specific cooperation within Integrated Teams; (b) transversal judicial cooperation; and (c) general cooperation and external relations:

(a) *Situation specific cooperation within Integrated Teams* – ICS provides each Integrated Team with cooperation expertise through an International Cooperation Adviser, who becomes a full member of the Integrated Team. The International Cooperation Adviser facilitates responses to all judicial assistance needs and cooperation requests addressed by the Integrated Team to cooperation partners; generates and maintains situation-specific support and promotes understanding of the OTP’s work in relation to the investigation and prosecution of the case to which she or he is assigned; establishes operational focal points to give the Integrated Team continuous access to the territory, physical evidence and witnesses for the case; and provides prompt responses and feedback to the Integrated Team on any problems identified by it or by national authorities. The number of situations under investigation has increased in recent years, resulting in a heavier workload and challenging cooperation requirements. The number of incoming requests for cooperation has also seen an increase in recent years, further adding to the workload for the Section. It should be noted that, in recent years, ICS has not requested additional resources despite the heavier workload. As cooperation is absolutely vital to investigations, the lack of adequate staffing within ICS can be an impediment to the facilitation of timely and tangible cooperation for effective investigations. These operational realities and challenges make it imperative for ICS to have at a minimum the same level of resources available in 2020 as in 2019;

(b) *Transversal judicial cooperation* – This component of ICS operations is undertaken by one Judicial Cooperation Adviser (P-4), one Legal Assistant (GS-OL) and one Judicial Cooperation Assistant (GS-OL). Following relevant procedures and standards, these staff members provide strategic, technical and operational advice, support and guidance to all situation-bound International Cooperation Advisers to ensure quality control, channelling of and follow-up to all judicial assistance requests and responses sent on behalf of the Integrated Teams. They are responsible, in association with each International Cooperation Adviser, for tracking compliance and maintaining all records related to outgoing and incoming requests for assistance in the database. They also play a leading role in developing and overseeing strategies to reinforce and extend the transversal network of partners, for example by discussing cooperation agreements where needed, and by facilitating information sharing and cooperation including in furtherance of the OTP's Strategic Goal 6, aimed at strengthening of the ability of the OTP and its partners to close the impunity gap. The judicial cooperation component of ICS also plays a critical role, in conjunction with other colleagues in ICS as well as in the Investigation Division (ID), in the development of enhanced strategies and methodologies to increase the arrest rate of persons subject to outstanding warrants, which has been promulgated as Strategic Goal 3 in the OTP's strategic plan; and

(c) *General cooperation and external relations* – This component is handled by one International Cooperation Adviser (P-4) dealing with external relations and one External Relations Adviser (P-3). They are responsible for providing the Prosecutor and OTP's senior management with non-situation-specific strategic advice and support on general cooperation and external relations. Notably with a view to galvanizing political support, optimizing cooperation, and enhancing communication with States Parties and other stakeholders, such as international organizations and NGOs, in furtherance of the Court-wide and OTP strategic plans, this small team supports the OTP's diplomatic and other general cooperation engagements; ensures and coordinates the establishment and management of OTP's external relations with States and other partners; and represents the OTP during discussions on various issues under consideration by the Assembly and/or its subsidiary bodies, where those issues affect the work of the OTP.

262. Within the JCCD, one Legal Adviser (P-4) provides legal advice on specific jurisdiction, complementarity and judicial assistance matters arising out of the work of the Situation Analysts and the International Cooperation Advisers in the situations under preliminary examination and investigation. In view of the extensive responsibilities that this post entails across the Office and taking into account last year's promulgation of the administrative instruction thereon⁵⁶ and the Court's internal review of the post, reclassification to Senior Legal Adviser (P-5) is requested.⁵⁷ The Senior Legal Adviser also supports the Division and the Integrated Teams on litigation and strategy regarding jurisdiction, admissibility and judicial assistance and related areas of public international law such as national security law, Head of State immunity and disclosure of classified information, working alongside the Prosecution Section and the Appeals Section on written and oral submissions as required. Furthermore, the Senior Legal Adviser negotiates and concludes cooperation agreements and memoranda of understanding with national actors, international organizations and peacekeeping entities to support OTP operations and attends all ExCom meetings held with Integrated Teams and SAS on ongoing investigation/prosecutions and preliminary examinations.

263. SAS carries out preliminary examinations and provides advice on complex matters of fact and law regarding jurisdiction, admissibility, and assessments of the interests of justice, in particular where victims' interests are at stake. Preliminary examinations are one of the Office's three core activities, together with investigations and prosecutions. Preliminary examinations are not only crucial to deciding whether to open a new investigation; they also serve to lay a firm foundation for cooperation in situations where such investigations are ultimately opened. Additionally, preliminary examinations can have a preventive effect and may foster domestic efforts to investigate and prosecute, potentially obviating the need for investigation by the Office. Lastly, the vital analytical work

⁵⁶ See Classifications and Reclassification of Posts, ICC/AI/2018/002.

⁵⁷ This post is being resubmitted in the 2020 Proposed Programme Budget. The positive evaluation of eligibility for the new grade was performed before submission of the 2018 Proposed Programme Budget and reviewed against the administrative instruction in 2019.

conducted by SAS feeds into the analysis that is essential to successful investigative operations should the Prosecutor decide to open an investigation into a situation.

264. SAS functions include: (a) receiving and processing information on alleged crimes submitted under article 15 of the Statute, including building crime analysis databases; (b) requesting information from a number of reliable sources to verify the reliability of information in its possession regarding alleged crimes, and querying the conduct of relevant national proceedings, including through field missions; (c) conducting contextual, factual and legal analyses of all available information to assess jurisdiction, admissibility of potential cases, and the interests of victims; (d) interacting with a broad range of partners to gather information and assess and/or encourage national investigations and prosecutions; and (e) reporting on its findings to the Prosecutor and explaining the Office's preliminary examinations to relevant stakeholders and the public. All of these tasks – pertaining to eight to ten preliminary examinations and an average of 500 new communications yearly – are performed by a small team of three Situation Analysts, six Associate Situation Analysts, two Assistant Situation Analysts and one Head of Section. No additional resources have been allocated since 2014, despite its ever-increasing workload and, in particular, the high volumes of information required to be processed in some of the more recent preliminary examinations.

265. In view of the high volumes of information that SAS is required to process and use – which includes managing information submitted by article 15 communication senders, States and NGOs, and capturing, registering and collating information from open sources and social media – SAS is requesting one new Information Management Assistant (GS-OL) to support the Section and alleviate the information management and registration pressure on P-level analysts. This will allow SAS to focus on its key deliverables, notably preliminary examination reports and recommendations to the Prosecutor, thereby increasing the speed of completion of preliminary examinations. It will also streamline information management practices across the end-to-end OTP business process and facilitate the handover of preliminary examination dossiers to downstream investigation teams. To ensure the streamlining, the Information Management Assistant will be hosted by the Information, Knowledge and Evidence Management Section (IKEMS) and deployed to SAS.

Budget resources

€4,107.7 thousand

266. Extensions are requested for the GTA resources previously approved in the 2019 budget. These resources are crucial to enabling the Division to continue conducting its mandate effectively in 2020.

Staff resources

€3,669.4 thousand

267. The requested amount for established posts has increased by €70.0 thousand (2.2 per cent). The amount requested for GTA positions has increased by €46.6 thousand (11.1 per cent). The increase in staff resources is the combined effect of the implementation of the new UNCS and the six months requested for a new GTA position in information management at GS-OL level. The Division comprises 30 established posts and five GTA positions (4.0 FTE).

Established posts: Professional and General Service

€3,203.5 thousand

268. The Division is headed by a Director (D-1), supported by one Senior Legal Adviser (P-5), whose post has been submitted for reclassification from International Cooperation Adviser (P-4), and assisted by one Administrative Assistant (GS-OL).

269. The International Cooperation Section comprises a total of 15 established posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Head, International Cooperation Section	P-5	1
International Cooperation Adviser	P-4	1
Judicial Cooperation Adviser	P-4	1
International Cooperation Adviser	P-3	6
External Relations Adviser	P-3	1
Associate International Cooperation Adviser	P-2	1
Judicial Cooperation Assistant	GS-OL	1
Legal Assistant	GS-OL	1
Administrative Assistant	GS-OL	2
Total		15

270. The Situation Analysis Section, headed by one Head of Section (P-5), comprises a total of 12 established posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Head, Situation Analysis Section	P-5	1
Situation Analyst	P-3	3
Associate Situation Analyst	P-2	6
Assistant Situation Analyst	P-1	2
Total		12

General temporary assistance

€465.5 thousand

271. Four GTA positions (equivalent to 3.5 FTE) are requested to be continued in the 2020 budget to support the preliminary examinations, investigations and trials anticipated in 2020, and to provide administrative and operational support for the ever-increasing cooperation workload. Each International Cooperation Adviser is formally assigned to a specific Integrated Team but may also serve as a backup for another team. His or her assignment may also change – should new or existing situations so require – and in some cases may cover more than one situation, workload permitting.

272. In the past, this flexible use of resources has allowed JCCD and ICS management to maximize efficiency in allocating existing resources when situational requirements have fluctuated. However, the increase in the number of situations, coupled with increasingly complex cooperation requirements, has caused many International Cooperation Advisers to regularly cover multiple situations simultaneously, thus limiting the possibility for the future application of such flexibility.

273. The Situation Analysis Section is requesting one new GS-OL GTA staff position for information management purposes, as explained above. The position is budgeted for six months, on account of the hiring time lag applied to all new posts in the OTP.

274. The breakdown of requested GTA positions is as follows:

<i>Title</i>	<i>Grade</i>	<i>Number</i>	<i>Months</i>	<i>FTE</i>	
International Cooperation Adviser	P-3	2	24	2.00	Continued
Situation Analyst	P-3	1	12	1.00	Continued
Legal Officer – UN based (New York)	P-3	1	6.1	0.51	Continued
Information Management Assistant	GS-OL	1	6	0.50	New
Total		5	48.1	4.01	

275. The Legal Officer – UN based (New York) (P-3) (0.51 FTE), continued in ICS, is retained as a United Nations staff member by the United Nations Office of Legal Affairs to process and coordinate, within the United Nations system, all requests for assistance from the OTP. This is an essential component of the efficient and timely execution of all requests. Since the position also handles requests for assistance sent by the Registrar on

behalf of Chambers or defence counsel, the remaining costs of the position will be shared by the Immediate Office of the Registrar.

Non-staff resources**€438.3 thousand**

276. Requested non-staff resources have slightly decreased by €3.6 thousand (0.8 per cent). These resources are dedicated to travel and are recurrent.

*Travel**€438.3 thousand*

277. The travel budget is substantially the same as in 2019. The funds requested for missions are slightly below the level approved in 2019 thanks to the implementation of savings and efficiencies measures across the Office. It remains critical that adequate funds are provided for this budget item. JCCD staff conduct missions in relation to situations under preliminary examination or investigation to secure and foster cooperation, or to gather information and attend key meetings with State officials. JCCD staff will also continue to accompany the Prosecutor on situation-related missions. These missions continue to be targeted and planned so as to use the travel budget as efficiently as possible, thus enabling efficiency reductions in the requested budget, despite the increased number of planned missions.

Table 19: Programme 2200: Proposed budget for 2020

2200 Jurisdiction, Complementarity and Cooperation Division	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				2,798.0	55.5	2.0	2,853.5
General Service staff				335.5	14.5	4.3	350.0
<i>Subtotal staff</i>	<i>3,093.1</i>	<i>-</i>	<i>3,093.1</i>	<i>3,133.5</i>	<i>70.0</i>	<i>2.2</i>	<i>3,203.5</i>
General temporary assistance	412.7	-	412.7	419.3	46.6	11.1	465.9
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>412.7</i>	<i>-</i>	<i>412.7</i>	<i>419.3</i>	<i>46.6</i>	<i>11.1</i>	<i>465.9</i>
Travel	212.1	17.9	229.9	441.9	(3.6)	(0.8)	438.3
Hospitality	-	-	-	-	-	-	-
Contractual services	7.0	-	7.0	-	-	-	-
Training	11.0	-	11.0	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>230.0</i>	<i>17.9</i>	<i>247.9</i>	<i>441.9</i>	<i>(3.6)</i>	<i>(0.8)</i>	<i>438.3</i>
Total	3,735.9	17.9	3,753.7	3,994.7	113.0	2.8	4,107.7

Table 20: Programme 2200: Proposed staffing for 2020

2200	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	1	2	3	10	7	2	25	-	5	5	30
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	1	(1)	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	1	3	2	10	7	2	25	-	5	5	30
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	-	3.50	-	-	3.50	-	-	-	3.50
Continued	-	-	-	-	-	-	3.50	-	-	3.50	-	-	-	3.50
New	-	-	-	-	-	-	-	-	-	-	-	0.51	0.51	0.51
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	-	3.50	-	-	3.50	-	0.51	0.51	4.01

3. Programme 2300: Investigation Division

Introduction

278. The Investigation Division (ID), under the overall management of its Director and management team, provides the investigative and analytical component of the Integrated Teams. ID recruits, trains and monitors the performance of investigators and analysts within the Integrated Teams. In support of the Integrated Teams, ID is also responsible for the forensic and scientific aspects of investigations, as well as the provision of operational support for the Integrated Teams.

279. ID comprises the Office of the Director and four Sections: the Investigation Section, the Investigative Analysis Section, the Forensic Science Section and the Planning and Operations Section.

280. ID provides investigation teams, which comprise investigators and analysts with expertise in international criminal investigations and are a substantial and critical component of the Integrated Teams. Investigation teams undertake key investigative activities, focusing on crimes and suspects and the links between them. Regarding crimes, investigation teams collect evidence on the incidents under investigation and the resulting victimization. Regarding suspects, investigation teams manage lines of inquiry into their involvement, as well as knowledge and intent with respect to the crimes alleged. To that effect, ID collects evidence on the structure or organization allegedly responsible for the crimes, the roles of the suspects involved and the links between them and the crimes, including the financing and logistics required to commit the crimes. Specialized sections within ID support the Integrated Teams in the elaboration and implementation of their plans through expert advice and assistance in the conduct of operations:

(a) The Investigation Section (IS) ensures resource provision across the various investigation teams for investigations and includes all the investigators allocated to the Integrated Teams. The Investigations Coordinator, Team Leaders and Investigators, working at different levels of seniority, develop investigative strategies, plan investigative activities, ensure evidence collection, develop leads to the investigation and manage external sources engaged during the investigation, among others. IS also ensures the development of standards for investigations, through the identification of best practices and the development of standards, proceedings and guidelines, training and quality reviews. IS develops the Office's investigative capabilities by designing and implementing innovative procedures, tools and methods to ensure that investigative activities are efficient, effective, high quality and compliant with applicable standards;

(b) The Investigative Analysis Section (IAS) ensures the development of standards, best practices, training, quality reviews and resource provision across the various investigation teams for factual analysis purposes. The Analysts and Analysis Assistants are part of IAS and form an essential component of the Integrated Teams. IAS provides support to ID and the Prosecution Division in the following areas: crime pattern analysis of multiple crime allegations via databases, statistics, chronologies, maps and reports to support management decisions on case selection, investigations, fugitive tracking and periodic reports to the United Nations Security Council; operation of a fact analysis database in support of investigations to collate and integrate all sources of evidence about relevant groups, locations, persons and other entities; systematic evaluation of witnesses and other sources of evidence according to standard criteria of reliability and credibility; analysis of structures and networks, including telecommunications data, military issues (military command and control, operations, weaponry, etc.) and *modi operandi*; gender analysis regarding the relevant crimes and context; trial support in preparation for witness examinations and filings; operational analysis in support of investigators on field missions; and systematic use of online open sources;

(c) The Forensic Science Section (FSS) provides scientific support to investigations and prosecutions, as well as preliminary examinations. It is composed of three units: the Forensic Unit (in charge of crime scene examinations, exhumations, autopsies, clinical examinations, criminalistics, etc.), the Cyber Unit (in charge of computer forensics, mobile and telecommunications forensics, cyber-investigations, etc.) and the Imagery Unit (in charge of geographic information systems and satellite image analysis,

photo/video analysis, 3D mapping and reconstruction, drone imagery, etc.). In addition, FSS maintains the Executive Secretariat of the OTP Scientific Advisory Board and develops standard operating procedures and guidelines relating to scientific activities. The Scientific Advisory Board, composed of the sitting presidents of the 18 most representative institutions of the international scientific community, meets annually and advises the Office on recent developments in new and emerging technologies, scientific methods and procedures that could potentially enhance the collection, management and analysis of testimonial, documentary and scientific evidence; and

(d) Within the Planning and Operations Section (POS), the Operational Risk and Support Unit (ORSU) ensures the confidentiality and security of field deployments and provides operational support to missions. The Protection Strategies Unit (PSU) guarantees that the Office's investigative strategy is developed in such a way that foreseeable risks to persons interacting with the OTP are managed. Both ORSU and PSU work closely and in a complementary manner with the Registry, dividing up responsibility along a continuum of services. The Gender and Children Unit assists and advises teams in handling vulnerable witnesses and investigating sexual and gender-based crimes and crimes against children. Lastly, the Administration and Planning Team provides information processing and administrative services/project management support.

281. The number of parallel investigations remains the same, which continues to place a significant strain on the speed of investigations and the well-being of staff. The expected reduction from three to two trials has only a limited impact on ID, with the 3 FTE normally assigned to support a trial team being redeployed to strengthen the existing understaffed investigation teams. With the current resources, ID has not been able to maintain regular contact with witnesses from past cases, as provided for in its quality standards. The number of investigations pending an arrest warrant has increased, but efforts are restricted to reacting to incidents and opportunities owing to limited resources. While ID has succeeded in identifying efficiency gains of 1-1.7 per cent in the past five years and is using its resources flexibly to meet the most pressing needs, these measures alone will not suffice to solve the Division's capacity problem. While a flexible approach to resource allocation has been taken, there is a clear indication of overstretch across the Division as a result of the team being considerably smaller than the optimal team size: high levels of untaken leave; increased sick leave; increased requests for more analytical support from the Prosecution Division and a growing backlog in workload in FSS. In spite of this reality, ID is limiting any request for additional resources with a view to assessing the impact of the new strategy (in particular Strategic Goal 2: increase the speed, efficiency and effectiveness of preliminary examinations, investigations and prosecutions).

Budget resources

€20,105.5 thousand

282. As in previous years, the Division has made a significant effort to identify savings and efficiencies and expects to achieve savings of around €480 thousand.⁵⁸ Throughout 2019, in coordination with the other divisions of the OTP and the other organs of the Court, ID has continued to identify savings and efficiencies through, where possible, deployment of permanent investigative capacity in the field; an economical solution for staff accommodation in Bangui; increased ability to operate remotely; and having European-based witnesses travel to HQ for interviews.

283. In the Investigation Section, current capacity in terms of investigators still falls short of identified needs. The persistent consequences of understaffing are as follows: more time required for the completion of planned activities; inability to react appropriately to important unforeseen events without removing or significantly reducing resources allocated to other priority activities; diminished capacity to conduct lessons learned exercises, develop standards and ensure adequate training; limited tracking capacity; and highly diminished capacity to deal with cases in "hibernation", in particular the necessary maintenance of contact with witnesses and identification of opportunities to gather new evidence.

⁵⁸ The savings achieved are attributable to improvements in HQ interviews (€4.8 thousand), field staff (€209.3 thousand) and apartments in Bangui (€81.3 thousand).

284. The Investigation Section requests an additional P-4 Senior Investigator to strengthen the capacity to conduct financial investigations. In recent decisions, the Pre-Trial Chamber has indicated that they expect increased efforts by the OTP with regard to financial investigations. States Parties have highlighted the need for the Office and the Court to strengthen financial investigations activities for multiple purposes. The Office, in its recent strategy under goal 2, has also identified this as a key area to be addressed in specialized investigations. However, while the Section currently has four Investigators with relevant experience in the field of financial investigations, they are fully engaged in mainstream investigative activities. To address the identified need, the OTP therefore needs to hire a professional with extensive expertise and experience in conducting complex financial investigations at a senior level. With this new position, the OTP will be able to exponentially spur the Office's current capacity to conduct such investigations by providing each investigation team with overall strategic guidance, planning and coordination of activities related to the required financial investigations, including asset tracing activities. This could eventually contribute to the implementation of the Strategic Goals 1 and 2, notably increasing the success rate in court, and also increasing the speed of proceedings. Financial investigations at the early stage of Office's involvement may also prove crucial for aspects having an impact on other organs' work, such as identifying funds in connection to legal aid assessment, or even reparations, further down the road. This senior position, in conjunction with JCCD's Judicial Cooperation Adviser, will also boost the Office's focus and capacity to network with relevant external partners and enhance the Office's internal training on such highly specialized matters.

285. The Forensic Science Section requests one new position, a P-2 Associate Systems Support Officer⁵⁹ to implement, maintain and administer the OTP Web Anonymized Searching Platform (WASP). This platform is essential for the OTP's investigative purposes. However, because of the volume of the work involved, it requires dedicated support to be provided to OTP end users during their online investigation activities, aiming at ensuring continuous availability and operations of the anonymization platform. This activity is presently done by cyber investigators, whose main function of investigations is being distracted by the more administrative and maintenance work that the platform requires, and is also accumulating a backlog of cyber-investigative expert work.

286. Within the Planning and Operations Section, PSU is responsible for the holistic management of OTP witnesses. Following the in-depth review of PSU's needs and profile in 2017 and the implementation of some internal reorganization in 2018, PSU managed a heavier workload in 2018 without any increase in resources. Although the unit remains overstretched, it will endeavour to address the workload within existing resources in 2020.

287. ORSU is responsible for taking a holistic approach to operations within the OTP, from preliminary examination to investigation and prosecution. In the field, ORSU musters only the minimum of experienced Professional and General Service staff. A flexible approach to staff deployment has made it possible to meet these minimum requirements, but because of the limited remaining flexibility, any increase in activities will necessarily impact future resource requirements.

288. The Gender and Children Unit (GCU) plays an important role in the development of OTP policy on handling sexual and gender-based crimes, crimes against children and vulnerable witnesses in general. GCU helps the Integrated Teams during investigations and prosecutions to develop and implement strategies related to these specific crimes. GCU ensures policy implementation and constant research to improve the Office's methods in relation to these policies, including through the provision of training. As in previous years, resources are needed to contract Psychosocial Experts from the roster maintained by GCU when parallel investigative activities require simultaneous support beyond GCU's capacity. No additional resources are requested for 2020.

289. The Administration and Planning Team is responsible for administrative support; the essential collection, collation and production of management information; monitoring of efficiency and risk management; support for priority projects; and assistance with the Division's complex resource management requirements. No additional resources are requested for 2020.

⁵⁹ Pending post title confirmation and classification.

Staff resources**€17,667.3 thousand**

290. The amount requested for established posts has increased by €245.4 thousand (2.0 per cent) as a result of the implementation of the new UNCS rates. The amount requested for GTA positions has increased by €337.5 thousand (7.2 per cent). This is the combined effect of the two new GTA positions (requested: one P-4 for six months and one P-2 for five months) while compensating the increase through partial staggering of some GTA positions as in previous years. In 2020, the Division will comprise a total of 128 established posts and 53 recurrent GTA positions (50.25 FTE), plus two new GTA requests (0.92 FTE in total), for a total of 183 staff (179.17 FTE).

Established posts: Professional and General Service

€12,620.8 thousand

291. The Division is headed by a Director (D-1), who is assisted by one Administrative Assistant (GS-OL).

292. The Investigation Section is headed by one Investigations Coordinator (P-5) and comprises 56 posts in total:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Investigations Coordinator	P-5	1
Team Leader	P-4	3
Senior Investigator	P-4	6
Investigator	P-3	21
Associate Investigator	P-2	25
Total		56

293. The Investigative Analysis Section is led by a Head of Section (P-5) and comprises 20 posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Head, Investigative Analysis Section	P-5	1
Analyst (Crime Pattern)	P-4	1
Analyst	P-3	6
Associate Analyst	P-2	6
Associate Analyst (Data Analysis)	P-2	1
Data Processing Assistant	GS-OL	3
Analysis Assistant	GS-OL	2
Total		20

294. The Forensic Science Section is led by a Head of Section (P-5) and comprises nine posts in total:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Head, Forensic Science Section	P-5	1
Forensic Officer	P-3	2
Cyber Forensic Investigator	P-3	3
Associate Analyst (Geographic Information Systems)	P-2	1
Associate Analyst	P-2	1
Information Storage Assistant	GS-OL	1
Total		9

295. The Planning and Operations Section, led by a Head of Section (P-5), comprises 41 posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Head, Planning and Operations Section	P-5	1
Head, Protection Strategies Unit	P-4	1
Protection Strategies Officer	P-3	1
Associate Protection Strategies Officer	P-2	1
Protection Strategies Assistant	GS-OL	5
Head, Operational Risk and Support Unit	P-4	1
Operations Officer	P-3	2
Operations Officer (Security)	P-3	1
Operations Risk and Field Officer	P-3	4
Information Analyst	P-2	2
Assistant Analyst	P-1	1
Field Operations Coordinator	GS-OL	5
Field Operations Assistant	GS-OL	2
Operations Assistant	GS-OL	2
Witness Management Assistant	GS-OL	1
Administrative Assistant	GS-OL	3
Victims Expert	P-4	1
Associate Victims Expert	P-2	3
Administrative Assistant	GS-OL	4
Total		41

General temporary assistance

€5,046.5 thousand

296. The Investigation Division continues to require the GTA provision to support the OTP's increased activity. For 2020, the Division is requesting 55 GTA positions, two of which are new, Senior Investigator (P-4) and Associate System Support Officer (P-2) budgeted for six and five months respectively (0.92 FTE in total) on account of the hiring time lag applied to all new posts in the OTP. All GTA resource requests are multi-year. The GTA resources requested for Programme 2300 in 2020 are as follows:

<i>Title</i>	<i>Grade</i>	<i>Number</i>	<i>Months</i>	<i>FTE</i>	
<i>Investigation Section</i>					
Senior Investigator	P-4	1	12	1.00	Continued
Senior Investigator	P-4	1	6	0.50	New
Investigator	P-3	8	87	7.25	Continued
Associate Investigator	P-2	8	93	7.75	Continued
Situation-Specific Investigation Assistant	GS-OL	6	69	5.75	Continued
<i>Investigative Analysis Section</i>					
Analyst	P-3	7	81	6.75	Continued
Analysis Assistant	GS-OL	8	96	8.00	Continued
<i>Forensic Science Section</i>					
Head, Cyber Unit	P-4	1	9	0.75	Continued
Forensic Officer	P-3	2	18	1.50	Continued
Associate Systems Support Officer	P-2	1	5	0.42	New
<i>Protection Strategies Unit</i>					
Associate Protection Strategies Officer	P-2	4	48	4.00	Continued
<i>Operational Risk and Support Unit</i>					
Operations Risk and Field Officer	P-3	1	12	1.00	Continued
Field Operations Coordinator	GS-OL	4	48	4.00	Continued
<i>Gender and Children Unit</i>					
Psychosocial Expert	P-2	1	6	0.50	Continued

<i>Title</i>	<i>Grade</i>	<i>Number</i>	<i>Months</i>	<i>FTE</i>	
<i>Administration and Planning Team</i>					
Project Officer	P-3	1	12	1.00	Continued
Assistant Planning and Control Officer	P-1	1	12	1.00	Continued
Total		55	614	51.17	

297. In the Investigation Section, one new Senior Investigator (P-4) is requested for six months to support financial investigative activities.

298. In the Forensic Science Section, one new Associate Systems Support Officer (P-2) is requested for five months to manage the WASP tool and ensure the confidentiality of online investigations.

Non-staff resources **€2,438.2 thousand**

299. The requested amount has decreased by €0.8 thousand and is required for travel and general operating expenses. Unless otherwise indicated, the resource request is recurrent.

Travel *€1,808.2 thousand*

300. The amount requested for 2020 is slightly lower than what was approved in 2019.

301. The Investigation Division continues to pay considerable attention to identifying savings and efficiencies related to travel. Through a process continuing on from 2017 to present to evaluate and reduce costs, adapt the design of operations and improve operating conditions, the Investigation Division has continued to reduce accommodation and DSA costs in the situation countries where teams are deployed for missions. It is anticipated that, by maintaining this approach, operation costs can be saved in 2020, assuming similar conditions. The size of savings depends on the frequency and intensiveness of mission travel focused on a single location. In the Proposed Programme Budget for 2019, the Investigation Division proposed reaching a normalized travel budget over a two-year period (based on activity at the time) to respond to its actual needs. Unfortunately, the 2019 approved travel budget remained lower than actual requirements, and the normalized travel budget level will only be fully achieved over a longer time frame. The Office will continue to be as efficient as possible, adapting travel arrangements to maintain the most effective balance between flight and DSA costs.

General operating expenses *€630.0 thousand*

302. The requested amount is the same as in the 2019 approved budget.

303. This budget item is a recurrent cost necessarily incurred by witnesses' attendance at interviews and the Office's fulfilment of its duty of care to witnesses during all phases of activities (preliminary examinations, investigations, trials and the remaining residual cases). These costs are not covered by the Registry's Victims and Witnesses Section (VWS), as they arise from interactions between the OTP and witnesses (e.g. travel and accommodation for witness to be interviewed) and low-cost/low-impact security measures taken by the OTP in the light of the protocol in place between it and VWS.

304. Part of the general operating expenses is for the contract related to accommodation in CAR, which provides an economical solution compared to expensive hotel accommodation for ongoing operations.

Table 21: Programme 2300: Proposed budget for 2020

2300 Investigation Division	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				10,644.4	140.0	1.3	10,784.4
General Service staff				1,731.0	105.4	6.1	1,836.4
<i>Subtotal staff</i>	<i>13,678.7</i>	<i>11.4</i>	<i>13,690.1</i>	<i>12,375.4</i>	<i>245.4</i>	<i>2.0</i>	<i>12,620.8</i>
General temporary assistance	3,512.2	111.6	3,623.8	4,709.0	337.5	7.2	5,046.5
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>3,512.2</i>	<i>111.6</i>	<i>3,623.8</i>	<i>4,709.0</i>	<i>337.5</i>	<i>7.2</i>	<i>5,046.5</i>
Travel	1,772.9	96.7	1,869.6	1,809.0	(0.8)	(0.0)	1,808.2
Hospitality	-	-	-	-	-	-	-
Contractual services	22.5	-	22.5	-	-	-	-
Training	129.3	-	129.3	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	810.8	32.0	842.8	630.0	-	-	630.0
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	0.7	-	0.7	-	-	-	-
<i>Subtotal non-staff</i>	<i>2,736.1</i>	<i>128.7</i>	<i>2,864.8</i>	<i>2,439.0</i>	<i>(0.8)</i>	<i>(0.0)</i>	<i>2,438.2</i>
Total	19,927.0	251.7	20,178.7	19,523.4	582.1	3.0	20,105.5

Table 22: Programme 2300: Proposed staffing for 2020

2300	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	1	4	13	40	40	1	99	-	29	29	128
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	1	4	13	40	40	1	99	-	29	29	128
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	1.75	16.53	12.17	1.00	31.45	2.00	15.67	17.67	49.12
Continued	-	-	-	-	-	1.75	18.25	12.25	1.00	33.25	2.00	15.75	17.75	51.00
New	-	-	-	-	-	0.50	-	0.42	-	0.92	-	-	-	0.92
Redeployed	-	-	-	-	-	-	(0.75)	-	-	(0.75)	-	-	-	(0.75)
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	2.25	17.50	12.67	1.00	33.42	2.00	15.75	17.75	51.17

4. Programme 2400: Prosecution Division

Introduction

305. The Prosecution Division's (PD) activities are central to implementing the core mandate of the Court, namely the conduct of fair, effective and expeditious prosecutions in accordance with the Rome Statute. The Prosecution Division comprises the Prosecution Section and the Appeals Section. Under the overall management of its Director, PD is responsible for giving legal guidance to investigators; litigating cases before the Chambers of all three Judicial Divisions; preparing all written submissions in briefs and other filings to the Chambers; and participating in investigative and case-preparation activities in the Integrated Teams. Senior Trial Lawyers from the Prosecution Section are also responsible for leading the Integrated Teams, providing overall guidance on the investigation of cases and leading trial teams before the Chambers of the Court. PD recruits, trains and monitors the performance of Trial Lawyers, Appeals Counsel, Legal Officers, Case Managers and Trial Support Assistants.

306. The Appeals Section, led by the Senior Appeals Counsel, litigates all interlocutory and final appeals before the Appeals Chamber; prepares all applications for leave to appeal and responses to such applications filed by the defence and other parties before the Trial Chambers; drafts key trial filings, in particular those involving significant and novel international criminal law and procedural law issues; and provides legal advice to teams in the Prosecution Section and other parts of the Office as required.

307. The Prosecution Section and the Appeals Section also organize extensive training and lectures for staff within the Prosecution Division and other parts of the Office on topics such as written and oral advocacy, international human rights law and international criminal law. This includes, *inter alia*, a legal meeting for all PD staff members every two weeks, where legal and procedural developments relevant to the Division are discussed, and regular internal advocacy training – encompassing oral motion advocacy and witness examination training – in both French and English.

308. The Prosecution Division is led and managed by its Director (D-1), who oversees the effective deployment of resources, standardization of case preparation and filings. The Director, together with the Senior Appeals Counsel (P-5), reviews the vast majority of filings and briefs before they are filed with the Court to ensure that they are legally consistent and persuasively written. The Director provides advice on cases to investigation and trial teams, often on issues arising on short notice. The Director is supported by one Special Assistant (Prosecutions) (P-3) and one Case Management Coordinator (P-2) for planning and coordination of the Division. The Director also has one Personal Assistant (GS-OL) and two Administrative Assistants (GS-OL) who support the Division in the execution of all administrative matters, including the processing of travel claims and leave requests.

309. The Integrated Teams are responsible for investigating and prosecuting cases before the Court. In the first six months of an investigation (start-up phase), the activities of the (small) prosecution component of the Integrated Team focus mainly on the formulation of the case hypothesis. The Prosecution team will provide legal and strategic guidance for the investigation, analyse evidence, develop the legal theory of the case, participate in investigative activities (including interviews under article 55(2) of the Rome Statute), prepare disclosures and draft relevant documents – including all filings – which may be necessary at the investigation stage. The Case Manager and Trial Support Assistant manage evidence, information and filings and support the lawyers in their tasks.

310. As soon as the investigation has progressed to a firm case hypothesis, the Prosecution Division increases its capacity to form a pre-trial team. For 2020, it is expected that, along with two trials and seven final appeals and several interlocutory appeals, some cases will also be in the pre-trial phase. The pre-trial phase starts with the Integrated Team's preparing the transition from investigation to trial by refining the legal aspects of the case hypothesis and drafting applications for warrants of arrest. The preparation of an application for a warrant of arrest or summons to appear includes a comprehensive evidence review – involving Office staff members external to the team that is assigned to the investigation or prosecution – aimed at scrutinizing the sufficiency of the

evidence according to the standards of that stage of the proceedings. If the warrant of arrest or summons to appear is issued, the Registrar, in consultation with the Prosecutor, transmits a request for arrest and surrender under articles 89 and 91 of the Statute to any State on the territory of which the person may be found. After arrest or surrender, the suspect's initial appearance should normally take place within 48 to 96 hours of his or her arrival at the seat of the Court. According to rule 121(1) of the Rules of Procedure and Evidence, at the suspect's first appearance, the Pre-Trial Chamber sets the date of the hearing on the confirmation of charges. The months leading up to the confirmation hearing (typically around four to six months from the first appearance) are a very resource-intensive phase for the Prosecution Division. Between the initial appearance and the hearing on the confirmation of charges, the Prosecution team will begin disclosure to the defence, an intense process which includes reviewing and applying the appropriate redactions and preparing the document containing the charges, the pre-confirmation brief and the list of evidence. If needed, an additional evidence review will be conducted, and the need for the use of article 56 of the Rome Statute will be considered. Within 60 days of the hearing on the confirmation of charges, the confirmation decision will be delivered. Following the confirmation of charges, the case is transferred to the Trial Chamber. Before opening statements, the prosecution team will update and finalize disclosure and prepare key trial filings such as the pre-trial brief, witness list, evidence list and requests for in-court protective measures.

311. On average, a team of eight Trial Lawyers, one Case Manager, one Legal Assistant and one Trial Support Assistant, led by a Senior Trial Lawyer, is required for each case that reaches the pre-trial or trial phase. Experience has shown that more resources are needed in the months between the initial appearance and the confirmation hearing. The lawyers, led by the Senior Trial Lawyer, will organize and prepare the case during the pre-trial and trial phases. They will marshal inculpatory and exculpatory evidence; manage witnesses; provide guidance for additional investigations; manage disclosure; draft all filings and briefs before the Pre-Trial Chamber and the Trial Chamber; participate in hearings; and address the Court at the hearing on the confirmation of charges and at trial, examining and cross-examining witnesses and making submissions. The Case Manager and Trial Support Assistant will manage evidence, information and filings and support the lawyers in their tasks. The budget assumptions include two cases at trial for 2020. The team composition as described in this paragraph is appropriate for most cases faced by the Court at this stage. However, variations in investigations and prosecutions may occur as a result of the complexity of the case and/or the number of suspects and accused, including increasing teams for larger, more complex cases, and downsizing them for less complex cases.

312. As for the trial phase, accumulated experience has shown that, while there are no more court hearing days for the case after the closing statements are delivered and until the delivery of the judgement and sentencing, work on the case continues. Activities include responding to Defence requests for disclosure, review of lesser redacted versions of transcripts of testimonies, and filing the Public Redacted Version (PRV) of the Closing Brief and Responses. In addition, where possible, the team will already start the review of the processes followed and experiences gained to identify lessons learned for the Office and prepare the case for handover to the Appeals Section. Accordingly, there is a functional need to maintain a core team of PD lawyers assigned to the case until all case-related tasks have been completed.

313. The Appeals Section is managed by the Senior Appeals Counsel (P-5) and is composed of seven appeals lawyers (three P-4 Appeals Counsel, three P-3 Appeals Counsel, one P-2 Associate Appeals Counsel), a Case Manager and a Trial Support Assistant. Over the years, the Appeals Section has been conducting an increasing volume of complex appellate work, both in written filings and oral hearings on final and interlocutory appeals before the Appeals Chamber, which is expected to continue in 2020 and beyond. In addition, since the Prosecution Division no longer has a Prosecution Coordinator, an increasing number of legal coordination tasks has fallen on the Senior Appeals Counsel and her staff: the Section has become the primary legal advisory and legal coordination section in the Office for all trial teams in their pre-trial and trial work; for the Situation Analysis Section in several aspects of its preliminary examination and article 15 work; and for the Investigations Division in aspects of their investigatory work. The legal advisory and coordination work for (pre-) trial teams includes providing legal advice on complex issues,

setting charges and documents containing the charges, attending formalized evidence review sessions, drafting on multiple legal and procedural issues in pre-trial and closing briefs and coordinating legal positions among trial teams. As the centre of legal research in the Office, the Section also keeps updated Case Digests of all decisions from the three Chambers, which trial teams use in their work; analyses Chambers' decisions; and organizes legal trainings and meetings for prosecutors, investigators and others in the Office.

314. As litigation before the Pre-Trial, Trial and Appeals Chambers becomes increasingly voluminous and complex, trial teams have a major need for coordinated legal advice and positions, and assistance in their written submissions. The Senior Appeals Counsel and the Section's lawyers are ever more called upon by trial teams to assist in those tasks. At the same time, the appeals and post-appeals work conducted by the Section has been ever-increasing in volume, size and complexity: in 2019 and continuing into 2020 it is expected that the Section will be handling several final appeals (*Bemba et al.* sentence appeal, and – very likely – appeals in *Ntaganda*, and *Gbagbo and Blé Goudé*) and complex interlocutory appeals and post-appeal matters (including Afghanistan, Gaddafi, Comoros, *Ongwen*, *Bemba* compensation and others likely to arise). The Section also monitors the numerous and often very voluminous Court decisions issued each year, reviews them for possible appeal, brings requests to appeal as necessary, and responds to Defence requests. The Appeals Chamber now holds lengthy oral appeal hearings for most final and interlocutory appeals, involving numerous questions raised before and during the hearings, and this also increases the work handled by the Senior Appeals Counsel and Section lawyers. The Section also drafts and provides significant input on policies and guideline documents produced by the Office. Additionally, as a member of the Prosecutor's Executive Committee, the Senior Appeals Counsel participates in discussions and decision-making in relation to all legal, policy and strategic matters in the Office, and reviews the most significant filings and other documents presented by all trial teams, SAS and other Sections of the Office. The Senior Appeals Counsel also acts as deputy to the Director, Prosecution Division, and in this role has additional functions in reviewing filings produced by trial teams, and management functions with respect to running the Division, ensuring provision of training to staff and participating in various working groups designed to improve performance within Prosecution Division, both in cases and related to the development of staff.

315. It is expected that, in 2020, the Prosecution Division will remain engaged in trial activities in *Yekatom and Ngaïssona*, and *Al Hassan*⁶⁰ and the final phase of the *Ongwen* trial. In addition, charges are expected to be brought for confirmation in one or more cases currently under investigation. PD teams will remain engaged in investigative activities in Georgia, CIV II, CAR II, Libya, Darfur, Burundi and other situations that are open. The Appeals Section will have to deal with final appeals which may be filed in the trials ending in 2019 and 2020, plus additional interlocutory appeals in other cases.

316. The Prosecution Division will continue to explore creative means of successfully presenting its cases in court, including further developing its use of new techniques and technologies in the courtroom.

317. The Prosecution Division will also ensure that it adequately uses the various possibilities for attributing criminal responsibility under article 25 (individual criminal responsibility) and article 28 (responsibility of commanders and other superiors) of the Rome Statute. Consistent with existing policies, the Prosecution Division will strive to ensure that charges brought by its teams cover sexual and gender-based crimes and crimes against children, where such crimes have occurred in the situation under investigation, as well as the most representative forms of victimization in the situation. The Prosecution Division will be particularly attentive to forms of victimization that have been traditionally undercharged internationally or domestically.

318. The Prosecution Division has created internal coordination mechanisms and working groups and is involved in Office-wide initiatives in priority areas for the Office and the Court, such as advocacy training, efficiency improvements, information management and Integrated Teams. Lastly, the Division will continue to use and improve

⁶⁰ Without prejudice to the decision on the confirmation of charges.

the system of internal evidence reviews – and reviews of critical instances of presentation of cases in court – to perform continuous critical assessments of the quality of its work and ensure high-quality output.

319. The Division's strategy is aligned with the OTP 2019-2021 Strategic Plan. Among others, the Division will continue to focus on gender equality. This process started in 2016 following on the results of the 2016 PD Staff Survey. Since then, the Division has continuously dedicated resources and time to the improvement of gender equality and it will continue to do so. In addition, as the PD Senior Trial Lawyers are the leaders of the Integrated Teams, the Division is constantly focusing on further development of leadership skills. This process will continue in the coming years, with focused trainings for senior management, complemented by more generic management training in the areas and at the levels where needed. In 2018, the Court completed a Court-wide Staff Engagement Survey. The senior management of the Division is committed to implement actions on staff engagement based on the results of the survey. The Division has a dedicated staff survey working group, which includes representatives from all grade levels and groups within the Division. A key process within the work of the Division is disclosure, a core responsibility of the OTP and a labour-intensive process. The Division has already started to work on the review of this process and will continue to do so in the coming years. Other priorities can be identified throughout the year and working groups or committees will be formed as needed.

Budget resources

€11,849.9 thousand

320. The requested amount has increased by €197.8 thousand (1.7 per cent). This is the combined effect of the implementation of the new UNCS rates, and of the new GTA position requested (five months).

321. The activities of the Prosecution Division are characterized by, and dependent upon, the use of professionals specialized in the field of international criminal law. The vast majority of the Division's budget (96.89 per cent) is therefore concentrated in staff resources. Consequently, the focus of the Division is on finding savings and efficiencies by stimulating an increase in productivity, eliminating waste from processes, re-examining internal procedures and streamlining cooperation with other divisions and parties where possible. In addition to the internal measures defined above, the Division and its staff members also rely on its robust and wide-reaching network, where practicable. The Division builds its network by, for example, giving lectures and speeches to professionals and students at various institutions.

322. In 2018, two processes were identified for efficiency improvements and, in 2019, the necessary changes and new procedures were implemented. The process for the review and approval of filings has been streamlined and the roles and responsibilities in the process have been aligned internally. The change in procedure allowed a decrease of time investment from senior management in the review process, while maintaining all necessary quality controls. Throughout 2020, the new process will be monitored and adjusted if and when needed. In addition, the Division has re-examined and re-aligned the internal access to filings to enhance the capabilities for effective legal research and to increase consistency in filings.

323. For 2019, the Division has already identified core processes which will be reviewed by experts from within the Division and Office with the aim to further optimize processes and procedures. For 2020, the Division aims to invest in internal knowledge and capacity to further identify key processes and eliminate waste in these processes where possible.

324. Although it must be considered that the workload of the Prosecution Division is mostly determined by its obligations under the Rome Statute and orders issued by Chambers, the Division is committed to continuing to look for savings and efficiencies. Throughout recent years, the Prosecution Division has committed resources and time to identifying such savings and efficiencies. The entire Division has been involved in this exercise, as all PD teams have been asked to provide their thoughts and ideas about potential efficiencies in their work. The Division is developing several proposals to improve efficiency, including adjusting existing procedures and policies. The hope is that

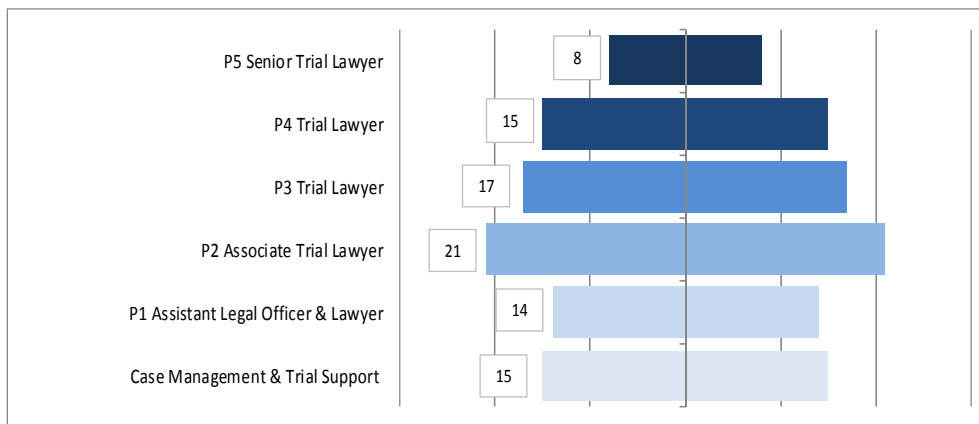
finding efficiencies will alleviate work pressure and reduce the long hours faced by Prosecution staff.

325. The Division continuously reviews its staffing needs, including the resource structure needed to anticipate expected events. A small realignment of the Division will therefore be implemented. The realignment concerns position titles and grades to better reflect the tasks assigned to staff, and does not lead to any increase in the funds needed (budget neutral).

326. In addition, the Division needs to strengthen its Appeals Section in order to enable the Section to carry out its increasingly heavy appellate case workload and its pivotal legal advisory and coordination role in the OTP, as described in paragraphs 227 and 228 above. After a careful assessment of the current resources and workload, the Division has established that the most efficient course of action would be to seek an additional Senior Appeals Counsel (P-5) post in the Appeals Section in 2020.

327. The incumbent of this new post will be expected to act as lead counsel responsible for several final and interlocutory appeals, thereby enabling the Senior Appeals Counsel and this person to divide the heavy appellate caseload between them. In his/her capacity, the incumbent will lead teams of more junior counsel in drafting written submissions and oral hearings and be responsible for pre-appeal proceedings. The incumbent would also supervise parts of the legal advice work for trial teams, SAS and ID, and develop positions on substantive and procedural issues.

328. The Senior Appeals Counsel would continue to maintain the managerial and overall quality control function of all work of the Appeals Section, in addition to acting as lead counsel in several final and interlocutory appeals cases. The Senior Appeals Counsel will also continue as a member of ExCom. The appointment of the new Senior Appeals Counsel will enable the current Senior Appeals Counsel to play a much needed greater role in the legal coordination function for trial teams and other divisions of the Office, and an enhanced role in assisting the Director, Prosecution Division, as his deputy in the review of trial team work and management functions within the Prosecution Division. This in turn would allow more time for the Director of the Division for managerial, supervisory and quality control of the Division.



* Pyramid is excl. Appeals Section and Director and Immediate Office of the Director positions.

329. The Prosecution Division also requires non-staff resources to support its activities. Within the Office, most of the services requiring non-staff resources are provided (and budgeted for) under Sub-programmes 2110, 2120 and 2160. A specific allotment, however, is approved for travel and is included in the Prosecution Division’s budget. The approved amount is decreased by €3.0 thousand (0.8 per cent).⁶¹

⁶¹ See details in paragraphs 336 and 337 below.

Staff resources**€11,481.3 thousand**

330. The amount proposed for established posts has increased by €18.3 thousand (1.2 per cent) as a consequence of the new UNCS rates. The amount requested for GTA positions has increased by €2.5 thousand (4.6 per cent) as a combined result of the new UNCS rates and the request of one new GTA position. The Division will comprise 107 staff members: 88 established posts and 19 GTA (16.17 FTE) positions. Of the established posts, 8 positions of Assistant Trial Lawyers (P-1) were submitted for reclassification to Associate Trial Lawyers (P-2). The reclassification is completely budget neutral (P-2 posts are budgeted at the same level as P-1 posts).

331. For budgetary purposes only, and owing to the original allocation of the post, the Deputy Prosecutor (ASG) is assigned to the Prosecution Division. His role, however, is to act in full as deputy to the Prosecutor. In such capacity, the Deputy Prosecutor under the direct supervision of the Prosecutor oversees and coordinates the three divisions: JCCD, the Investigation Division and the Prosecution Division. The Personal Assistant to the Deputy Prosecutor is also assigned to the Prosecution Division.

Established posts: Professional and General Service

€9,609.7 thousand

332. No additional established posts are requested.

333. The Prosecution Division comprises the following posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Deputy Prosecutor (Prosecution)	ASG	1
Director, Prosecution Division	D-1	1
Senior Trial Lawyer	P-5	8
Senior Appeals Counsel	P-5	1
Trial Lawyer	P-4	11
Appeals Counsel	P-4	3
Trial Lawyer	P-3	14
Legal Officer	P-3	1
Appeals Counsel	P-3	3
Associate Trial Lawyer ⁶²	P-2	19
Assistant Legal Officer	P-1	10
Case Manager	P-1	8
Trial Support Assistant	GS-OL	5
Administrative Assistant	GS-OL	2
Personal Assistant	GS-OL	1
Total		88

General temporary assistance

€1,871.6 thousand

334. To enable the Prosecution to effectively carry out the activities provided for in the budget assumptions, 19 GTA positions are requested (16.17 FTE) on a multi-year basis, as follows:

⁶² Eight Assistant Trial Lawyer posts resubmitted for reclassification.

<i>Title</i>	<i>Grade</i>	<i>Number</i>	<i>Months</i>	<i>FTE</i>	
Senior Appeals Counsel	P-5	1	5	0.42	New
Trial Lawyer	P-4	4	48	4.00	Continued
Trial Lawyer	P-3	2	24	2.00	Continued
Special Assistant (Prosecutions)	P-3	1	12	1.00	Continued
Associate Trial Lawyer	P-2	2	15	1.25	Continued
Associate Appeals Counsel	P-2	1	6	0.50	Continued
Case Management Coordinator	P-2	1	12	1.00	Continued
Assistant Trial Lawyer	P-1	3	36	3.00	Continued
Assistant Legal Officer	P-1	1	12	1.00	Continued
Case Manager	P-1	1	12	1.00	Continued
Personal Assistant to the Deputy Prosecutor	GS-PL	1	6	0.50	Continued
Trial Support Assistant	GS-OL	1	6	0.50	Continued
Total		19	194	16.17	

335. All existing resources have been assigned to cases and situations, including to absorbing new investigations' needs to the extent possible.

Non-staff resources

€368.6 thousand

336. The approved amount has slightly decreased by €3.0 thousand (0.8 per cent). Within the Office, most non-staff resources needed to support the Prosecution Division's activities are provided (and budgeted for) under Sub-programmes 2110 and 2120. The non-staff costs of travel, however, are included in the Prosecution Division budget.

Travel

€368.6 thousand

337. Prosecution staff regularly go on mission as part of the Integrated Teams to support ongoing investigations. Travel of Prosecution Division staff is also required in the pre-trial and trial phases of a case to take article 68 statements, prepare witnesses and support witnesses testifying via video link. Additionally, provision is made for the Deputy Prosecutor, the Director of the Division and the Senior Appeals Counsel to undertake missions in pursuit of their representative functions aimed at broadening understanding of – and cooperation with – the Office's activities. The requested amount for travel has decreased by €3.0 thousand (0.8 per cent). Travel costs are recurrent.

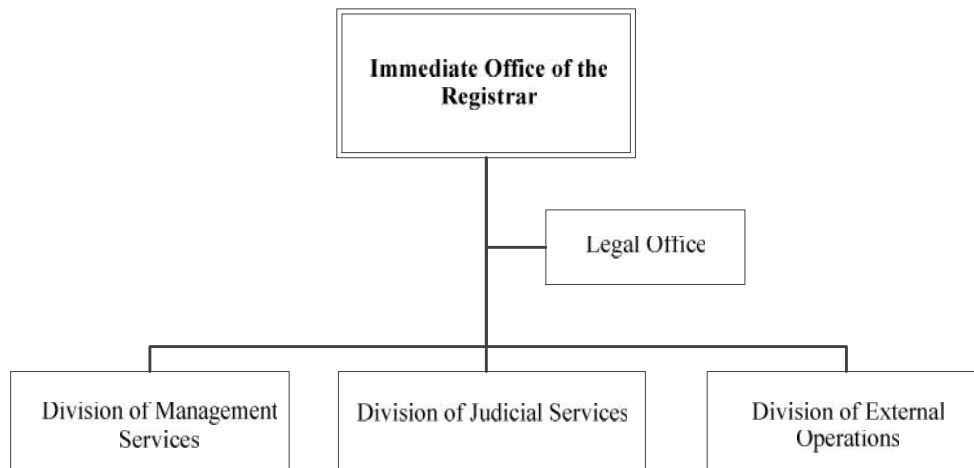
Table 23: Programme 2400: Proposed budget for 2020

2400 Prosecution Division	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				8,954.6	95.1	1.1	9,049.7
General Service staff				536.8	23.2	4.3	560.0
<i>Subtotal staff</i>	<i>9,055.6</i>	<i>-</i>	<i>9,055.6</i>	<i>9,491.4</i>	<i>118.3</i>	<i>1.2</i>	<i>9,609.7</i>
General temporary assistance	1,626.8	83.5	1,710.4	1,789.1	82.5	4.6	1,871.6
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>1,626.8</i>	<i>83.5</i>	<i>1,710.4</i>	<i>1,789.1</i>	<i>82.5</i>	<i>4.6</i>	<i>1,871.6</i>
Travel	245.9	-	245.9	371.6	(3.0)	(0.8)	368.6
Hospitality	-	-	-	-	-	-	-
Contractual services	7.5	-	7.5	-	-	-	-
Training	60.8	-	60.8	-	-	-	-
Consultants	10.8	-	10.8	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>325.0</i>	<i>-</i>	<i>325.0</i>	<i>371.6</i>	<i>(3.0)</i>	<i>(0.8)</i>	<i>368.6</i>
Total	11,007.5	83.5	11,091.0	11,652.1	197.8	1.7	11,849.9

Table 24: Programme 2400: Proposed staffing for 2020

2400	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	1	-	1	9	14	18	11	26	80	-	8	8	88
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	8	(8)	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	1	-	1	9	14	18	19	18	80	-	8	8	88
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	4.00	3.00	2.75	5.00	14.75	0.58	0.50	1.08	15.83
Continued	-	-	-	-	-	4.00	3.00	3.00	5.00	15.00	0.50	1.00	1.50	16.50
New	-	-	-	-	0.42	-	-	-	-	0.42	-	-	-	0.42
Redeployed	-	-	-	-	-	-	-	(0.25)	-	(0.25)	-	(0.50)	(0.50)	(0.75)
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	0.42	4.00	3.00	2.75	5.00	15.17	0.50	0.50	1.00	16.17

C. Major Programme III: Registry



Introduction

338. The Registry is headed by the Registrar, the principal administrative officer of the International Criminal Court (“the Court”), and is the organ responsible for the non-judicial aspects of the administration and servicing of the Court. It is divided into three Divisions, all crucial for ensuring fair, expeditious and transparent judicial proceedings, as well as support to investigations and Registry clients: the Division of Management Services (DMS), the Division of Judicial Services (DJS) and the Division of External Operations (DEO). Within the Office of the Registrar, the Immediate Office helps the Registrar provide strategic leadership, coordination and guidance to all Registry divisions and sections, while the Registry Legal Office is responsible for supporting the performance of the Registrar’s legal functions.

339. Judicial proceedings form the core of the Court’s work and cannot be undertaken without the necessary services and functions provided by the Registry. As a neutral support platform, the Registry is responsible for supporting judicial proceedings through functions such as court and records management, facilitation of witness testimony, facilitation of victim participation in proceedings, administration of legal aid and support to counsel, court interpretation and translation services, information technology management, security, management of the detention facilities, facilitation of judicial cooperation and assistance, ensuring the public nature of the proceedings, communication (in particular with affected communities) and field operations in support of the work of the judges, parties and participants. Without these Registry functions, judicial proceedings would not be possible, as the participants in the proceedings – including the judges, the Office of the Prosecutor (OTP), the defence, and victims and witnesses – would not have the necessary technical, operational and language support or, where applicable, the necessary financial support structures to ensure fair and expeditious judicial proceedings. The Registry’s resource requirements with regard to these functions are directly driven by judicial and prosecutorial developments.

340. The administrative and managerial services provided by the Registry are crucial to the smooth functioning of the Court as a whole. The Registry manages human resources, budgeting, finance, procurement, facilities, travel and security, and staff well-being, and coordinates Court-wide executive functions, such as risk management, reporting to governing bodies, audit and compliance. In addition, the Registry’s administrative services also support the expeditious conduct of judicial proceedings with regard to witness transport, courtroom security and courtroom equipment required by the parties. While resource requirements in relation to these Registry functions directly depend on the level of the service needs of all areas of the Court, the Registry has over the years maintained a relatively stable capacity to cope with emerging needs with little to no fluctuation.

Overview of Registry budget requirements for 2020

341. The proposed 2020 budget for the Registry amounts to €76,145.5 thousand, which represents a net decrease of €505.7 thousand (0.7 per cent) against the Approved Programme Budget for 2019.

342. The main variables in the Registry's proposed budget are the direct result of the following factors: (i) the impact of contractual cost increases such as those related to the United Nations Common System (UNCS) or price index increases; (ii) the expected reduction in courtroom and other judicial activities for 2020; and (iii) the shifting support requirements to ensure safe and effective judicial and investigative operations in situation countries. While investments will continue to be required for the implementation of the Court-wide information technology strategy, resources for 2020 have been requested at a level comparable to that approved in 2019 in the Registry.

343. Two main reasons were identified as mostly influencing increased requirements in the Registry for 2020: an increase in staff costs of approximately €1,448.1 thousand in accordance with the UNCS; and an increase in resource requirements of approximately €883.5 thousand to support an intensification of operations with regard to the situations in the Central African Republic (CAR) and Mali. Faced with these and other anticipated surges in resource needs, the Registry proactively sought to mitigate their impact by reassessing the required level of support to the projected activities in 2020. In the light of the expected reduced level of judicial activity and following the Committee's recommendation to look into the "flexible use of courtroom teams",⁶³ the Registry managed to significantly reduce the funding required for courtroom and judicial support in 2020 by approximately €1,981.5 thousand. Furthermore, a review of the assumptions underlying the 2020 proposed budget in terms of anticipated level of activity and operations in the situation countries led to a careful reduction of the staffing and country support structure in the DRC, Uganda and Côte d'Ivoire, amounting to a net saving of approximately €1,023.5 thousand.

344. These reductions, which amount to €3,398.6 thousand in combination with other savings and efficiencies, allowed the Registry to fully offset a total increase of approximately €2,892.9 thousand mainly resulting from the two reasons described above, and further resulting in a proposed net decrease of €505.7 thousand against the 2019 approved budget. Requests for additional resources are very limited and are presented only when strictly necessary for the purposes of its mandated activities in the context of 2020 budgetary assumptions and priorities and, as evidenced by the proposed net reduction of €505.7 thousand, only after all efforts were made to fund the additional requirements through internal savings, reductions and reallocation of resources.

345. As detailed in annex XVI, the Court-wide savings and efficiencies exercise has identified approximately €2.4 million in quantifiable savings, non-recurrent costs and additional cost reductions that have reduced the Registry's baseline. The savings and reductions identified in the Registry have, to a large extent, been the result of a thorough reassessment of the resources that will be required to cope with the expected level of activity in 2020, in particular in relation to judicial support.

Support for judicial activities

346. A high level of judicial support will continue to be required from the Registry in 2020, in particular with regard to the provision of legal aid, victim representation, custody of accused persons and language support. This support will be required for cases at the trial phase, but other judicial activities linked to appeals and reparations will also continue to have a significant impact on the level of resources requested. As indicated in the introduction above (paragraph 15), the Court will continue to be heavily engaged in final and interlocutory appeals, which will require support for defence teams and courtroom hearing activities. In addition, at least three reparations proceedings will have reached the implementation phase in 2020, requiring the Registry to provide counsel to victims and

⁶³ ICC-ASP/18/5/AV, para. 57.

support to the TFV, including in field activities and, where applicable, assistance to Chambers.⁶⁴

347. Despite this continued need for judicial support, the level of courtroom support activity is expected to decrease in 2020. Numerous innovative solutions have been sought to align the reduction in courtroom hearing days with the Registry's resource requirements, while ensuring continuity of operations. As a consequence, the Registry has strategically prioritized efficiencies and savings by reallocating, defunding or discontinuing resource requirements wherever possible, leading to a decrease of €2.0 million.

Provision of support for nine active investigations and other field activities, including reparations

348. In 2020, the Court will continue to operate in 11 situations that are open. The OTP is expected to focus its efforts on nine active investigations (eight simultaneously): Burundi, the Central African Republic, Côte d'Ivoire, Darfur, the Democratic Republic of the Congo, Georgia, Libya (two investigations) and Mali. Each of these investigations will continue to require support from the Registry, both at Headquarters and in situation countries, in areas such as victim and witness support, victim participation, reparations and outreach to affected communities, languages, security and logistics. The Registry will maintain its country offices in seven locations: Kinshasa and Bunia (Democratic Republic of the Congo), Bangui (Central African Republic), Abidjan (Côte d'Ivoire), Tbilisi (Georgia), Bamako (Mali) and Kampala (Uganda), but has also started taking steps toward scaling down the operations and resources of some of its offices.

349. Country offices are envisaged as time-bound and scalable presences with the necessary flexibility to calibrate their requirements to the extent of the operations on the ground. This approach has enabled the Registry to redeploy staff resources from one country presence to another, in a manner consistent with shifting operational and security priorities in the situation countries. In this regard, important reductions have been achieved in the Registry's presences in the Democratic Republic of the Congo, Uganda and Côte d'Ivoire, including by assigning the management of the offices in Kinshasa, Bunia and Kampala to a single Chief of Country Office operating from Kampala. This, and other redeployments of resources, has enabled the required investments in country operations, in particular in Mali and the Central African Republic, where additional resources are needed in particular in the light of the security conditions and increased operational demands. By utilizing existing capacities to meet the increasing demands in Mali and the Central African Republic, the Registry will put in place a core capacity that will be able to cope with an expected increase in demand in these situations, as well as flexibly cope with additional support requirements should charges in *Al Hassan* and *Yekatom and Ngaïssona* be confirmed in the second half of 2019.

Investment in key Court-wide information technology improvement projects

350. The Court has undertaken a thorough analysis of its existing IT/IM infrastructure across the organs and of the associated immediate and long-term requirements. Since the Court was established 17 years ago, a number of important IT/IM investments have been made to support its judicial, investigative and administrative operations. A number of systems have become obsolete or are expected to become obsolete in the near future as they reach end of life. Moreover, the Court has grown significantly since it was established, and this has had an impact on its IT requirements and on the volume of data generated. Specifically, certain requirements in areas such as digital evidence collection, information security and information management are only partially met by the existing systems.

351. In view of these challenges, the Court-wide Five-Year Information Technology/Information Management (IT/IM) Strategy was adopted in February 2017 to ensure a holistic approach to information technology, information security and information management, with the aim of meeting the Court's essential needs while maintaining better control of invested resources and maximizing their impact. In 2020, the IT/IM strategy will

⁶⁴ The *Lubanga*, *Katanga* and *Al Mahdi* cases will be at the implementation of reparations phase and, without prejudice to the final judgments. Reparation proceedings in the *Ntaganda* case will be commencing in 2020, and the *Ongwen* case could also reach this phase in 2020 should there be a conviction.

be entering the fourth year of its implementation stage and the Registry will require maintaining in 2020 the approved level for 2019 of €2.0 million to fund the next phase of investments per the Court-wide IT/IM project, the majority of which will be for judicial, investigative and IT security initiatives (€1.4 million; see annex IX(a) for details). The largest portion of funding required for 2020 will be allocated to the Judicial Workflow Platform. Other resources will be required for prosecutorial activities, although they are presented within the Registry budget in the context of inter-organ synergies. Expected Court-wide investments for 2020 are for improvements in the long-term storage of digital and forensic evidence, a new information repository platform (Judicial Workflow Platform), reinforcement of the Court's information security profile, renewal of the Court's virtual infrastructure and preparation for the extension of the Court's Enterprise Resources Planning system.

352. The strategy is based on a more effective use of budgetary resources, as the proposed five-year initiatives will produce tangible outcomes to enhance the Court's operations through effective and secure information management. The OTP will see a reduction in the time and effort required to analyse, process and present evidence for its investigative and prosecutorial activities. The Judiciary will have access to the tools it needs to conduct expeditious, fair and transparent trials and to deliver justice to victims. The Registry will be better equipped to provide services to other organs of the Court and all of its clients. Only a coherent, holistic and long-term Court-wide strategy will enable the Court to address current inefficiencies and perform to the fullest extent of its mandate.

Strategic priorities in 2020 and link to the Proposed Programme Budget for 2020

353. In 2019, the Registry published its Strategic Plan for 2019-2021, and the strategic priorities of that plan guide the Registry's proposed budget for 2020. In particular, the plan indicates that the Registry has embarked on a three-year programme to maximize productivity and to strive for excellence in all the essential services it delivers to the Court. This approach is derived from the Court-wide strategic plan, which states that the Court is an organization which strives to continuously improve: the common objective is to create a culture and working environment that motivate and enable all staff to achieve their objectives by continuously identifying efficiencies and savings. This fundamental principle is also applied in the Registry. To meet these goals, the Registry's three-year programme is organized around the following three strategic priorities:

- (a) Continuous improvement (excellence);
- (b) Staff engagement (productivity); and
- (c) Geographical representation and gender balance.

354. Key Performance Indicators (KPI) will be developed, following the principles of the strategic plan, using benchmarks to determine the impact of changes implemented. This approach is also being put in place across the Court. With the new culture of continuous improvement and the creation of a new Registry Performance Dashboard that includes KPIs to measure productivity improvements or monetary savings, several types of savings and efficiencies are expected to be achieved. The implementation of the strategic plan will significantly contribute to successfully achieving productivity improvements. Likewise, an organization-wide cultural change guided by the strategic plan principles is likely to be an effective way to create an innovative culture of continuous improvement.

Continuous improvement

355. As indicated in the strategic plan, many good practices are already in place in the Registry, and many Sections have improved processes and delivered efficiency gains. The implementation of the strategic plan will build on these existing initiatives and the Registry will continue seeking opportunities to update policies, re-engineer processes and increase automation. This process relies on staff consultation, service delivery feedback sessions with clients, use of data and benchmarks, setting of annual priorities and reporting on benefits achieved. The exercise will be managed by a continuous improvement team within the Registry. Significant efficiencies will be achieved as a result of the incremental changes that come from continuous improvements. These changes will be further reported as part of

the Court-wide savings and efficiencies improvements. For the present proposed budget, the Registry has focused on the following areas.

356. Four enabling projects have been identified in 2019 and will continue in 2020, leading the Registry's efforts towards the necessary cultural change on which long-term efficiency depends. These four enabling projects, which are echoed in the Division objectives for the 2020 Proposed Budget, are:

(a) Strengthening of the Registry Management Team (RMT) – as the Registry's highest level forum, this team informs, advises and assists the Registrar in strategic decision-making policy and major operational challenges;

(b) Performance management – an essential prerequisite to managing the changes required by this plan and establishing the cycle of “Plan-Do-Check and Act” on which successful change programmes are based;

(c) Flexibility and mobility of staff – necessary to respond to changing workloads and priorities; and

(d) Strong culture of knowledge management – facilitates flexibility and supports a culture of continuous improvement. Service providers such as the Registry must have the ability to capture, manage and utilize knowledge and information to become more effective.

357. On the basis of a customer survey that it will conduct for its key services, the Registry will focus its continuous improvement efforts in 2020, and the work of its business process re-engineering team, on determining priority areas and implementing the first re-engineered processes. Continuous improvement will be an objective for all managers and staff, and a directory of knowledge management sources will be published to support their activities.

Staff engagement

358. As a service provider, the Registry is fully reliant on the capabilities and commitment of its staff. Staff engagement is therefore key to the quality and efficiency of its activities. Accordingly, promoting and improving staff engagement, team building and internal communication remain top priorities, as already indicated in 2019. The Registry will therefore continue activities to develop cohesion and facilitate communication, and to develop and implement training programmes focused on welfare and improving staff motivation and productivity. Several initiatives have already taken place and are expected to be implemented (at the time of writing of this document) before the end of 2019, such as building capacity for informal conflict resolution and the set-up of a well-being committee.

359. In 2020, the Registry will moreover focus on finalizing and disseminating across the Court a new leadership framework, supported by an extensive training programme. Renewed efforts will also be made to complete relevant human resources policies and, in particular, an exhaustive Court-wide mobility framework. Other priorities identified include gender equality as a cross-cutting topic, staff selection and development capacities, occupational health and work-life balance, and ethics/standards of conduct.

360. In addition, a Secondary Trauma Prevention initiative has been launched in 2019 and will continue in 2020, requiring a limited amount of additional resources in order to raise awareness of secondary trauma among all staff and to map areas where the Court might require mitigation provisions to ensure that the Court is fulfilling its duty of care obligations.

Geographical representation and gender balance

361. Being the largest employer of staff at the Court, the Registry is conscious of its leading role in addressing the Court's current challenges regarding geographical representation and gender balance in the composition of its staff. New initiatives, such as the creation of a mentoring programme for women, have been undertaken in order to address these imbalances in a manner that ensures that the Court continues to select candidates on the basis of merit. Similar efforts will continue and expand in 2020 as the Court refocuses its recruitment efforts, first by setting up specific targeted plans to ensure that a bigger pool of applicants from unrepresented and underrepresented States Parties apply to the Court's offers, and second, by placing greater emphasis on the inclusion of

such candidates in the recruitment process. In addition, performance data on all recruitment activities and overall staff geographical representation and gender balance will be published in order to continue to raise awareness about the issues within the Court and ensure full transparency towards our external stakeholders. Eventually, focal points for women within the Court will also complement and support the mentoring programme.

Saving and efficiencies

362. While the Court's continued savings and efficiencies exercise in 2019 allowed the Registry to identify initiatives leading to €1.0 million worth of improvements, its focus has shifted from the short-term perspective of this annual exercise to the longer-term perspective of the continuous improvement strategic objectives reported above.

363. For its 2020 Proposed Programme Budget, Registry savings have reduced the budget by €197.6 thousand. The proposed budget reflects, for example, the implementation of a new operating model for the accommodation of staff on mission in the Central African Republic. Considering the expected high volume of activities in this situation country, the Registry forecasts a high number of missions, leading to the critical mass necessary to justify the rental of an apartment on a yearly basis instead of relying on hotel accommodation.

364. Savings and efficiencies related to reductions to the baseline in the Registry are mainly related to additional cost reductions which, as agreed with the Committee are defined as "workload-related changes resulting in a reduction in the baseline". The planned decrease in judicial activity and courtroom-related activity offered some opportunities for cost reductions within the Registry, as the funding for all the posts that were required previously in support of a second courtroom have been cancelled for 2020. By carefully reviewing the roles and functions of each of the posts involved in the support of courtroom activities, the Registry was able to take advantage of the flexibility provided by vacant posts and by the capacity of some cross-trained staff to redeploy resources where necessary. A total of €1,981.6 thousand in the Registry's additional costs that were applicable in 2019 do not appear in 2020.

365. For 2020, the Registry's efforts will continue within the framework of its strategic plan. In particular, the Registry will focus on services having an impact on efficiency across the Court and which have been determined at this stage to be key to mitigating high-level risks identified in the Court's risk management framework. A dedicated Registry team, consisting of Registry staff and external experts, will be formed in 2019 to conduct an initial study of the most suitable services and to recommend preliminary efficiency targets. This focused approach will allow the Registry team to perform detailed studies to identify options and make recommendations to improve efficiencies. Eventually, the team will also initiate a project to achieve the chosen solution, deliver benefits and identify one or more new KPIs, including through benchmarking, to sustain performance. The following services have been identified at this stage, but others may be added as the Court's risk profile evolves:

- (a) Court-wide services:
 - (i) Recruitment;
 - (ii) procurement;
 - (iii) travel; and
 - (iv) judicial workflow;
- (b) Key Registry services:
 - (i) victim participation; and
 - (ii) protected witness and victim placement.

Conclusion

366. A net reduction of €505.7 thousand is the final result of the Registry's efforts to achieve savings and efficiencies against the aforementioned requirements to implement the Registry's strategic priorities for 2020.

Table 25: Major Programme III: Proposed budget for 2020

Major Programme III Registry	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				27,547.0	163.0	0.6	27,710.0
General Service staff				18,708.6	399.8	2.1	19,108.4
<i>Subtotal staff</i>	<i>47,558.6</i>	<i>76.2</i>	<i>47,634.8</i>	<i>46,255.6</i>	<i>562.8</i>	<i>1.2</i>	<i>46,818.4</i>
General temporary assistance	2,660.9	48.8	2,709.7	3,759.2	(113.8)	(3.0)	3,645.4
Temporary assistance for meetings	352.9	3.3	356.2	811.6	(622.3)	(76.7)	189.3
Overtime	192.7	-	192.7	261.3	(51.8)	(19.8)	209.5
<i>Subtotal other staff</i>	<i>3,206.4</i>	<i>52.1</i>	<i>3,258.5</i>	<i>4,832.1</i>	<i>(787.9)</i>	<i>(16.3)</i>	<i>4,044.2</i>
Travel	1,685.8	320.3	2,006.1	2,020.5	37.7	1.9	2,058.2
Hospitality	7.0	-	7.0	5.0	(1.0)	(20.0)	4.0
Contractual services	2,141.8	734.2	2,875.9	2,707.7	77.8	2.9	2,785.5
Training	579.2	5.4	584.6	610.0	32.8	5.4	642.8
Consultants	615.7	-	615.7	467.5	(206.7)	(44.2)	260.8
Counsel for defence	3,981.3	250.7	4,232.0	3,487.8	(240.3)	(6.9)	3,247.5
Counsel for victims	1,466.2	-	1,466.2	1,101.3	198.7	18.0	1,300.0
General operating expenses	11,594.2	183.1	11,777.3	12,385.9	259.6	2.1	12,645.5
Supplies and materials	1,145.6	10.0	1,155.6	1,067.8	78.2	7.3	1,146.0
Furniture and equipment	1,963.9	99.6	2,063.5	1,710.0	(517.4)	(30.3)	1,192.6
<i>Subtotal non-staff</i>	<i>25,180.5</i>	<i>1,603.4</i>	<i>26,783.9</i>	<i>25,563.5</i>	<i>(280.6)</i>	<i>(1.1)</i>	<i>25,282.9</i>
Total	75,945.5	1,731.7	77,677.2	76,651.2	(505.7)	(0.7)	76,145.5

Table 26: Major Programme III: Proposed staffing for 2020

III	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and Above		GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts															
Approved 2019	-	1	-	3	23	43	84	89	5	248	15	312	327	575	
New	-	-	-	-	-	-	-	1	-	1	-	-	-	1	
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Reclassified	-	-	-	-	-	1	(1)	-	-	-	-	-	-	-	
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Proposed 2020	-	1	-	3	23	44	83	90	5	249	15	312	327	576	
GTA Positions (FTE)															
Approved 2019	-	-	-	-	-	1.00	4.00	11.92	4.00	20.92	5.51	34.73	40.24	61.16	
Continued	-	-	-	-	-	1.00	3.50	12.00	2.50	19.00	2.00	26.00	28.00	47.00	
New	-	-	-	-	-	-	1.00	-	-	1.00	6.47	2.50	8.97	9.97	
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Proposed 2020	-	-	-	-	-	1.00	4.50	12.00	2.50	20.00	8.47	28.50	36.97	56.97	

1. Programme 3100: Office of the Registrar

Introduction

367. The Office of the Registrar (OTR) encompasses both the Immediate Office of the Registrar (IOR) and the Legal Office (LO). The IOR directly supports the Registrar in providing strategic leadership, coordination and guidance to all Registry divisions, sections and offices, as well as in managing and supervising the Registry as a whole. The IOR also facilitates the flow of information to and from the Registry divisions and ensures proper high-level coordination with the other organs of the Court and external stakeholders. The IOR supports the Registrar in the performance of his executive functions and coordinates the remaining executive functions delegated to the Directors of Registry divisions.

368. The LO is responsible for performing the legal functions arising from the duties assigned to the Registrar under the Court's legal framework. The LO ensures the quality and consistency of legal and policy approaches throughout the Registry and across a range of subject matters including human resources, finance and procurement, and coordinates all the Registry's legal submissions in judicial proceedings. The LO also negotiates and prepares agreements and arrangements between the Court and third parties and, as appropriate, provides advice on interpreting the Headquarters Agreement and other agreements.

Operating environment

369. The OTR will continue to ensure that the Registry as a whole is able to successfully perform the administrative and operational tasks demanded of it in 2020. In this regard, the OTR ensures appropriate inter-organ coordination, provides the required support to the Registry Management Team (RMT) and enables the Registrar to ensure that high-quality services are delivered to the organs of the Court and that he is able to discharge his substantive responsibilities on matters such as witness protection, legal aid, and support for counsel and outreach.

Priorities

Strengthening strategic leadership through the Registry Management Team

370. The RMT oversees and steers the executive management of the Registry. The RMT is the Registry's highest-level forum for advice and assistance to the Registrar on strategy, policy and the operational challenges that the Court may face in 2020. The RMT is composed of the Registrar, the Directors of the three Registry divisions and the Chief of Staff of the IOR. The contributions of the IOR and the Directors' Offices mainly concern strategic guidance and leadership. The RMT will be in a position to ensure that the goals set for 2020, especially in relation to the implementation of the Registry Strategic Plan, are met and that appropriate action is taken.

Strategic and policy development

371. The OTR will continue to take the lead in fostering the development of clear, consistent and transparent strategies and policies, both within the Registry and Court-wide, as appropriate. The Registry – and the Court as a whole – will continue to focus on continuous improvement and staff well-being in an effort to improve motivation, productivity and work-life balance. To implement continuous improvement within the Registry, the OTR itself will undertake or facilitate a number of tasks. Client surveys will be conducted as part of the Registry's key service delivery improvement programme. A directory of knowledge management sources will be published. The newly-formed business process re-engineering team will perform an analysis of priority aspects of the continuous improvement programme, and the first re-engineered process will enter into operation.

372. Improving staff engagement will be an objective for all managers and staff within the Registry in 2020. The OTR will ensure that the new mobility framework is agreed upon and put into operation and that the new leadership framework is integrated into recruitment and performance management.

373. Another area of particular involvement for the OTR will be overseeing, from the Registry, the development and implementation of Court-wide initiatives aimed at improving geographical representation and gender balance (GRGB) among the staff of the Court. The Court's recruitment process will be refocused to promote the inclusion of nationals of unrepresented and under-represented States on recruitment shortlists. Specific, targeted plans will be put in place for the most under-represented States. In addition, a Focal Point for Women will be appointed and a mentoring programme for women established. Performance data on all recruitment activity and overall staff GRGB will be published.

374. The LO's strategic priorities for 2020, apart from providing routine legal services across the Registry, will include continuing to revise the administrative legal framework of the Court, especially as regards alternative resolution mechanisms for staff disputes. The LO will also finalize a new disciplinary process for the Court which harmonizes the role of the Independent Oversight Mechanism with that of the Disciplinary Advisory Board.

Budget resources

€1,698.0 thousand

375. The proposed amount represents an overall decrease of €2.4 thousand (1.3 per cent), resulting from decreases in non-staff costs of €3.4 thousand due to the absence of additional spending on consultants and €13.4 thousand due to reductions in travel budgets, offset by an increase in staff costs of €31.0 thousand (1.9 per cent).

Staff resources

€1,651.8 thousand

376. The OTR comprises 14 established posts.

Established posts: Professional and General Service

€1,651.8 thousand

377. No new established posts are requested. The proposed amount for established posts has increased by €31.0 thousand (1.9 per cent) in accordance with the United Nations Common System.

Non-staff resources

€46.2 thousand

378. The overall requested budget for non-staff resources for the OTR has decreased by €3.4 thousand (53.6 per cent). This is due to the fact that legal consultants required in the previous year are no longer required. Non-staff resources are required for travel, hospitality and training.

Travel

€34.2 thousand

379. The proposed resources for travel in the OTR have decreased by €3.4 thousand (28.2 per cent), corresponding to a decrease in the IOR and a slight increase in the LO.

380. The proposed travel budget of the IOR has decreased by €13.9 thousand (39.8 per cent) from 2019. These resources continue to be required to enable the Registrar or his representative to travel for the purpose of building support and cooperation at the highest levels among States Parties and key external partners such as the United Nations, other IGOs and NGOs. The Registrar plans to continue visiting the Country Offices as part of his Staff Engagement strategy and to strengthen relationships with situation countries and local authorities in the interest of promoting smooth cooperation with the Court. These resources are recurrent.

381. The requested amount for the LO has increased by €0.5 thousand (3.9 per cent). These resources are recurrent. The LO's proposed travel budget of €3.2 thousand reflects a slight increase of €500 and will cover travel and related expenses incurred in the performance of the LO's mandate, including (i) attendance at an annual meeting of legal counsel of specialized agencies of the United Nations system and related organizations; (ii) attendance at meetings related to international administrative law; and (iii) provision of advice on and assistance in (outside the Netherlands) the certification of prior recorded testimony pursuant to rule 68(2)(b) of the Rules of Procedure and Evidence.

Hospitality

€4.0 thousand

382. The proposed budget for hospitality remains unchanged. The Registrar has proposed limited hospitality efforts aimed at increasing support and cooperation among States Parties and key external stakeholders. These resources are recurrent.

Training

€8.0 thousand

383. The proposed training budget remains unchanged from that approved for 2019. These resources are recurrent. The proposed amount is required to cover the training needs of LO staff. In the light of the LO's complex and broad mandate, it is imperative to invest in both substantive and technical training including, in particular, the improvement of legal drafting skills.

Table 27: Programme 3100: Proposed budget for 2020

3100 Office of the Registrar	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				1,475.3	24.7	1.7	1,500.0
General Service staff				145.5	6.3	4.3	151.8
<i>Subtotal staff</i>	<i>1,824.8</i>	<i>-</i>	<i>1,824.8</i>	<i>1,620.8</i>	<i>31.0</i>	<i>1.9</i>	<i>1,651.8</i>
General temporary assistance	30.6	-	30.6	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>30.6</i>	<i>-</i>	<i>30.6</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Travel	70.1	-	70.1	47.6	(13.4)	(28.2)	34.2
Hospitality	7.0	-	7.0	4.0	-	-	4.0
Contractual services	20.9	-	20.9	-	-	-	-
Training	21.9	-	21.9	8.0	-	-	8.0
Consultants	127.0	-	127.0	40.0	(40.0)	(100.0)	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	0.3	-	0.3	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>247.2</i>	<i>-</i>	<i>247.2</i>	<i>99.6</i>	<i>(53.4)</i>	<i>(53.6)</i>	<i>46.2</i>
Total	2,102.6	-	2,102.6	1,720.4	(22.4)	(1.3)	1,698.0

Table 28: Programme 3100: Proposed staffing for 2020

3100	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	1	-	-	2	2	5	2	-	12	1	1	2	14
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	1	-	-	2	2	5	2	-	12	1	1	2	14
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Continued	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	-	-	-	-	-	-	-	-	-

2. Programme 3200: Division of Management Services

Introduction

384. The Division of Management Services (DMS or “the Division”) provides administrative and management services to support the Court as a whole. DMS is led by the Director, Division of Management Services, and consists of the Office of the Director (OD-DMS), the Human Resources Section (HRS), the Budget Section (BS), the Finance Section (FS), the General Services Section (GSS) and the Security and Safety Section (SSS).

385. OD-DMS is responsible for the overall direction, strategic planning and delivery of all administrative and managerial support to the Registry and the Court. It is responsible for a number of critical executive functions including strategic resource planning and monitoring, risk management and reporting on organizational performance. OD-DMS coordinates audit compliance throughout the Court and also Court-wide efforts to meet the reporting requirements of oversight bodies including the Committee on Budget and Finance (“the Committee”) and the Audit Committee. OD-DMS also promotes and maintains a duty of care via policies and programmes to ensure the physical, mental and emotional well-being of staff through the Occupational Health Unit (OHU). It provides the strategic framework and operational support for the use of the Court’s Enterprise Resource Planning (ERP) system, SAP, through its SAP team, and supports the delivery of SAP-related projects aimed at automating work processes.

386. The Division provides a wide range of services in the area of human resources management, such as strategic advice on human resources issues, policy development, staff grievances, recruitment, post management, administration of contracts (staff and non-staff), benefits, entitlements and payroll, insurance and pension matters. Emphasis is also placed on performance management, staff training and managerial development. HRS, with the support of the SAP team, will continue streamlining and automating HR-related processes, such as the automatic submission of pension contributions to the United Nations Joint Staff Pension Fund (UNJSF), to enhance efficiencies. In 2020, DMS envisages developing and implementing a mediation framework in order to support matters related to internal conflict resolution.

387. In relation to the Court’s budget process, the Division provides centralized budget oversight and ensures maximum efficiency in the utilization of resources. This includes coordinating and preparing the annual programme budget, supplementary budgets and Contingency Fund notifications; monitoring budget performance; and reporting on budgetary issues. The Division is also responsible for monitoring, evaluating and forecasting budget implementation.

388. Furthermore, the Division provides financial management services, and coordinates and produces the financial statements of the Court and the Trust Fund for Victims (TFV). It manages, monitors and reports on all Court funds. It is also responsible for carrying out all disbursement activities, managing assessed and voluntary contributions, treasury operations including cash flow projections to monitor liquidity risk, and accounting and financial reporting. In addition, DMS provides assistance and guidance in relation to financial policies and processes across the Court.

389. In the area of general services, the Division is responsible for daily operations at the Headquarters premises, including the management of soft services such as catering, cleaning, utilities and services to the conference cluster, in addition to hard services such as building maintenance, repairs and replacements. In the field, DMS is responsible for assessing and adapting premises. Through its Procurement Unit, it provides value for money on goods and services required by the Court and other services in the following areas: fleet management, shipping, transport (including transport support of witnesses at Headquarters), mail operations, asset management and warehousing. All of the Court’s official travel, visa services and residency permits in The Hague, and administrative functions related to privileges and immunities, are also arranged by DMS.

390. DMS also provides a safe and secure working environment at Headquarters and protects all persons to whom the Court owes a duty of care, along with its tangible and intangible assets. DMS is responsible for policy development related to security and safety,

both for the field and Headquarters, and liaises with the host State on security-related matters. At Headquarters, the Division provides uninterrupted, round-the-clock security and safety services, including for the safe and undisturbed conduct of court hearings.

Operating environment

391. The Division has been able to effectively adjust to its dynamic environment and to evolving operational needs. In this regard, the budget proposal addresses the required services in: complex procurement services, including for reparation-related activities; further implementation of risk management across the Court following the completion of the Court's strategic plan in 2019; and implementation of initiatives related to duty of care, including the Secondary Trauma Prevention project. At the same time, adjustments made by DMS have enabled the Division to contain the impact of contractual cost increases such as those related to the United Nations Common System (UNCS), and in the level of prices for goods and services for the entire Court which fall under the areas of work of DMS.

392. Furthermore, DMS will continue providing services in the areas of budget, finance, human resources, general services and security and safety; and coordinating the provision of information to oversight bodies and other stakeholders, including The Hague Working Group, the Committee, the Audit Committee, the External Auditor and the Office of Internal Audit, so that they can discharge their mandates efficiently and effectively. DMS will also continue working on streamlining processes and procedures and reinforcing internal controls, including on activities planned in the context of the Registry Strategic Plan (2019-2021).

Strategic priorities in 2020 and link to the Proposed Programme Budget

393. The overarching objective of DMS is to provide the necessary administrative and operational services to the entire Court. To this end, in 2020, DMS will focus on solutions to enhance its services in order to support the Court in achieving its high-level priorities for 2020 in relation to the conduct of judicial and prosecutorial activities, projects to improve information technology and Court-wide processes such as procurement, travel and recruitment. It will likewise support the Registry's priorities with regard to the mandates of the Court and the Registry, and the continuous improvement and promotion of staff engagement, geographical distribution and gender balance.

Judicial and prosecutorial activity in 2020 and focus on the mandates of the Court and the Registry

394. In addition to providing management services to the entire Court (Headquarters and country offices) as described in the introduction above, DMS will provide direct support to judicial and prosecutorial activities. The Division will support reduced courtroom activities: final appeals on five judgments in three cases are conceivable in 2020 and, possibly, trial activities in two cases in the light of developments in 2019. These cases will require security services for the safe and undisturbed conduct of court hearings; local transportation of witnesses to trial hearings; arrangement of travel for witnesses; arrangement of travel and visa requirements for defence and victims' counsel, court interpreters and journalists attending court hearings; and facilities management at Headquarters, including courtroom management and facilities in the field. Furthermore, reparations in the *Lubanga*, *Katanga* and *Al Mahdi* cases will continue to be implemented in 2020, requiring DMS to provide support from both Headquarters (e.g. travel-related services, financial services and procurement) and the field (e.g. local transportation and facilities management), including for the TFV.

395. Similarly, the active investigations that the OTP will continue conducting in 2020 will require DMS support for the arrangement of official travel and provision of medical-related services, including for investigators and analysts; shipping of equipment (e.g. forensic equipment); and management of the Court's vehicles at country office locations to ensure the safety and efficiency of Court operations in challenging operating environments. Other actors, such as the TFV, will also rely on assistance from DMS to conduct their operations. Likewise, the continuing volatility with regard to security in the situation

countries in which the Court operates will require direct support from DMS to develop security and safety guidelines that respond to the Court's needs in its different areas of operation.

Court-wide projects to improve information technology and continuous improvement

396. DMS will continue to play a leading role in identifying and implementing proposals aimed at achieving savings and efficiencies in different areas of administrative services, mainly through process streamlining, automation and control. In this regard, DMS will make the most of the Court's management software (SAP).

397. In order to support the implementation of this strategy of continuous improvement, DMS will work on improving administrative processes and putting in place automation initiatives. In this regard, DMS's objective is to review, streamline and digitize paper-based administrative processes, increase efficiency through a higher level of automation and strengthen internal control. Particular focus will be placed on Court-wide processes such as procurement, travel and recruitment as specified in the Registry Strategic Plan (2019-2020).

398. In 2020, DMS will continue assisting in the implementation of the Court's Five-Year IT/IM Strategy, which will result in improvements in a number of areas. These areas involve information systems pertaining to human resources, finance and budget. In 2019, DMS started a project to further automate administrative processes through the digitization of personnel files. Additionally, DMS intensified its efforts to centralize and automate management reporting. In 2020, DMS plans to complete its ongoing work in the following projects: automatic submission of pension contributions as required by UNJSPF; SAP integration with the mission planning system to avoid duplicate data entry; and Position Budgeting and Control (PBC) for improved staff costs management through automation of forecasting. In addition, DMS will start preparing a roadmap to perform a substantial upgrade of the current version of SAP, which will become obsolete in 2025. The investment required for the continuation of the strategy in 2020 has decreased by €130.0 thousand to €120.0 thousand.

Promotion of staff engagement and organizational culture

399. Improving staff engagement, team building and internal communication will include undertaking activities to develop cohesion and facilitate communication; implementing training programmes, including for managers, required for the effective delivery of tasks; and addressing welfare issues to improve staff motivation, productivity and work-life balance. The objective is to motivate staff to perform at their best, where communication and ongoing feedback play a key role in identifying achievements, strengths, areas for development and, consequently, action plans that will help the Registry and the Court to continuously enhance its organizational performance.

400. Initiatives related to staff engagement and staff well-being also include the Secondary Trauma Prevention project and the elaboration and implementation of HR-related policies.

Budget resources

€19.237.4 thousand

401. Despite increases related to the effect of the UNCS and price index increases of goods and services for which DMS is a Court-wide service provider, DMS has been able to contain the overall increase to €389.4 thousand (2.1 per cent). Solutions have been identified to address changes in operational needs through efficient allocation of resources and, as explained below, without the UNCS increase DMS would have had an overall budget decrease. As detailed in annex XVI, savings, efficiencies, non-recurrent costs and additional cost reductions amount to €470.1 thousand. Of this amount, a €347.5 thousand reduction in the 2020 baseline in GTA staffing and overtime was realized primarily through the need for fewer GTA (seven posts), as a consequence of the expected decrease in the volume of judicial activity in the courtrooms.

Staff resources **€14,495.8 thousand**

402. For 2020, DMS proposes 179 established posts and 8 GTA positions (7.5 FTE).

Established posts: Professional and General Service *€13,555.4 thousand*

403. The requested staff costs have increased by €423.0 thousand (3.2 per cent), in accordance with the UNCS.

404. DMS is requesting one reclassification, which is being absorbed within the DMS 2020 programme budget proposal and therefore has no financial implications.

405. One *Administrative Officer and Risk Management Coordinator (P-4)*. *Reclassified*. OD-DMS is requesting the reclassification of the Administrative Officer (P-3) position to Administrative Officer and Risk Management Coordinator (P-4). This request has been triggered mainly: (a) to address the reiterated recommendations issued by the Office of Internal Audit and the Audit Committee to appoint a Court-wide risk management coordinator with internal resources; (b) to integrate risk management in the strategic planning and budget cycles of the Court as approved by the Court's Coordination Council; and (c) to strengthen the Court's risk management capabilities by having a consistent and systematic approach to risk management, as set out in the Administrative Instruction on Risk Management.

406. Considering the above in addition to the increased portfolio of activities of OD-DMS, such as executive functions, an efficient solution has been identified by adjusting the structure of OD-DMS and proposing that additional responsibilities be assigned to the Administrative Officer in OD-DMS. The reclassification was recommended by the Committee at its thirty-first session⁶⁵ but was not approved by the Assembly of States Parties ("the Assembly") pending the review by the Committee of the Administrative Instruction on the Classification and Reclassification of Posts.⁶⁶ The request for reclassification is therefore being resubmitted.

General temporary assistance *€745.9 thousand*

407. Given the operational needs expected in 2020, DMS proposes adjustments to this budget line. While positions have been discontinued owing to reduced security support services to courtroom activities, 1.5 new FTE and funding for continued GTA positions is requested. This has resulted in a proposed net increase of €28.4 thousand (20.8 per cent).

408. One *Staff Counsellor (P-3)*, *12 months. New, Multi-year*. The position is needed as additional staffing for the OHU to deliver on the Secondary Trauma Prevention project. In carrying out their duties and responsibilities, many staff members are directly or indirectly exposed to evidence or stories of crimes committed in cases before the Court. Studies have shown that intense exposure to potentially traumatizing materials can lead to the development of psychological or physical symptoms similar to those of Post-Traumatic Stress Disorder (PTSD), such as numbness, sadness, anxiety, sleep and concentration problems or muscular pain and headaches. As part of the Court's duty of care towards its staff, a Secondary Trauma Prevention project will be conducted until December 2021 in three phases: (a) survey preparation and administration; (b) data analysis, discussions on mitigating measures and report writing; and (c) implementation of measures to reduce the risks of developing PTSD, including by training Sections and giving workshops. To run this project, the Court has been drawing from the experience of other United Nations organizations and will be partnering with universities for technical support (data analysis and statistical methods).

409. One *Budget Assistant (GS-OL)*, *6 months. New, Non-recurrent*. This position is required to provide technical support for automation projects by: (1) customize the staff-cost monitoring and forecasting processes following implementation of the SAP Position

⁶⁵ *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Seventeenth session, The Hague, 5-12 December 2018 (ICC-ASP/17/20)*, vol. II, part B.2, para. 93.

⁶⁶ *Official Records ... Seventeenth session ... 2018 (ICC-ASP/17/20)*, part III, Section M, ICC-ASP/17/Res.4.

Budget and Control (PBC) platform in the second half of 2019; and (2) liaise with CSS to implement and automate the new legal aid scheme in the Court's operating system (SAP).

410. *One Human Resources Officer (Legal and Policy), (P-3) 12 months. Continued, Multi-year.* The HR Officer is required to address the legal functions transferred to the Section in 2017 with the redesigned workflow. The post is instrumental for the Section's capacity to provide support with the policy development and implementation of the Court's strategic human resources objectives related to staff selection, staff development and mobility including geographical representation and gender balance consideration initiatives. Finally, the additional capacity allows the Section to contribute to the development of informal dispute resolution mechanisms and address any HR-related functions.

411. *One Associate ERP Systems Officer (P-2), 12 months. Continued, Multi-year.* The post continues to be required to assist with the implementation of the 2020 initiatives of the Information Technology Strategy which were endorsed by the Information Management Governance Board. These initiatives entail preparation for SAP S/4 HANA and new reports and dashboards for monitoring administrative processes in the Procurement Unit, Travel Unit, HRS and BS. Additionally, the post is required to assist with the implementation of SAP projects, including the implementation of open audit recommendations, and with compliance issues and system enhancements such as improved usability and integration with non-SAP systems, in order to continuously improve the level of automation in the administration. Considering the volume of support requests and business requirements, the post is required to cope with the workload of the SAP team.

412. *One Associate Procurement Officer (P-2), 12 months. Continued, Multi-year.* The post is being filled and continues to be needed owing to the transfer of the role of Procurement Review Committee Secretary from the Registry Legal Office, the need to track contracts, the expansion and improvement of the vendor database and the increase in the amount of complex procurement processes.

413. *One Associate Administration Officer (P-2), 12 months. Continued, Multi-year.* The position is needed to continue supporting the activities of OD-DMS, including those related to the implementation of executive functions such as coordination, guidance and oversight of audit compliance, strategic resource planning and risk management; as well as the day-to-day work in OD-DMS, which comprises strategic oversight of the Sections within the Division. The post will also continue supporting OD-DMS to address requirements from external stakeholders such as the Committee, The Hague Working Group, the Assembly, the External Auditor and the Audit Committee.

414. *One Senior Nurse (GS-PL) and One Field Paramedic (GS-OL) 12 months each, Continued, Multi-year.* The Senior Nurse will address pressing health issues and implement preventive programmes and measures, while providing backup at times when OHU medical staff are on annual leave or in mandatory training to maintain certifications. The Field Paramedic will maintain and manage medical equipment, pharmaceuticals and relevant infrastructure in field operations; assist with remote (high-risk) missions; train field staff on first aid and emergency protocols; draft and maintain standard operating procedures for field medical support; and draft reports and situation updates as needed.

415. Both GTA positions are fundamental to OHU business continuity and for the timely and efficient provision of occupational health services both at Headquarters and in the field. They have enlarged the capacity of the Unit to provide the required medical and welfare services, which has resulted in new efficient workflows. Engaging an in-house Field Paramedic has a positive impact on the Court, as he is able to mobilize quickly and efficiently when medical emergencies arise in the field or when critical missions are taking place.

Overtime

€194.5 thousand

416. The requested amount has decreased by €48.8 thousand (20.1 per cent). Overtime resource requests are recurrent and fluctuate to cope with operational needs. Overtime requirements are reassessed annually.

417. In the area of general services, overtime is required mainly for out-of-hours driver services but also for facilities staff, travel assistants and occasionally, procurement buyers.

For 2020 an amount of €90.0 thousand is required, which is €10.0 thousand less than in the 2019 approved budget, and reflects the reduction in the number of driver hours needed for witnesses expected to appear in The Hague in 2020.

418. Overtime requirements in SSS have decreased by €38.8 thousand owing to the expected decrease in support to courtroom activities in 2020. The amount of €98.0 thousand is required to provide security and safety services during Court official holidays and for the night differential for GS-OL staff working evenings and nights. Maintenance of round-the-clock security and safety services requires permanent staffing of a number of posts. Overtime is the preferred and most cost-efficient option to provide these services.

419. The requested amount remains unchanged at €6.5 thousand in both the BS and FS and continues to be required for time-bound activities such as the preparation of the annual proposed and approved programme budgets, and for periods of accounting close, financial reporting and external auditing

Non-staff resources €4,741.6 thousand

420. Non-staff resources are required for travel, contractual services, training, consultants, general operating expenses, supplies and materials, and furniture and equipment. Resources for non-staff in DMS include provisions for contracts for goods and services provided to the entire Court that are subject to consumer price index adjustments. A number of budget items show small increases, which have been offset by decreases in other non-staff costs, resulting in an overall decrease of €13.2 thousand (2.3 per cent).

Travel €208.2 thousand

421. The requested amount is recurrent and has increased by €16.0 thousand (8.3 per cent). The proposed increase is mainly attributable to participation in the nineteenth session of the Assembly in New York in 2020. Resources are also required for participation in relevant United Nations networks to keep abreast of inter-agency policies, reforms and technical developments.

422. The proposed amount will also cover travel to the field for the assessment, adjustment planning and maintenance of facilities; assessment of the vehicle fleet for purposes of maintenance, and capital replacement planning; participation in meetings to ensure the Court's alignment with the UNCS and with accounting standards/IPSAS.

Contractual services €390.5 thousand

423. The requested amount has decreased by €125.2 thousand (24.3 per cent) owing mainly to reductions in the number of planned SAP projects to be managed by the SAP team as set out in the Five-Year IT/IM Strategy.

424. In the area of general services, costs have decreased by €15.0 thousand. The proposed amount of €126.0 thousand is required to cover the cost of the United Nations laissez-passer renewals, a contracting company for conference and logistics support, buildings management software maintenance, external printing and postage costs. Resource requirements are recurrent.

425. As SAP projects require a range of functional and technical expertise that is not always available in-house, resources in the amount of €108.7 thousand are required. This amount has decreased by €110.0 thousand and is required mainly in highly specialized areas to support the implementation of new projects and dashboards and for the preliminary work on the move to SAP S/4 HANA. In addition, resources are needed for the HR Success Factors support help desk. The resource requirements are mainly non-recurrent (€100.0 thousand).

426. In OHU, resources of €66.2 thousand are requested for the finalization of the digital medical filing system in order to map, analyse and evaluate medical and psychological risks for staff and to recommend improvements and preventive measures, and also for limited support to the Secondary Trauma Prevention project. Resources are also required for the Court's participation as an observer in the UNCS and the United Nations network of

medical officers, and for related supervision and coaching for the Medical Officer and Staff Counsellor. The resource requirements are mainly non-recurrent (€60.0 thousand).

427. An amount of €43.0 thousand is proposed for security services including employment and education verification, an annual fee to INTERPOL, key-holding services for residences of elected officials, and the rental of the shooting range to conduct firearms training and certification of security and safety personnel. The resource requirements are recurrent.

428. Finally, DMS also requires €46.6 thousand primarily for United States tax reimbursement administrative fees and the mandatory actuarial valuation for IPSAS-compliant financial statements.

Training

€361.4 thousand

429. The requested amount has decreased slightly by €1.9 thousand (0.5 per cent). An amount of €200.1 thousand is requested mainly for the Court's corporate training programmes, including an online learning platform that offers an online library and flexible, cost-effective tutorials in different languages on personal and professional goal achievement, leadership development, performance management, risk management and language training. It also includes the Court's onboarding programme for new staff. The resource requirements are recurrent.

430. An amount of €11.4 thousand is required to ensure the provision of mandatory training for security staff members and other staff members involved in the emergency response capacity, in full compliance with Court and host State regulations. The mandatory training includes first aid, fire and emergency response and firearms, in addition to specialized topics such as transport of accused persons and close protection. In addition, training on safe and secure approaches in the field environment will continue to be delivered in collaboration with the host State military. The resource requirements are recurrent.

431. Finally, an amount of €49.9 thousand is required for specialized training such as to maintain medical credentials of relevant staff and for registration in The Netherlands, training on SAP application developments and new functionalities, training on financial reporting, mandatory training for drivers at Headquarters and certification training for building technicians. The resource requirements are mainly recurrent (€33.2 thousand).

Consultants

€33.0 thousand

432. The requested amount has decreased by €9.0 thousand (21.4 per cent).

433. Recurrent resources are required mainly to support the Court's mentoring for women programme and for post (re)classifications by external experts per the Court's new established procedure.

General operating expenses

€3,078.3 thousand

434. The proposed amount has increased overall by €6.9 thousand (0.2 per cent) and has been triggered by expected inflation related to software licenses. All resource requirements below are recurrent.

435. An amount of €2,543.0 thousand is required for cleaning (€900.0 thousand); utility costs (€783.0 thousand); maintenance of furniture and equipment and adjustments (€81.2 thousand), which includes regular and mandatory maintenance for vehicles, furniture repair and adjustments to premises in The Hague and in the field; and sundry operations costs (€78.8 thousand) such as commercial insurance policies, postage, freight and courier services.

436. An amount of €352.5 thousand is required for existing SAP software license contracts, software subscriptions for the recruitment and performance and goals processes, in addition to new software to support the budget preparation process. Licenses are

optimized to the most economical license type per user. The small increase in the amount compared to 2019 (€6.9 thousand) has been triggered by inflation.

437. In the area of security, resources are required in the amount of €12.8 thousand for the maintenance of security screening equipment; maintenance of firearms and diverse security and training equipment for the recertification of security officers; and membership fees to the United Nations Security Management System (UNSMS).

438. An amount of €70.0 thousand continues to be required to cover banking fees and charges.

Supplies and materials

€291.7 thousand

439. The proposed amount remains unchanged from 2019. All resource requirements are recurrent.

440. An amount of €228.0 thousand is required in the area of general services for fuel and supplies for vehicles; office supplies and toner; paper for printers; robes for court hearings; uniforms for chauffeurs and facilities management staff; and building management supplies, hardware and electrical supplies.

441. Resources related to security and safety amount to €63.7 thousand. Resources are required for the issuance of passes to staff and visitors; supplies and materials for firearms training; and replacement of security uniforms, safety footwear and protective security equipment such as concealed body armour and bullet-proof vests and helmets, given the end-of-life cycle of older equipment.

Furniture and equipment

€378.5 thousand

442. The requested amount has remained unchanged from 2019. All resource requirements are recurrent. The Court has a duty of care towards its staff to ensure their safety in the performance of their duties and is liable in the event of any failure in this regard. In the light of this, the Court plans to replace four vehicles (three regular and one armoured) in field locations (€310.0 thousand). Resources are also required for the replacement of furniture at Headquarters and in the field (€68.5 thousand).

Table 29: Programme 3200: Proposed budget for 2020

3200 Division of Management Services (DMS)	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				3,806.8	62.3	1.6	3,869.1
General Service staff				9,325.6	360.7	3.9	9,686.3
<i>Subtotal staff</i>	<i>13,309.7</i>	<i>-</i>	<i>13,309.7</i>	<i>13,132.4</i>	<i>423.0</i>	<i>3.2</i>	<i>13,555.4</i>
General temporary assistance	457.0	-	457.0	617.5	128.4	20.8	745.9
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	179.2	-	179.2	243.3	(48.8)	(20.1)	194.5
<i>Subtotal other staff</i>	<i>636.2</i>	<i>-</i>	<i>636.2</i>	<i>860.8</i>	<i>79.6</i>	<i>9.2</i>	<i>940.4</i>
Travel	182.2	4.3	186.5	192.2	16.0	8.3	208.2
Hospitality	-	-	-	-	-	-	-
Contractual services	633.3	-	633.3	515.7	(125.2)	(24.3)	390.5
Training	283.7	-	283.7	363.3	(1.9)	(0.5)	361.4
Consultants	34.4	-	34.4	42.0	(9.0)	(21.4)	33.0
General operating expenses	3,413.4	-	3,413.4	3,071.4	6.9	0.2	3,078.3
Supplies and materials	260.7	-	260.7	291.7	-	-	291.7
Furniture and equipment	650.5	-	650.5	378.5	-	-	378.5
<i>Subtotal non-staff</i>	<i>5,458.3</i>	<i>4.3</i>	<i>5,462.6</i>	<i>4,854.8</i>	<i>(113.2)</i>	<i>(2.3)</i>	<i>4,741.6</i>
Total	19,404.2	4.3	19,408.5	18,848.0	389.4	2.1	19,237.4

Table 30: Programme 3200: Proposed staffing for 2020

3200	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	1	5	8	12	6	-	32	8	139	147	179
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	1	(1)	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	1	5	9	11	6	-	32	8	139	147	179
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	-	1.00	1.92	-	2.92	1.00	6.83	7.83	10.75
Continued	-	-	-	-	-	-	1.00	3.00	-	4.00	1.00	1.00	2.00	6.00
New	-	-	-	-	-	-	1.00	-	-	1.00	-	0.50	0.50	1.50
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	-	2.00	3.00	-	5.00	1.00	1.50	2.50	7.50

3. Programme 3300: Division of Judicial Services

Introduction

443. The Division of Judicial Services (DJS or “the Division”) is responsible for providing support for the judicial proceedings of the Court. It comprises the Office of the Director (OD-DJS), the Court Management Section (CMS), the Information Management Services Section (IMSS), the Detention Section (DS), the Language Services Section (LSS), the Victims Participation and Reparations Section (VPRS), the Counsel Support Section (CSS), the Office of Public Counsel for Victims (OPCV) and the Office of Public Counsel for the Defence (OPCD).

444. DJS provides a number of services that are crucial for the implementation of the Court’s core activities. As part of its support for judicial proceedings, it manages the courtrooms and organizes hearings, including hearings by video link. In addition, DJS is responsible for the management of Court records and the functioning of the eCourt system. It helps victims participate in the various phases of Court proceedings, including in reparations proceedings, by receiving and processing their applications, and strives to simplify the process of collecting victims’ applications with the help of information technologies. The Division, through CSS, also manages legal aid for indigent victims and defendants and coordinates all assistance provided to counsel by the Court. DS ensures safe, secure and humane conditions for persons in the Court’s custody and the smooth functioning of the detention facilities according to international standards.

445. The Division’s judicial services are not limited to courtroom activities: DJS provides information management support to the entire Court and to trial parties and participants. The library services available to all Court staff and external counsel are part of the Division’s mandate. In view of the nature of the Court’s activities, an important area of support provided by DJS is information security. Translation and interpretation services are provided to assist in the conduct of Court proceedings, and to safeguard the rights of suspects and accused persons to follow proceedings and of witnesses to testify in their own language. These services are also made available, both at Headquarters and in the field, to a variety of stakeholders, including defence and legal representatives of victims and the Trust Fund for Victims (TFV). Pursuant to article 87(2) of the Rome Statute, translation from and into more than 30 languages is provided for the purpose of judicial cooperation for which the Court communicates its requests to States Parties.

446. Although substantively independent, OPCV and OPCD fall under the Registry’s DJS solely for administrative purposes. Working under the mandates set out in the Regulations of the Court, they provide additional support to the victims’ and defence teams, respectively. When appointed by the Chambers, OPCV represents victims during Court proceedings. Its involvement has increased since 2012. Of the 8,174 victims participating in proceedings before the Court, OPCV counsels are currently representing over 4,418 victims, and over 3,756 are represented by external counsel. When it comes to the effective representation of accused persons, OPCD plays a crucial role in protecting, representing and promoting the rights of suspects pending the appointment of a defence team and, as appropriate, assists those defence teams, once they are assigned, with case management and legal research throughout the proceedings.

Operating environment

447. In 2020, DJS will be the most significantly impacted division in the Registry as its operations are directly linked to judicial activities and in particular to courtroom activities, which are expected to be reduced in 2020. DJS has strategically prioritized efficiency and savings and, as a result, will be able to provide full support to judicial activities in 2020 and implement the Registry Strategic Plan for 2019-2021. It will be able to do so by effecting customized solutions.

448. As previously noted, a second courtroom will not be utilized throughout 2020 owing to the expected reduction in courtroom activities. In light of the expected reduced level of courtroom activities and following the Committee’s recommendation to look into “flexible

use of courtroom teams”,⁶⁷ DJS managed to significantly reduce the funding required for courtroom and judicial support in 2020 by €1,390.6 thousand. To this end, cost-reducing solutions have been put in place for 2020, in anticipation of these reductions in activities. These measures will ensure a budget level consistent with the expected decrease in courtroom support requirements, while helping to ensure sufficient capacity to meet the support needs.

449. In line with the aforementioned Committee recommendation, DJS will attain these results through managing its courtroom support teams in a flexible manner and redeploying existing resources based on the expected workload requirement and the optimal planning of courtroom capacity. The Registry relies heavily on the continued capabilities and strong commitment of its staff members, which is why it is crucial to foster, develop and maintain this important source of support. Through cross-training of its staff, DJS seeks to promote both (i) increased staff engagement, as staff will be retrained and encouraged to engage across Sections; and (ii) the realization of Registry’s strategic priority of continuous improvement within the Division. Ultimately, cross-training will prompt an increase in the staff’s multifunctionality and ability to multitask, further enhancing staff engagement and stimulating greater efficiency and savings as a result.

450. For 2020, the proposed measures represent a reduction of €1,390.6 thousand in the proposed budget for DJS when compared to the 2019 approved budget.

Pre-trial proceedings, including investigations

451. Active investigations by the Office of the Prosecutor (OTP) in nine situations (eight simultaneously) – Burundi, CAR II, CIV II, Darfur, DRC, Georgia, Libya (two investigations) and Mali – will continue to require DJS support in terms of language services, IT assistance, management of legal aid and processing of victims’ applications.

452. Language support, including in languages of lesser diffusion, will also be required for field activities (communication with victims, witness protection, etc.) in other situations. Approximately one thousand victims are expected to file their applications in the proceedings related to the *Al Hassan* case, with 882 victims admitted to participate in the confirmation hearing. Approximately three thousand victims are expected to file their applications in the situation in CAR II. Additional applications are also expected in CIV II (where more than three thousand have already applied and more are expected) and in the Burundi situation. Interpretation and translation services are expected to be required for the pre-trial proceedings in the relevant languages used in the context of these situations.

Trial proceedings

453. In 2020, a total of four cases at trial will continue to require judicial support.

454. In the case of *The Prosecutor v. Dominic Ongwen*, the accused is in the Court’s custody and his defence team is funded through legal aid. A total of 4,100 victims are participating in these proceedings and are being represented by two teams of legal representatives of victims: one external team representing 2,599 victims, and one OPCV team representing 1,501 individuals. Language support will be required in Acholi, in particular in the context of the judgment and sentencing hearing, if any, to provide the accused with adequate interpretation and to translate judicial and public information documents into Acholi.

455. In the case of *The Prosecutor v. Bosco Ntaganda*, the accused is in the Court’s custody and his defence team is funded through legal aid. A total of 2,129 victims have participated in these proceedings and have been represented by two OPCV teams. The article 74 decision was rendered on 8 July 2019 convicting Mr Ntaganda of 18 counts of war crimes and crimes against humanity.

456. In the case of *The Prosecutor v. Al Hassan Ag Abdoul Aziz Ag Mohamed Ag Mahmoud*, the suspect is in the Court’s custody and his defence team is funded through legal aid. A total of 882 victims have been admitted to participate in the confirmation

⁶⁷ ICC-ASP/18/5/AV para. 57.

hearing, scheduled to take place on 8 July 2019, and in the ensuing trial proceedings, if any. For this case, language support in Arabic, Bambara and Tamasheq will be required in 2020 to meet both translation and operational interpretation needs.

457. In the case of *The Prosecutor v. Yekatom and Ngaïssona*, both of the suspects are in the Court's custody and both of their defence teams are funded through legal aid. A significant number of victims are expected to participate in the confirmation hearing, scheduled to take place on 19 September 2019, and in the ensuing trial proceedings, if any. For this case, language support in Sango will be required in 2020 to meet both translation and operational interpretation needs. Importantly, while at the time of the budget proposal this and the *Al Hassan* case are still at the pre-trial stage with the decision on the confirmation of charges currently expected in the last quarter of 2019, the remaining core courtroom support capacity would be able to cater for the hearings that will likely take place at the end of 2020 should charges in these cases be confirmed. In other words, in terms of courtroom support any surge in hearings days due to possible confirmation of charges will be done with the remaining capacity with no additional impact on the budget for courtroom support in 2020.

Appeals proceedings

458. Final appeals arising from the cases that are currently before the Trial Chambers (*Ntaganda* and *Gbagbo and Blé Goudé*) may reach the Appeals Chamber in 2020. The Appeals Chamber is also expected to be seized of several interlocutory appeals throughout 2020.

459. DJS support will be required to assist the defence teams by providing legal aid, logistical support and legal research. Appeals hearings will be supported by the existing courtroom teams.

Reparations proceedings

460. Three cases are currently in the reparations stage: *Lubanga*, *Katanga* and *Al Mahdi*. In *Katanga*, Trial Chamber II issued its reparations order in May 2017, which led to the implementation stage of reparations. In *Lubanga* and *Al Mahdi*, respectively, reparations orders were issued in March 2018 and the relevant implementation activities are ongoing.

461. The three reparations proceedings will be ongoing in 2020. In the *Lubanga*, *Katanga* and *Al Mahdi* cases, the implementation of reparations awards is expected to continue in 2020. The Registry will require adequate resources to be able to render a number of services to the Chambers and the parties involved in the reparations process. Effective representation will require counsel, as well as OPCV and the Registry, to be active in the field, collecting relevant victim-related information and consulting with clients. VPRS will be required to process additional application forms for reparations and perform the requisite legal review to support the TFV, as appropriate, and to provide adequate reports and other assistance to the Chamber. Field activities will also require language support.

462. In addition, the reparations proceedings in relation to the *Ntaganda* case will commence in the first quarter of 2020. In the event that the *Ongwen* proceedings end in a conviction, reparations proceedings will be expected to commence in the last quarter of 2020.

Strategic priorities in 2020

463. In addition to the provision of judicial support and the implementation of Court-wide strategic priorities, DJS planning for 2020 incorporates the implementation of the three priorities in the Registry's Strategic Plan for 2019-2021: continuous improvement, staff engagement, and geographical distribution and gender balance. Furthermore, additional resources are required to strengthen the efficient and effective support to reparations proceedings and to implement the Court's Five-Year IT/IM Strategy.

Running and supporting judicial activities

464. In 2020, the Division will provide all necessary support – in the courtroom and for missions – to the ongoing judicial proceedings, including, if confirmed, the trial hearings in the *Yekatom and Ngaïssona* and the *Al Hassan* cases which could take place simultaneously in the last quarter of 2020. In addition, DJS will continue manage Court records and the functioning of the eCourt system. It will continue to support and facilitate victims' participation in the various phases of ongoing Court proceedings and will manage legal aid for indigent victims and defendants. Five suspects are expected to remain in detention throughout 2020.

Implementation of the Five-Year Information Technology and Information Management (IT/IM) Strategy

465. In 2020, the IT/IM Strategy for 2017-2021, approved by the Information Management Governance Board and endorsed by the Coordination Council in 2017, will be entering its fourth year of implementation. The strategy is intended to improve all Court processes, making them more suitable, efficient, secure and transparent. Most related activities are being implemented by IMSS for the benefit of all Court organs and external service users such as victims' and defence teams. In 2020, the largest portion of funding is allocated to the Judicial Workflow Platform.

Budget resources

€32,223.5 thousand

466. The Division's proposed budget presents an overall net decrease of €1,149.4 thousand (3.4 per cent). The net decrease in DJS is mostly attributable to the measures put in place to manage the existing courtroom teams in order to reflect the expected level of courtroom activities in 2020, which represent an overall reduction of €1,390.6 thousand. Furthermore, DJS identified additional savings and reductions amounting to €149.5 thousand, which bring the total proposed reductions for 2020 in the Division to €1,540.1 thousand. These decreases fully off-set the additional requirements to cover the increases resulting from framework of the UNCS, amounting to €377.5 thousand in DJS, as well as minor additional staffing requirements for 2020 in the amount of €149.9 thousand.

467. The total savings identified by DJS that reduce the 2020 baseline in staffing costs, temporary assistance for meetings (TAM) and general operating expenses amount to €1,540.1 thousand. This is mainly attributable to the reduction of staffing costs related to the low level of hearing activity and courtroom support, of a combined €18.1 thousand and the reduction of TAM services, in support of courtroom hearings, for €15.9 thousand. Efficiencies of €37.1 thousand and €16.4 thousand were identified for 2019 and 2020, respectively, resulting mainly from process improvements to support Court applications, for €8.5 thousand; a new functionality to the eCourt operating system which automates the distribution of documents to participants in proceedings and the administration of access and security controls, among others, for a combined €2.7 thousand; the implementation of a telephone communications manager system (CUCM), for a combined €15.2 thousand; and from efficiency gains of the Victims Application Management System (VAMS), for €7.9 thousand. Additional cost savings have reduced the 2020 baseline for GTA by €145.9 thousand. This is mainly attributable to a reduction in estimated court hearing days, decreasing the need for certain situation language interpreters at hearings, as aforementioned. Detailed information on savings, efficiencies and additional cost reductions is provided in annex XVI.

468. The overall required investment within the Division in non-staff costs for the continued implementation of the Court-wide IT/IM strategy in 2020 is €1,747.5 thousand. This consists of €146.5 thousand for staff resources for the GTA eCourt Project Manager in CMS and €1,601.0 thousand in non-staff costs for IMSS investments. Of the total €1,601.0 thousand in investments earmarked for the strategy, €220.0 thousand is intended for the implementation of solutions in the Office of the Prosecutor (OTP), mainly in relation to the processing, registration and analysis of evidence; €709.0 thousand is required for the continued development of the Judicial Workflow Platform; €172.0 thousand is required for continued improvements in information security for threat detection and monitoring of and

response to cyberattacks and an update of the Court's Information Security Management System (ISMS); and €500.0 thousand for virtual infrastructure renewal.

469. As a result of the Court-wide identification of savings and efficiencies, some additional resources have been included in the Registry's proposed budget with a view to maximizing the use of existing resources within the Court.

Staff resources **€18,181.6 thousand**

470. The proposed staff resources for 2020 amount to €18,181.6 thousand and represent a net decrease of €52.6 thousand which correspond to an overall reduction of €38.0 thousand in established posts, as well as a reduction of €50.5 thousand in GTA and TAM, which offset an increase of €35.9 thousand in staff costs in accordance with UNCS (€377.5 thousand) and additional staffing requirements for 2020 (€258.4 thousand).

Established posts: Professional and General Service *€16,705.9 thousand*

471. The total reduction in staff costs amounts to €74.0 thousand (1.6 per cent) reflecting the increase of €64.0 thousand linked to the effect of the UNCS, as well as the defunding of seven posts related to the expected reductions in judicial activity which amount to an overall reduction of €38.0 thousand, of which €8.5 thousand correspond to the redeployment of a position from DJS to DEO. The total number of established posts within the Division has decreased from 188 to 187 following the aforementioned redeployment of an Administrative Assistant from VPRS to PIOS for operational requirements. No new established post changes to the Division's staffing table are proposed.

General temporary assistance *€1,271.4 thousand*

472. On the basis of the anticipated reduction in judicial activity for 2020, the net decrease of €62.7 thousand (11.3 per cent) for GTA in the Division corresponds mostly to reduced requirements in CMS (€241.7 thousand), two Text Processors (French) will be required for only six months in 2020, and in LSS (€147.3 thousand) as a result of a reduction of six months in funding for three Paraprofessional Interpreter (Acholi); it also reflects a reduction of six months in funding of a Legal Officer in OPCD (€61.0 thousand). As listed below, the only two sections requesting new GTA resources are DS and LSS, representing an overall additional requirement of €258.4 thousand in addition to the €13.5 thousand increase in accordance with the UNCS.

473. The proposed amount of GTA resources in CMS has decreased by €241.7 thousand. The proposed reduced resources for CMS are required to fund the positions as outlined below.

474. *One Associate Legal Officer/Courtroom Officer (P-2), 12 months. Continued, unfunded.* While this position continues to be required in CMS to support hearings alongside the two existing Associate Legal Officers/Courtroom Officers for two simultaneous trials, it has been proposed as unfunded in light of the expected reduction in court hearing days.

475. *One eCourt Project Manager (P-4), 12 months. Continued.* CMS is mandated to handle eCourt administration and management. This position continues to be required to ensure the ongoing implementation of the Judicial Workflow Platform project planned under the Court's Five-Year IT/IM Strategy, to be set up by 2021. This project is a core, essential element of the five-year strategy and requires a dedicated manager. Given the length and extent of the project, the GTA position continues to be more cost-effective for the Court than the use of external resources.

476. The proposed GTA resources for IMSS remain unchanged compared to the approved 2019 budget.

477. *One Information Management Assistant (Web-based Collaboration) (GS-OL), 12 months. Continued.* As part of the Court-wide synergies exercise, the Web Developer was transferred in 2018 from the Secretariat of the Assembly of States Parties to the

Registry to consolidate IT expertise. This position is responsible for maintaining the IT systems which provide the documentation and information for the Assembly and its subsidiary bodies via the SASP website. This post is required to ensure accurate and timely provision of information and documentation to the SASP and the public, encompassing work regarding the nomination of Assembly bodies.

478. The proposed amount of GTA resources in DS has increased by €76.1 thousand compared to the approved 2019 programme budget.

479. *One Administrative Assistant, (GS-OL) 12 months. New.* The administrative assistant is required to support DS in implementing interpretation resources, technical means and physical records for four judicial orders in respect of active monitoring of non-privileged telephone calls and non-privileged visits regarding four detained persons.

480. The proposed amount of GTA resources in LSS has increased by €55.8 thousand in order to accommodate the recruitment of two new Language Assistants (GS-OL), one each for Sango and Tamasheq.

481. *Three Paraprofessional Interpreters (Acholi) (P-1) (1.5 FTE), 6 months each. Continued. Multi-year. Ongwen case.* The Acholi team, supported by one English Associate Translator seconded to interpretation, interpret from and into Acholi and English for the accused and during judicial proceedings, for Chambers, the parties and participants. They also take on translation assignments when not interpreting in the booth. In 2020, the Acholi team will ensure that the Court has the capacity to support any potential subsequent judicial proceedings and continue to provide Acholi language support at the Detention Centre and in the field, whenever necessary. The team will also translate the trial judgement into Acholi and any other potential subsequent appeal decisions, reparations orders, public information material, and provide ad hoc support to the Audio-Visual Production Unit. It is not possible to ensure interpretation from and into Acholi through a team of freelancers.

482. *One Language Assistant (Acholi) (GS-PL) (1 FTE), 12 months. Continued. Ongwen case.* The Language Assistant is required to provide support to interpret for the accused and carry out ad hoc written and sight translations as may be needed (detention, medical and other issues).

483. *One Language Assistant (Tamasheq) (GS-PL), 1 FTE, 12 months. New. Al Hassan case.* The Language Assistant, currently on an STA contract, will continue to provide language support from Tamasheq, as required, to DC and VWS. Without this post it would not be possible to continue providing language services per the orders of the Chamber.

484. *One Language Assistant (Sango) (GS-PL), 1 FTE, 12 months. New. Yekatom case.* The Language Assistant, currently on an SSA contract as an Individual Contractor, will be recruited to provide field and operational interpretation, as well as translation. This is a more sustainable and economical option in view of the ongoing and sustained demand from DC, VWS, VPRS, CSS, OPCV and TFV.

485. Field interpretation requirements (SSA – Individual Contractors) are included in GTA costs. Accredited field and operational interpreters (GS-PL or G7/1) are necessary for 53.6 months, according to service requests from clients, representing an increase of 11.5 months compared to 2019. Field and operational interpreters need to be assigned to facilitate verbal communication in all active situations in all relevant language combinations, including languages of lesser diffusion. Without the services of field and operational interpreters, meetings could not be held between Court staff and witnesses, victims, counsel, clients and others who do not speak and understand a working language of the Court.

486. The proposed GTA requirements in VPRS remain unchanged. In 2020, the Section will need to maintain the same level of GTA resources to adequately respond to the continuous needs for the planned proceedings, including in the implementation of reparations in an enhanced partnership with the TFV.

487. *One Assistant Legal Officer (P-1), 12 months. Continued.* VPRS anticipates receiving a volume of victim applications requiring legal analysis comparable to that of 2019. In addition, the need for comprehensive legal responses and dispatch of external requests to the Section in relevant situations has become more pressing because of

increased situation-related activity in the OTP. VPRS expects to receive a volume of victim applications for participation in judicial proceedings and/or reparations comparable to 2019 requiring legal analysis, from a multitude of situation countries.⁶⁸ The continued assistance of the Assistant Legal Officer as key dispatcher in a number of cases will be essential to meet the Chambers' deadlines in victim-related matters in all ongoing proceedings.

488. One *Data Processing Assistant (GS-OL)*, 12 months. *Continued.* This position continues to be required for carrying out the processing (scanning, registering, filing, etc.), data entry and redaction of the high volume of victims' applications expected in connection with participation and reparations proceedings. In 2020, the VPRS victim-related database will be made more widely accessible within the Court in order to provide an improved information and data workflow (web-based application). In 2019, access to the TFV has been successfully facilitated and similar efforts have been made for victim representatives. In addition, increased assistance to the TFV as outlined in detail above will require a similar data processing workforce as in 2019 to cover TFV needs.

489. The proposed GTA requirements in OPCD remain unchanged, while reduced funding is proposed by the Registry for the following continued position:

490. One *Legal Officer (P-3)*, 6 months. *Continued.* This GTA position in OPCD is required for at least six months in 2020 to cope with the continuing workload of 11 known situations involving at least 11 defendants. The assigned counsel/teams will require continued support, especially in relation to three trials (four defence teams) potentially proceeding into sentencing/appeals/reparations phases, and at least one case potentially moving through pre-trial and into trial. OPCD will need to retain staff to avoid delays in its ability to assist all teams under manageable deadlines. The Legal Officer will undertake a portion of the workload of conducting legal research and preparing manuals to provide assistance to the defence teams, and will also assist in policy and management functions where needed. Given the possibility of reduced assistance in 2020, OPCD will seek to prioritise its resources to cater for the 6 months reduction of this position, and efforts will be made to cope with the expected level of activities in 2020 with the requested level of resources. However, the continued need for this position throughout 2020 will be revisited should the support requirements for defence teams in 2020 remain at the same level as in 2019, or even increase, if charges are confirmed in *Al Hassan* and/or *Yekatom/Ngaïssona*.

491. The proposed GTA requirements in OPCV remain at the same level as approved for 2019.

492. One *Associate Legal Officer (P-2)*, 12 months. *Continued.* This position continues to be needed and is essential for the satisfactory fulfilment of OPCV's mandate. OPCV has four teams allocated to ongoing proceedings at trial for which daily presence in the courtroom is required. This position is required to be able to follow the other ongoing proceedings and to provide external counsel with legal research and advice.

Temporary assistance for meetings

€189.3 thousand

493. The proposed resources for TAM reflect a decrease of €15.9 thousand (73.2 per cent). This reduction is related to an adjustment of the requirements for CMS in the light of the assumptions and parameters for the 2020 proposed budget, amounting to a decrease of €72.9 thousand (100.0 per cent) as well as a decrease of €443.0 thousand (71.2 per cent) in LSS.

494. In LSS, while there continues to be a requirement to supplement in-house resources in 2020, the resources proposed for LSS for TAM amount to €179.3 thousand, representing a decrease of €443.0 thousand (71.2 per cent) compared to the approved budget for 2019. This is attributable to reduced recourse to freelance interpreters. In-house interpreters will cover most events and freelancers will be recruited when needed. TAM resources are required to provide interpretation for confirmed events organized by PIOS, which require interpretation from and into Spanish and Arabic in addition to the two working languages

⁶⁸ Relevant assumptions of the numbers of application forms expected in relevant situations are based on the information available to VPRS regarding (i) case developments as foreseen by OTP/Chambers; (ii) information received from victim representatives, intermediaries and other interlocutors for ongoing situations; and (iii) projections based on previous statistical experience.

(English and French). The three translation units (French, English and Situation Languages) will recruit short-term Translators and Revisers in order to absorb the additional workload at peak times.

Overtime

€15.0 thousand

495. The proposed amount remains unchanged from the approved 2019 programme budget. The amount is required to compensate staff needed to complete complex work such as upgrades to core Court systems and security fixes that can be performed only outside business hours so as not to disrupt Court activities. In 2019 the Information Management Governance Board (IMGB) approved a monthly maintenance window to ensure the reliability, integrity and security of the Court's IT applications and supporting infrastructure. With the Court's Flexible Working Administrative Instruction promulgated in early 2019 and compensatory time off, no increase is required.

Non-staff resources

€ 14,041.9 thousand

496. The proposed net decrease in non-staff costs amounts to €196.8 thousand (1.4 per cent). The net reduction corresponds to a decrease in non-staff costs of €291.6 thousand in OPCV together with additional reductions in OD-DJS, CMS and VPRS amounting to €60.9 thousand. These reductions, which amount to €352.5 thousand, fully offset the marginal increased requirements in IMSS, LSS and CSS which together amount to €155.7 thousand.

497. The majority of the non-staff resources required in DJS relate to the continuation of the IT/IM strategic investments in IMSS. The total amount earmarked for these investments is €1,601.0 thousand, of which approximately €220.0 thousand is intended for the implementation of solutions in the OTP, mainly for the processing, registration and analysis of evidence; €709.0 thousand is required for improvements in the judicial process, including for the management of victim-related information; €172.0 thousand is required for improvements in information security, including protection from cyberattacks and for secure communications; and an additional €500.0 thousand is proposed for the optimization and renewal of the virtual infrastructure.

Travel

€324.3 thousand

498. Overall, the proposed resources for travel have decreased by €41.2 thousand (11.3 per cent), reflecting a decrease in requirements mainly in OPCV (€88.5 thousand), CMS (€16.4 thousand) and VPRS (€15.1 thousand). The resources in OPCV have been adjusted to reflect the anticipated level of judicial activities in 2020 and which continue to be required in support of OPCV's mandate during the ongoing reparations proceedings and for necessary consultations with its clients in the ongoing trial proceedings. No change is proposed for OD-DJS, DS or OPCD in 2020.

499. Travel resources are still required in the Division for missions scheduled to provide relevant judicial services. Such services include language interpretation (LSS), facilitation of victim participation in proceedings (VPRS), and information security assessments and maintenance of country office infrastructure (IMSS).

Contractual services

€1,236.7 thousand

500. The proposed net resources for contractual services in DJS have increased by €214.0 thousand (20.9 per cent). This is attributable to an increase of €209.0 thousand in IMSS related in part to the Court's five-year strategy and an increase of €20.0 thousand in LSS considering the additional requirements to outsource judicial translation services in official and situation languages.

501. The requested €1,046.0 thousand for 2020 is a 25 per cent or €209.0 thousand net increase from 2019 approved budget of €837.0 thousand. The requested amount is composed of €981.0 thousand in non-recurrent investment for scheduled initiatives in the fourth year of the Court's five-year strategy and the remaining €65.0 thousand is recurrent

consultancy required to augment IMSS staff capabilities to support core Court IT and IM systems. The requested €91.0 thousand for the Court's five-year strategy is to implement OTP, Judicial and Information Security projects. This includes the following:

(a) OTP – In 2020, an investment of €100.0 thousand for consultancy services is required for the following initiatives: €25.0 thousand for enhancements to the forensic data systems and €75.0 thousand to replace the witness management system;

(b) Judicial – €709.0 thousand is required in 2020 for the second year of implementation of the Judicial Workflow Platform, of which €415.0 thousand will be allocated to implement the litigation platform; €150.0 thousand for the Unified Information Repository and €144.0 thousand for the Case Management Platform. The IMGB and the Committee on Budget and Finance endorsed the business case in 2019 and approved the budget for the implementation which will continue throughout 2020 and into 2021; and

(c) Information Security – in 2020, IMSS is requesting an investment of €172.0 thousand for the following initiatives: €70.0 thousand in professional services to update the Court's ISMS which is a continuation from 2019; €50.0 thousand for consultancy to implement new capability in the Court's Threat Intelligence Platform which was implemented in 2017 in the first year of the Court's five-year strategy; €32.0 thousand to implement the system for information classification and security markings; and finally, €20.0 thousand to conduct penetration testing of the Court's networks. This work was first conducted in 2019 and is scheduled to be repeated early 2020.

502. The remaining €65.0 thousand in contractual services is requested to augment IMSS's staff for ongoing operational activities for courtroom, network, data centre and archival services. Wherever possible to control costs, IMSS first utilizes staff resources to build solutions delivered to the Court. External vendors are used where there is a specialized need in a particular technology that cannot be addressed solely with staff resources.

503. The remaining resources continue to be required in LSS in 2020 to outsource part of translation services since not all languages are available in-house, such as languages for judicial cooperation, some of the official languages and situation languages including Acholi, Bambara, Georgian, Kinyarwanda, Sango, Swahili (Congolese), Swahili (standard) and Tamasheq.

504. The proposed amount for VPRS has decreased by €15.0 thousand (46.9 per cent). While the reduction is attributable to expected judicial activity, resources continue to be required for: (i) specialized external services regarding certain aspects of the VPRS database development (software improvement and adaptation of VPRS systems to respond to new requirements due to web-based applications); (ii) contractual services linked to interaction with victims and intermediaries in relevant countries (in particular where country offices cannot assist); and (iii) limited residual external printing of explanatory booklets and materials for victims regarding participation and reparations.

505. The proposed amount in OPCV (€0.0 thousand) remains at the level approved in 2019 and continues to be needed for OPCV's judicial activities in ongoing proceedings in which it is active, and to transport victims from their place of residence to a safe location where they can meet with counsel.

Training

€91.1 thousand

506. The proposed DJS training budget reflects a slight decrease of €0.4 thousand (0.4 per cent). The staff training requested for 2020 is an essential element which allows DJS to cope with changes in its workload and covers any additional expertise required. In this regard, a number of Sections must maintain a certain level of technical expertise if the Registry is to provide optimal services to all Court organs, including Chambers and the OTP. Training is proposed for the following Sections as part of their recurring expenses: OD-DJS (€3.4 thousand), CMS (€6.0 thousand), IMSS (€9.0 thousand), DS (€16.8 thousand), VPRS (€5.3 thousand) and OPCD (€0.6 thousand). As the most cost-efficient solution, and where possible, it is recommended that training be done online or that a trainer be engaged to conduct programmes on the Court's premises.

507. The requested amount of €9.0 thousand for training for IMSS staff has increased marginally by €0.2 thousand (0.3 per cent). The training proposed continues to focus on providing IMSS staff with the technical training required to maintain certifications, with a key focus on the necessary certifications for the mandatory upgrades for core Court systems such as the network, firewall, email, operating systems and SharePoint which provides the Court's Intranet with content repositories and custom applications. If IMSS fails to keep the certifications and training up to date this will increase reliance on vendors for routine maintenance and upgrades, which will lead to increases in contractual services. Wherever possible to maximize training, IMSS uses online or local training. In the event that travel is required, this budget accommodates all expenses.

Consultants €227.8 thousand

508. The Division has proposed a net decrease of €157.7 thousand (40.9 per cent) for 2020. The decrease is attributable to a reduction in OPCV of €203.1 thousand and in LSS of €4.6 thousand.

509. The proposed amount in OPCV of €134.4 thousand is required for the appointment of field counsel based in situation countries, which is essential to maintain continuous contact with represented victims and to keep them updated of the proceedings, to gather their views and concerns, and to collect evidence.

510. The proposed amount in LSS of €7.4 thousand is required for a language expert to test situation languages for the accreditation of field interpreters in languages of lesser diffusion and for which expertise is not available in-house.

511. A new provision of €0.0 thousand has been proposed in CSS for external assistance to finalize the documents, forms and procedures associated with the new legal aid policy and to give users online access. The resources proposed for OD-DJS (€0.0 thousand), OPCD (€20.0 thousand), DS (€6.0 thousand) and VPRS (€0.0 thousand) remain unchanged and continue to be required in 2020.

Counsel for the defence € 3,247.5 thousand

512. The proposed legal aid budget for defence counsel presents a decrease of €240.3 thousand (6.9 per cent). This is attributable to the application of the Court's legal aid system for existing judicial activities and related assumptions for 2020. The proposed budget for defence counsel will fund defence teams for Ongwen, Al Hassan, Katanga, Ngaïssona, Yekatom, Gbagbo, Blé Goudé, Ntaganda, Banda and Gaddafi.

513. An additional sum has been proposed for duty and ad hoc counsel, appointed by the Registrar and Chambers, respectively, under the conditions established in the Statute, the Rules of Procedure and Evidence and the Regulations of the Court.

Counsel for victims €1,300.0 thousand

514. The proposed legal aid budget for counsel for victims has increased by €198.7 thousand (18.0 per cent) compared to the approved budget for 2019. The proposed budget will fund all existing external teams of legal representatives for over 3,756 of the victims currently participating in proceedings before the Court. This figure includes 2,599 victims in the *Ongwen* case (three months) and the common legal representatives of victims in the *Lubanga* (two teams), *Katanga* and *Al Hassan* (added in 2019) cases. An additional sum has been proposed for activities at the situation level or where the needs of the cases require the involvement of a legal representative.

General operating expenses €6,516.0 thousand

515. The proposed increase for general operating expenses represents an increase of €91.1 thousand (6.4 per cent). The increase in general operating expenses of €91.1 thousand is proposed in IMSS. Resources proposed under DS (€2,062.0 thousand) and OPCV (€11.0 thousand) remain at the same level as that approved for 2019.

516. Of the proposed amount of €6,516.0 thousand, €4,443.0 thousand is attributable to resources required in IMSS, €2,062.0 thousand is required in DS and €11.0 thousand is required in OPCV.

517. The proposed amount in general operating expenses in IMSS amounts to €4,443.0 thousand and represents a net increase of €391.1 thousand. The proposed resources include annual recurrent costs comprising the (a) rental of furniture and equipment of €146.6 thousand; (b) communication costs of €1,084.0 thousand; and (c) maintenance of furniture and equipment of €3,212.4 thousand to support Headquarters and country office locations. The amount required in 2020 for the rental of furniture and equipment has not increased from the approved 2019 budget, and communications has had a marginal decrease of €13.8 thousand from the approved 2019 budget; however the annual recurrent costs for maintenance of furniture and equipment has increased by €404.9 thousand, from €2,807.5 thousand in the 2019 approved budget to €3,212.4 thousand in 2020.

518. An amount of €3,212.4 thousand is proposed for the maintenance of furniture and equipment, which represents an increase of €404.9 thousand against the approved 2019 amount of €2,807.5 thousand. All costs for the maintenance of furniture and equipment are recurrent and can be divided into three categories: (a) €3,212.4 thousand for maintenance of the Court's IT hardware and software at Headquarters. These recurrent costs are essential to the ongoing daily operations and stability of Court and are fixed for the duration of the contract; (b) €32 thousand is specific to the country offices; of this figure, the €20 thousand allotted to the offices in Côte d'Ivoire and Mali could be reduced should there be a staff reduction scenario in these country offices; (c) €154.4 thousand for software subscriptions for systems being built into the Court's Five-Year Strategy. Previously these were included in furniture and equipment for the initial purchase; however, software licensing is an annual subscription and should thus be categorized per IPSAS as maintenance costs. These recurrent costs, while noted against the Court's Five-Year IT/IM Strategy for 2020, are already factored into the IMSS for the lights on forecast from 2022 onwards.

519. The requirements in general operating expenses for DS remain unchanged despite the yearly indexing of the rental prices of cells per the Product Price Agreement. While these recurrent costs generally increase in line with the CPI index, the Detention Centre expects to absorb the expected increase owing to a slight decrease in the amount of actual hours projected to be worked by a number of the DC's FTE Custody Officers in 2020 (e.g. 80 per cent).

520. The sum of €11.0 thousand proposed for OPCV is unchanged. The resources will cover the costs of renting premises where victims can be met safely and in a way that preserves the privileged relationship between counsel and client.

Supplies and materials

€338.5 thousand

521. The proposed amount for supplies and materials represents a net decrease of €15.0 thousand (4.2 per cent). Most of the resources in the Division's budget for supplies and materials are required in IMSS (€322.0 thousand), DS (€7.5 thousand) and VPRS (€2.0). Decreases are proposed under CMS (13.8 thousand) and LSS (€1.2 thousand).

522. The proposed 2020 budget for supplies and materials in IMSS remains at the same level as in the approved 2019 budget. The requested amount consists wholly of recurrent costs, of which €16.0 thousand is for the continued provision of library references and resources such as digital and print subscriptions for serials and monographs, which is used daily by the OTP, Chambers and the Registry for legal research. The €16.0 thousand includes €64.0 thousand for library serials in different languages with various titles on international criminal law, human rights, genocide studies, and defence and security analysis which are mainly used by the Office of the Deputy Prosecutor, the Investigation Division, the Situation Analysis Section, and Chambers' Legal Officers on behalf of the Judges. Recurrent costs also include €75.0 thousand for subscriptions to Westlaw and UNSEIAC which include Lexis-Nexis, Factiva, Oxford Reports on International Law, HeinOnline Foreign & International Law Resources Database, among others, that are used by legal officers and researchers; €42.0 thousand is for various titles of print and electronic book purchases in different languages that are used by the whole Court, including defence teams, for legal research. The remaining €35.0 thousand requested is to compensate for

inter-library loans that will no longer be possible owing to the likely closure of the Peace Palace Library. The remaining expenditure of €106.0 thousand is to support core services for printing (toner cartridges and paper), replacement of memory chips in hardware, archival supplies to preserve the Court's legacy records, AV supplies for courtrooms and offices and end-user requests for language-specific keyboards, encrypted drives and laptop batteries.

523. In DS and VPRS, the proposed budgets remain unchanged from 2019. A decrease of €1.2 has been proposed in LSS owing to a decrease in the level of online subscriptions to updated dictionaries and reference materials, while a decrease of €13.8 thousand has been proposed in CMS owing to the expected reduction in courtroom activity.

Furniture and equipment

€760.0 thousand

524. The amount proposed for furniture and equipment in DJS has decreased by €46.0 thousand (41.8 per cent) and corresponds exclusively to investments required in IMSS. There are two broad categories for software and hardware: those used directly by Court staff, known as front office IT, and those required for its support, known as back office IT. Front office IT encompasses software and hardware such as evidence management applications to support evidence registration and management processes, in addition to end user hardware such as workstations, laptops and mobile devices. Back office IT refers to infrastructure that is required for applications and end user hardware to operate, exchange and store data.

525. The budget for furniture and equipment amounts to €760.0 thousand and is required for recurrent items which, owing to obsolescence and wear and tear, vary annually and non-recurrent investment is required for strategic initiatives in the Five-Year IT/IM Strategy.

526. The proposed budget for recurrent items comprises €240.0 thousand. This figure has decreased by €286.0 thousand from the approved 2019 budget as the investment for SAN storage means that the annual expansion for storage space is not required. The 2019 budget included non-recurrent investment for the firewall replacement. The requested recurrent expenditure for 2020 is as follows:

(a) €200.0 thousand exclusively earmarked for the annual replacement of end user workstations, laptops and mobile devices. This is included in the calculation of the annual baseline operating costs. It is important to maintain this replacement cycle to mitigate risks associated with outdated computers and mobile devices that are not compatible with security updates required to protect the Court's systems and data. There is no change from 2019; and

(b) €40.0 thousand for the annual increases to the Court's server capacity which supports infrastructure for core systems such as document management, evidence management, enterprise resource planning (SAP) and witness management.

527. A total of €20.0 thousand in non-recurrent investment is required for strategic initiatives under the Court's Five-Year IT/IM Strategy. This is a decrease of €300 thousand from the €320.0 thousand approved in the 2019 budget and is split among the following initiatives:

(a) For OTP – an investment of €20.0 thousand is required to purchase an automated transcription system; and

(b) Optimizing IT – an investment of €500.0 thousand is required to replace the Court's obsolete SAN, a critical component of the Court's storage infrastructure.

Table 31: Programme 3300: Proposed budget for 2020

3300 Division of Judicial Services (DJS)	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				11,932.9	(188.6)	(1.6)	11,744.3
General Service staff				5,047.0	(85.4)	(1.7)	4,961.6
<i>Subtotal staff</i>	<i>17,406.0</i>	<i>-</i>	<i>17,406.0</i>	<i>16,979.9</i>	<i>(274.0)</i>	<i>(1.6)</i>	<i>16,705.9</i>
General temporary assistance	1,380.5	48.8	1,429.3	1,434.1	(162.7)	(11.3)	1,271.4
Temporary assistance for meetings	324.3	3.3	327.6	705.2	(515.9)	(73.2)	189.3
Overtime	11.0	-	11.0	15.0	-	-	15.0
<i>Subtotal other staff</i>	<i>1,715.8</i>	<i>52.1</i>	<i>1,767.9</i>	<i>2,154.3</i>	<i>(678.6)</i>	<i>(31.5)</i>	<i>1,475.7</i>
Travel	214.7	22.1	236.9	365.5	(41.2)	(11.3)	324.3
Hospitality	-	-	-	-	-	-	-
Contractual services	533.6	23.3	557.0	1,022.7	214.0	20.9	1,236.7
Training	100.2	-	100.2	91.5	(0.4)	(0.4)	91.1
Consultants	410.2	-	410.2	385.5	(157.7)	(40.9)	227.8
Counsel for defence	3,981.3	250.7	4,232.0	3,487.8	(240.3)	(6.9)	3,247.5
Counsel for victims	1,466.2	-	1,466.2	1,101.3	198.7	18.0	1,300.0
General operating expenses	6,053.3	131.8	6,185.1	6,124.9	391.1	6.4	6,516.0
Supplies and materials	588.2	4.4	592.6	353.5	(15.0)	(4.2)	338.5
Furniture and equipment	1,145.4	68.2	1,213.6	1,306.0	(546.0)	(41.8)	760.0
<i>Subtotal non-staff</i>	<i>14,493.2</i>	<i>500.6</i>	<i>14,993.8</i>	<i>14,238.7</i>	<i>(196.8)</i>	<i>(1.4)</i>	<i>14,041.9</i>
Total	33,615.0	552.7	34,167.7	33,372.9	(1,149.4)	(3.4)	32,223.5

Table 32: Programme 3300: Proposed staffing for 2020

3300	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Approved 2019	-	-	-	1	7	23	33	42	5	111	2	75	77	188
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	(1)	(1)	(1)
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	1	7	23	33	42	5	111	2	74	76	187
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	1.00	1.00	2.00	4.00	8.00	4.51	4.00	8.51	16.51
Continued	-	-	-	-	-	1.00	0.50	2.00	2.50	6.00	1.00	2.00	3.00	9.00
New	-	-	-	-	-	-	-	-	-	-	6.47	1.00	7.47	7.47
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	1.00	0.50	2.00	2.50	6.00	7.47	3.00	10.47	16.47

4. Programme 3800: Division of External Operations

Introduction

528. The Division of External Operations (DEO or “the Division”) is responsible for the Registry’s functions in the areas of cooperation, analysis, external communication, protection of and assistance to witnesses, as well as field operations. In addition to the Office of the Director (OD-DEO), DEO comprises three Sections at Headquarters, namely, the Victims and Witnesses Section (VWS), the External Operations Support Section (EOSS) and the Public Information and Outreach Section (PIOS). DEO also includes the external representations of the International Criminal Court (“the Court”) in situation countries (country offices) and at the United Nations in New York.

529. The Court’s country offices are established, as appropriate, in situation countries to carry out the Registry’s mandated responsibilities in relation to witnesses, victims and communication, and to provide support to the activities of the Office of the Prosecutor (OTP), counsel for the defence and victims and the Trust Fund for Victims (TFV). In 2020, the Court will continue to maintain a total of seven offices in six situation countries, namely, the Central African Republic (CAR), Côte d’Ivoire, the Democratic Republic of the Congo (DRC), Georgia, Mali and Uganda. The size and staffing composition of each country office are determined on a case-by-case basis, taking into account the stage of the Court’s engagement in the situation country and the specific circumstances of the situation. The country offices are time-bound and scalable representations in situation countries, for which multiple factors are considered when assessing the best way to provide in-country support to the activities of the OTP, the parties and the participants. Depending on the stage of the proceedings, as well as the situation and context on the ground, presences vary and fluctuate from small representation offices to more complex operations to address multifaceted operational requirements. The Court’s Liaison Office to the United Nations in New York (“Liaison Office”) supports external relations with diplomatic representations to the United Nations and cooperation activities of all the organs of the Court in relation to the United Nations itself.

530. The Division, through coordination and support from Headquarters, ensures that administrative, logistical and security issues concerning the Court’s external representations are addressed effectively and efficiently. In this regard, DEO centralizes the Court’s mission planning capacity and supports its crisis management procedures. DEO also provides its clients with high-quality and targeted analysis on security and socio-political developments of relevance for the work of the Court. Through the VWS, DEO is responsible for providing protective measures, security arrangements, counselling and other assistance to witnesses, victims appearing before the Court, and others who are at risk on account of testimony given by such witnesses.

531. The Division is also responsible for the Court’s external communication and, in this regard, ensures the timely and accurate delivery of information on the mandate and activities of the Court through a variety of media to both key stakeholders and the general public. This includes, notably, outreach activities aimed at victims and affected communities in situation countries. The Registry’s statutory responsibilities regarding international cooperation and judicial assistance, for example in relation to the arrest and surrender of persons subject to warrants of arrest, are also discharged by DEO.

Operating environment

532. As DEO’s work takes place largely away from Headquarters, its work is governed by all the phases of the Court’s involvement in a given situation. Operational support outside Headquarters may often start to support OTP investigations, and needs to be maintained, and on occasion even enhanced beyond this point, to support trial proceedings, for example, in relation to victims’ participation, outreach activities, witness protection, support to the defence for it to conduct missions and investigations in particular, and will even continue to be required to support the activities of the TFV, especially during the reparations phase, including for the implementation of reparations orders.

533. In this regard, in 2020, DEO will continue to perform its mandated responsibilities and to provide services to its clients in relation to a number of situation countries. The increased activities and the challenging operational context in the Mali and the CAR situations will require the allocation of additional resources. In the light of these additional requirements, DEO has identified both staff and non-staff savings and efficiencies within existing operations to offset the increases for its work in Mali and the Central African Republic. This approach has enabled the Registry to redeploy staff resources from one country presence to another, in a manner consistent with shifting operational and security priorities concerning the situation countries. In this regard, important reductions have been achieved in the Registry's presence in the Democratic Republic of the Congo, Uganda and Côte d'Ivoire, mainly through the redeployment of resources. This has made it possible to fund the required increased investments in country operations, in particular in Mali and the Central African Republic, where additional resources are needed in particular in the light of security conditions and increased operational demands. By utilizing existing capacities to meet those increasing demands, the Registry has ensured sufficient and flexible capacity to cope with additional support requirements should the charges in the *Al Hassan* and/or the *Yekatom and Ngaiissona* cases be confirmed in the second half of 2019. Furthermore, DEO, through the country offices in Côte d'Ivoire and Georgia, will also continue to support the OTP's active investigations into those situations. In addition, the activities of the TFV will continue to be supported by the country offices in Uganda, the Democratic Republic of the Congo, Côte d'Ivoire and Mali.

534. In line with the Court-wide strategic goal of creating a safe and secure working environment in which staff well-being is at the centre, DEO is proposing modest investments in 2020 to ensure adequate security for Court personnel and the protection of those at risk as a result of their interaction with the Court. These investments especially target those country offices that will experience a significant increase in workload and are classified as hardship duty stations. Ensuring the security of and adequate working conditions for Court personnel, counsel for both the defence and victims, and the TFV, is a prerequisite in order for the Court to continue operating in high-security environments.

535. In addition to the six situation countries where DEO will maintain external representations in 2020, the Sections at Headquarters, as well as certain country offices, also provide support for a variety of activities – ranging from witness protection to outreach – in relation to the remaining three situation countries where offices are not established, namely, Burundi, Libya and Sudan.

Central African Republic

536. In 2020, the budgetary requirements for the Registry's operations in the Central African Republic will be driven mainly by the activities in relation to the CAR II situation, although residual activities in relation to the CAR I situation will also have a budgetary impact. Without prejudice to the decision on the confirmation of charges in *Yekatom and Ngaiissona*, resources will be required to perform activities with respect to witness protection, outreach to affected communities and victim participation. However, should charges be confirmed, the proposed investments will also ensure sufficient capacity to cope with additional support requirements arising from these cases. The Country Office (Central African Republic) will also be providing security, administrative and logistical support for an increased number of missions by its different clients. The high number of referrals, both current and anticipated, to the VWS by the OTP in the CAR II situation will necessitate additional resources for witness protection.

537. The Central African Republic, with its tense security situation and volatile political landscape, continues to be one of the most demanding environments in which the Court operates. This has a direct impact on the resources needed to address the security, health and welfare not only of staff based in the country, but also staff travelling to the Central African Republic on mission. The number of Court personnel stationed permanently in Bangui and those on mission will increase significantly from the previous year.

Mali

538. The level of activities expected in Mali in 2020 and its challenging operational environment will require enhanced investments in both staff and non-staff resources to perform the Registry's mandated responsibilities and to support the work of its clients. Witness protection will continue to be one of the key cost drivers for the Registry's operations in Mali. Likewise, the Country Office (Mali) will be concentrating on outreach and victim participation activities in relation to any developments in the judicial proceedings. While these resources are required whether or not the charges in the *Al Hassan* case are confirmed in the second half of 2019, the proposed investments will nevertheless ensure sufficient capacity to cope with additional support requirements arising from this case should the charges be confirmed.

539. The operating environment in Mali is characterized by a deteriorating security situation with the possibility of international actors being targeted by terrorist groups. In 2019, the office in Bamako moved to the premises of the United Nations peacekeeping operation in Mali (MINUSMA). The additional investments required for the colocation with MINUSMA will allow the country office to benefit from an increased level of security and enable it to streamline many of its processes by having access to the United Nations' administrative services, thus achieving a more efficient running of its operations.

Côte d'Ivoire

540. Through the Country Office (Côte d'Ivoire), DEO will continue to provide logistical and security support to the OTP's active investigation in the CIV II situation. Likewise, the TFV's assistance programme in Côte d'Ivoire relies on the existing capacity in the country office to provide support. With respect to the Registry's mandated responsibilities, the Country Office (Côte d'Ivoire) will continue to communicate actively with the affected communities and the general public on the Court's mandate and work in Côte d'Ivoire.

541. In order to prioritize its resources, and pending further developments in the Gbagbo and Blé Goudé case, DEO has reviewed its operations in Côte d'Ivoire and as a result will reduce resources in particular through the redeployment of staff positions out of the Country Office (Côte d'Ivoire) to support the workload increase in Mali and the Central African Republic. The country offices in Côte d'Ivoire and Mali will continue to be overseen by one Chief of Country Office, thus further facilitating the flexible allocation of resources to respond to emerging needs.

Democratic Republic of the Congo

542. The Country Office (Democratic Republic of the Congo) will, in 2020, continue to support the activities of its clients in the country, especially in relation to the reparations proceedings in the *Lubanga* and *Katanga* cases in the eastern part of the country. The country office will also conduct outreach activities to inform affected communities of judicial developments in the Ntaganda case. This work will be done in a difficult environment where adequate measures need to be taken to ensure the safety and security of staff.

543. While continuing for the time being to maintain offices in both the capital, Kinshasa, and in Bunia in eastern DRC, DEO has taken the first steps to downsize the Registry's presence in the DRC. Staff positions in the office in Kinshasa will be reduced going into 2020 and the Country Office (Democratic Republic of the Congo) as a whole will be overseen by a single Chief of Country Office based in Kampala who will oversee Court operations in the Democratic Republic of the Congo and Uganda. No significant changes in operational needs are planned for the office in Bunia.

Uganda

544. In 2020, the Country Office (Uganda) will continue to focus on activities relating to the Ongwen case, which will possibly be entering the reparations phase. The country office will also continue to provide logistical and security support in relation to the TFV's assistance projects in northern Uganda.

545. In the light of the anticipated decrease in activities over the coming years with regard to the Uganda and the DRC situations, as well as the logistical links and relative proximity of Kampala to the Court's operations in eastern DRC, it is considered that the operations in the two countries can best be overseen by a single Chief of Country Office based in Kampala. In addition, resources for security, outreach and victim participation and reparations activities will continue to be carefully assessed to identify synergies and savings between the two country offices.

Georgia

546. The Country Office (Georgia) will be providing logistical and security support for the OTP's active investigations into the situation, as well as for the TFV's planned activities. The country office will also continue to communicate to affected communities and the general public on the Court's mandate and work in Georgia, as the situation develops. It is proposed that the resources allocated to the country office be maintained at the moderate level achieved for 2019 given the stage of the situation at which no judicial proceedings are yet taking place.

Liaison Office of the International Criminal Court to the United Nations (New York)

547. The Liaison Office of the International Criminal Court to the United Nations in New York ("Liaison Office") ensures accurate and timely reporting on developments relevant for the work of the Court and assists in keeping the diplomatic missions and other key stakeholders in New York abreast of developments at the Court. The Liaison Office also supports the work of the Assembly of States Parties ("the Assembly") and of its Secretariat, and represents the Court in meetings of the Bureau and other subsidiary bodies of the Assembly.

548. The Liaison Office was integrated into the Registry within DEO in 2019 in order to ensure a consolidated strategy across the Court's external representations with respect to communication, external relations and cooperation. The Division will continue to assess the Liaison Office's operations following its transfer to DEO in order to maximize the impact that the Liaison Office can have in raising awareness of and garnering cooperation and support for the work of the Court. In 2020, the Liaison Office will support the needs of the Court in its relations with the United Nations Secretariat, the other principal organs of the United Nations, as well as the diplomatic missions based in New York. In the light of the successful cooperation between the Court and the United Nations, as exemplified by the recent co-location of the Court's Country Office (Mali) within the United Nations compound, the Registry will continue to enhance the Court's interaction and facilitate such cooperation. The Liaison Office plays a leading role by maintaining close contact with key interlocutors and by representing the Court at meetings. The exchange of information between the Liaison Office and its interlocutors can significantly assist the Court in planning its operations and activities in the most efficient and cost-effective manner. The DEO aims to continuously improve the way the Liaison Office services the strategic planning of the Court's work.

Strategic Priorities for 2020

549. The overarching objective of the Division is to ensure strategic coordination and effective implementation of the Registry's external operations. In addition to furthering the Registry's objective as per its new strategic plan, in 2020, DEO will focus, within existing resources, on strengthening and streamlining the following three priority areas.

Development and implementation of cost-effective strategies for operating in volatile environments in situation countries

550. In line with the Registry's strategic priority of undertaking a programme of continuous improvement, the Division will prioritize the identification of efficiencies in its field operations in 2020. The operating environments in the situation countries are marked by a high degree of volatility. This pertains to the various security situations faced by the Court, where the need to provide adequate security to protect the Court's staff, premises

and assets are a major cost driver. The Court's operating environments are also characterized by fluctuations in workloads across the country offices. Likewise, the Court's external representations in situation countries need to be downsized, and ultimately closed, once the phase of the proceedings and the concomitant workload so allow.

551. The Division has taken steps in the current budget proposal to redeploy posts from the country offices in the DRC and Côte d'Ivoire to areas where the workload requirements are higher. In 2020, DEO will continue to develop and implement policies that allow for increased flexibility in the use of both staff and non-staff resources, while fully taking into account staff welfare and mobility. This flexibility is a crucial enabler for DEO to manage field operations sustainably and to ensure adequate security for its work, including the protection of those at risk on account of their involvement with the Court.

Furthering cooperation with the Court in relation to the conclusion of cooperation agreements and the arrest of suspects

552. In 2020, the Division will continue to place emphasis on efforts to conclude framework agreements with States on witness relocation and interim and final release of accused and convicted persons, and also to support the Presidency in the conclusion of further agreements on the enforcement of sentences. Without the appropriate framework enabling States to cooperate with the Court, the Court cannot effectively discharge its mandate. Lack of cooperation also has severe budgetary implications as witnesses are not able to exit the Court's protection programme. Likewise, the Registry may be forced to establish ad hoc arrangements that carry considerable costs should no States be willing to accept on their territory persons granted interim release. Since the launching of a pilot project in 2018 to actively target a number of States for the conclusion of cooperation agreements, three new framework agreements have been signed.

553. The Division, in coordination with the OTP, will also continue to focus on garnering support from States for the arrest of suspects currently at large. The recent successful arrest and transfer operations in relation to the situations in Mali and the CAR demonstrate the results that can be achieved through focused but limited (primarily regarding travel) investments in this area. However, 15 persons for whom warrants of arrest have been issued by the Court remain at large, thus necessitating continued efforts to bring the fugitives to face justice. The Division proposes moderate investments in staff resources with respect to its analytical capacity to enhance the Court's efforts to arrest suspects at large.

Enhancing support for the Court through effective communications and external relations

554. Within its current resources, DEO will enhance its efforts to provide timely and accurate information about the Court and its work to both the general public and key stakeholders, including the affected communities in situation countries, but also lawyers, researchers and students, as well as civil society activists in those countries and beyond. With PIOS leading efforts, DEO will use both social and traditional media to communicate the Court's achievements with the aim of bolstering its positive reputation, while addressing attacks on its reputation and correcting misrepresentations of the Court.

555. The Court's communication efforts must be complemented with effective external relations strategies to foster political support. The NYLO will play a key role in 2020 in maintaining a constructive dialogue between the various organs of the Court on the one hand, and States and international organizations on the other, with a view to identifying concrete areas of cooperation for the ultimate benefit of the Court's investigations and judicial proceedings. In 2020, DEO will also continue to support the Presidency, as well as the Assembly, in enhancing the universality of the Rome Statute and thereby the legitimacy of the Court.

Budget resources for the Division of External Operations €22,986.6 thousand

556. The overall proposed budget for 2020 for DEO amounts to €22,986.6 thousand, representing a net increase of €76.7 thousand (1.2 per cent) as compared to the 2019 approved budget. The slight increase is mostly attributable to the impact of the United Nations Common System (UNCS) of €614.9 thousand on the Division's staff costs.

In other words, without this increase, DEO's proposed budget for 2020 would have presented a net decrease of €338.2 thousand. In addition, the enhanced requirements to support operations in Mali and the Central African Republic have led to proposed additional investments in those country offices. These investments have, however, been fully offset through a stringent revision of the operational capacity required to support the current level of activities in other country offices, leading to reductions and redeployment of resources. In this way, all efforts were successfully made to fund the additional requirements through internal savings, reductions and reallocation of resources.

Staff resources **€16,533.4 thousand**

557. The total proposed increase in staff costs, including other staff costs, amounts to €193.9 thousand (1.2 per cent), resulting from a proposed net increase of €382.8 thousand (2.6 per cent) in established posts. This increase is largely offset by a net reduction of €79.5 thousand (4.7 per cent) in general temporary assistance (GTA) resources, a reduction of €106.4 thousand (100.0 per cent) in TAM and a reduction of €3.0 thousand (100.0 per cent) in overtime. Notably, as the total impact of the UNCS in the Division's proposed staff resources amounts to €114.9 thousand, and the net proposed increase in established posts and GTA resources combined amounts to €303.3 thousand, additional savings and reductions in staff resources have been identified in the amount of €111.6 thousand.

Established posts: Professional and General Service *€14,905.3 thousand*

558. The amount requested for established posts presents a net increase of €382.8 thousand (2.6 per cent) as compared to the 2019 approved budget. The proposed increase in established posts is attributable to the effect of the UNCS, totalling €72.9 thousand. This demonstrates that, when compared to the 2019 approved budget baseline, the DEO proposed budget for established posts presents a reduction amounting to €190.1 thousand, despite the request for a new Associate Analyst (P-2) for 12 months. In total, one new post is requested for 2020, ten posts are requested to be redeployed to another Section or duty station owing to the adjustment of resource needs, and four posts are requested to remain unfunded in 2020.

New post

559. *One Associate Analyst (P-2), 12 months. New.* A new Associate Analyst is requested to be placed in the Country Analysis Unit (CAU), External Operations Support Section (EOSS), in 2020 to cover additional critical resource capacity enabling CAU to further enhance delivery of analysis on priority areas across three situation countries (Sudan, Uganda and Burundi), including the analysis on the situation of the suspects at large. This post is also expected to undertake the analysis on Myanmar and Bangladesh into which the OTP has requested the opening of an investigation concerning the alleged deportation of the Rohingya people from Myanmar to Bangladesh. The requested function has been performed since 2018 by Junior Professional Officer (JPO), therefore the existing staffing levels across CAU cannot reasonably absorb this workload.

Redeployment of posts to different duty stations or sections with the same functions

560. *Redeployment of one Chief of Country Office (P-5) from the DRC to Uganda, 12 months.* In view of the planned adjustment to the resources of the Country Office (Democratic Republic of the Congo) to be in line with the level of activities in 2020 in the DRC and of the anticipated reduced judicial activities in Uganda in 2020, one Chief is considered sufficient to manage the country offices in the DRC (Kinshasa and Bunia) and the Country Office (Uganda). Therefore, the post of Chief of Country Office (Democratic Republic of the Congo) will be redeployed to Uganda to oversee the activities in both the DRC and Uganda. As a result, it is proposed that the position of Chief of Country Office (P-5) in Uganda be abolished, while retaining the vacated P-5 post unfunded in the structure of DEO as a stand-by resource should new developments require the use of the post for other or developing situations (see paragraph 570).

561. *Redeployment of one Field Officer (VPR)(P-3) from the DRC to Uganda, 12 months.* In 2020, the country offices in the DRC will be expected to support ongoing activities in relation to the *Ntaganda* case, as well as the residual reparations and outreach activities in the *Katanga* case and in the *Lubanga* case in eastern DRC. The Country Office (Uganda) will continue to keep the affected communities in Uganda abreast of the judicial developments in the *Ongwen* case. Given the geographical proximity, it is considered more cost effective to redeploy the Field Officer in the DRC to Kampala, Uganda for the management of the victim-related activities taking place in both eastern DRC and in Uganda.

562. *Redeployment of one Field Officer (VPR)(P-3) from Côte d'Ivoire to CAR, 12 months.* Because of the anticipated reduction in judicial activities in Côte d'Ivoire, the post of one Field Officer (VPR) is no longer required for 2020. Therefore, the post of one Field Officer (VPR) in the Country Office (Côte d'Ivoire) will be redeployed to the Country Office (Central African Republic) where the function is currently required. This position will augment the team in the Country Office (Central African Republic) in charge of victims' participation/reparations and outreach-related activities in order to meet the increased demand for activities and output generated by the CAR II proceedings. This position and the existing Field Officer post (P-3) will mutually reinforce each other. Individually, the position will reduce the excessive workload that the existing position currently handles. In combination, the new and existing posts will provide backfill cover for each other's roles during periods of leave and rest and recuperation, thereby ensuring continuity of operational momentum.

563. *Redeployment of one Associate Field Security Officer (P-2) from Côte d'Ivoire to Mali, 12 months.* Because of the anticipated reduced judicial activities in Côte d'Ivoire in 2020, the post of one Associate Field Security Officer will not be required by the Country Office (Côte d'Ivoire) for 2020. Therefore, this post will be redeployed to the Country Office (Mali) to meet requirements in light of the precarious security situation in the country. OTP will continue its investigations in the Mali situation. To be able to respond to the workload and taking into consideration the security situation in Mali, the Country Office (Mali) needs a minimum of two professional security staff. An extra security officer will also allow missions to be conducted outside Bamako and ensure security coverage during times of rest and recuperation and annual leave. This post was approved under GTA resources for 2019 and the level of activity taking place to date in 2019 has indeed proven the necessity of having two professional security staff in place. With the redeployment of this post from the Country Office (Côte d'Ivoire) to the Country Office (Mali), the Registry will no longer request this post under GTA resources.

564. *Redeployment of one Associate Field Case Officer (P-2), from Uganda to Mali. 12 months.* Because of an increased workload in the Mali situation since 2018 as a result of several referrals relating to the *Al Hassan* case, it has become necessary for the VWS to ensure the basic set-up but also the necessary staff resource support in that situation. For that reason, the VWS will redeploy an Associate Field Case Officer in Uganda, where VWS activities have decreased, to Mali to support the workload that has increased since 2019. The basic set-up of the staff structure in Mali was dissolved in 2017 following a reduction in resources in Mali proposed at that time. With the subsequent arrest of Mr Al Hassan in 2018, followed by several referrals by the OTP in the same year, the VWS has managed to reinforce the existing staff with several staff support missions to Mali to assist with the increasing workload as from 2018 to the present. The requested redeployment of the Associate Field Case Officer is required to complete the set-up but, more importantly, to conduct assessments and provide psychosocial support.

565. *Redeployment of one Driver (GS-OL) from Uganda to CAR. 12 months.* Because of the anticipated reduction in judicial activities in the *Ongwen* case in 2020, the post of one Driver in the country office in Kampala, Uganda, will no longer be required for 2020. Therefore, this post will be redeployed to the Country Office (Central African Republic) where needs will increase in 2020. This additional Driver post will satisfy the anticipated increased needs for mission support, mandatory security-related two-vehicle transport requirements for missions outside Bangui and an enhanced level of routine country office activities. An additional Driver will provide greater flexibility for the Country Office

(Central African Republic), reduce overtime driver hours and enable the current Drivers to take leave on a more structured basis.

566. *Redeployment of one Driver (GS-OL) from Kinshasa, DRC to Mali. 12 months.* In view of the planned adjustment of the resources in the country offices in the DRC to be in line with the level of activity in 2020 in the Democratic Republic of the Congo, the post of one Driver in the country office in Kinshasa is no longer required. Therefore, this post will be redeployed to the Country Office (Mali) where needs will increase in 2020. This additional Driver post is required to guarantee operational continuity and is essential to provide increased mission support considering that the number of local activities to be undertaken by staff in the country has already increased from 19 to 30 in 2019. An additional Driver will provide greater flexibility for the Country Office (Mali), reduce driver overtime hours and enable the current Drivers to take leave on a more structured basis.

567. *Redeployment of one Administrative Assistant (GS-OL) from VPRS in DJS to PIOS in DEO. 12 months.* The current working methods in VPRS in DJS have resulted in more efficient management of the administrative support functions in the section whereby only one of the two existing Administrative Assistants (GS-OL) will continue to be required in 2020. It is proposed that the other be redeployed to PIOS in DEO. This redeployment will allow PIOS to cover its administrative support requirements and to repurpose the other existing position of Administrative Assistant (GS-OL), currently vacant, as a Public Information Assistant (GS-OL) (see paragraph 569).

Redeployment of post to undertake different functions

568. *One External Relations and Cooperation Assistant (GS-OL) in EOSS, 12 months, redeployed from Côte d'Ivoire, 12 months.* Because of the anticipated reduction in judicial activities in Côte d'Ivoire in 2020, the post of one Field Assistant is no longer required by the Country Office (Côte d'Ivoire) for 2020. It is proposed that this post be redeployed to Headquarters to the External Relations and State Cooperation Unit (ERSCU) in EOSS. The growing number of cases in various judicial phases (pre-trial, trial, appeals and reparations), as well as the Registry's active external relations efforts to garner political and diplomatic support to achieve full and effective cooperation, necessitate sufficient administrative-level support. There are no administrative support positions currently in ERSCU. The position of External Relations and Cooperation Assistant (GS-OL) is requested to support the unit in drafting standard notes verbales, coordinating the translation of correspondence and maintaining the relevant databases pertaining to international cooperation and judicial assistance, including the asset recovery database. This post is also requested to support the external relations team in drafting standard diplomatic correspondence to States regarding cooperation agreements and in other external relations priority areas.

Repurposed post

569. *One Public Information Assistant (GS-OL), 12 months, repurposed from one Administrative Assistant (GS-OL), 12 months.* In the light of the high volume of the Court's daily judicial filings, it is requested to repurpose the currently vacant post of Administrative Assistant (GS-OL) in PIOS as a Public Information Assistant (GS-OL) to cover the needs to quickly analyse the Court's judicial filings and promptly communicate key judicial developments that are relevant for public information and outreach purposes. This post is also required to assist in drafting responsive lines and to keep information case pages and other public information documents updated. It will be located in the Public Affairs Unit in PIOS under the supervision of the Spokesperson. The administrative support functions in the section will be covered by the Administrative Assistant (GS-OL) redeployed to PIOS from VPRS (see paragraph 567).

Unfunded posts

570. *One Chief of Country Office (P-5). 12 months. Continued and unfunded.* Because of the redeployment of the Chief of Country Office (Democratic Republic of the Congo) to the Country Office (Uganda) to oversee the activities in both the DRC and Uganda, the

position of Chief of Country Office (Uganda) will be abolished. It is however proposed to retain the vacated P-5 post unfunded in the structure of DEO as a stand-by resource should new developments require the use of the post for other or developing situations.

571. *One Senior Case Management Assistant (GS-OL), 12 months. Continued and unfunded.* Because of the anticipated reduction in courtroom activities in 2020, this post will remain unfunded.

572. *One Case Management Assistant (GS-OL), 12 months. Continued and unfunded.* Because of the anticipated reduction in courtroom activities in 2020, this post will remain unfunded.

573. *One Audio-Visual Production Assistant (GS-OL), 12 months. Continued and unfunded.* Because of the anticipated reduction in courtroom activities in 2020, this post will remain unfunded.

General temporary assistance

€1,628.1 thousand

574. The requested resources for GTA within DEO have decreased by €79.5 thousand (4.7 per cent) compared to the 2019 approved budget, despite an increase of €42.0 thousand attributable to the effect of the UNCS on GTA resources. In total, 33 FTE positions are being requested. The new resources requested by DEO for 2020 include one new GTA position proposed for VWS and an additional 13 working months for the three GTA Drivers for the Country Office (Mali) as opposed to the 23 months approved in 2019. The new resources requested are entirely offset by the discontinuation of the three approved GTA positions for the country offices. The 32 FTE GTA positions approved in 2019 will continue to be required in 2020.

575. Because of the adjustment of resources needed, DEO will no longer request the following three GTA positions approved for 2019:

- (a) One Associate Field Security Officer (P-2). (Mali) 12 months;
- (b) One Local Security Assistant (GS-OL) (Uganda). 12 months; and
- (c) One Administrative Assistant (GS-OL) (Uganda). 12 months.

576. The following 33 FTE GTA positions are required in 2020: one new FTE GTA and 32 FTE GTA positions approved in 2019, which will continue to be required for 2020.

577. *One Field Case Management Assistant (GS-OL) (CAR), 12 months. New.* This resource is required to support the Associate Field Case Officer in view of the large number of referrals and anticipated referrals by OTP in the CAR situation. The position will assist contact and liaison with witnesses/victims and their families.

578. *One Associate Confidential Accounts and Planning Officer (P-2), 12 months. Continued.* This position caters for the confidential financial operations related to the protection of Court victims and witnesses especially during international movements. It supports highly secret relocation missions, liaising with external partners, and provides assistance to Team Leaders and handlers during secret operations. This position is a proven long-term need insofar as it is critical to the efficient functioning of the Court's protection programme (ICCPP) which requires the highest level of secrecy. The confidential accounts systems established by VWS incorporate regular interaction with external third parties of the Court and the handling of a significant amount of confidential funds. In addition to these functions, the position also provides the proven long-term support needed in fund monitoring and budget and finance administration responsibilities. The complexity of VWS operations and the importance of having workable policies to achieve efficiencies and savings require continuous monitoring, reviews and analysis while ensuring absolute confidentiality of VWS operations. The continuous need for this position is in line with the centralization of all financial and budget functions within the planning team (including the management of field finances after the abolition of the Field Confidential Accounts Assistant positions), along with the development of a more controlled approach to budget analysis and monitoring and efficiency measures. The position has proven its benefits to VWS and the Registry through better resource management and the creation of significant efficiencies and savings.

579. *One Associate Witness Protection Training Officer (P-2), 12 months. Continued.* This position supports the implementation of VWS's specialized witness protection training and development plan. It is required for the Section to continue its training strategy and to ensure the development, coordination, maintenance and delivery of the VWS training programme to equip staff with a consolidated understanding of protection, risk and case management concepts necessary to implement the Section's mandate. The continuation is justified by the need for new staff, especially in the field, to be equipped with knowledge of the requisite standards of operations, again justified by the constant evolution of confidentiality challenges in the area of witness protection and risk reduction techniques. Furthermore, protection processes should be adapted to changing socio-political situations in any particular region of operations. The continuing professional development of VWS staff members in the area of witness protection is therefore critical to the efficient functioning of the Section and to the protection of Court witnesses and victims.

580. *One Associate Team Leader (P-2) (field) (Mali). 12 months. Continued.* This position is required to provide the necessary support in relation to field case management and protected witnesses and victims. The Mali team is the basic set-up required to serve the increased workload linked to Mali in terms of trials and also to initial response systems (IRS) and other mechanisms necessary for the OTP and judicial activities. The post will lead the VWS field team and assist the Team Leader in the daily management of protection-related issues, manage the IRS and follow up on referrals for protection and support made by the parties. It will conduct threat and risk assessments for inclusion in the ICCPP and recommendations on witness-protection measures, and collect and update witness information for senior managers at Headquarters and for filings to be submitted to Chambers.

581. *One Associate Analyst (P-2). 12 months. Continued.* Resources are required to provide analysis and research work in the Mali situation and other cases. This position provides the necessary support in analysis and information gathering, monitoring and review of the security context in situation countries. The position will assist the situational teams in identifying possible risks in advance and provide advice in relation to protection operations. The position also supports other situations aside from Mali, such as Georgia, Libya and other conflict/post-conflict areas in which the Court operates.

582. *One Team Leader (P-3), 12 months. Continued.* This position leads the Georgia team from Headquarters that constitutes the basic set-up for the Georgia situation. It provides coordination functions from Headquarters and manages the day-to-day operations. The position is required to support the increased workload due to the investigations in Georgia and is related to operational set-up including putting "response systems" and other mechanisms in place that are necessary not only to support OTP activities but also to handle protection and support cases. The position is also in charge of the VWS operational centre at Headquarters, managing all witness and victim movements including the coordination of arrangements necessary for the successful implementation of the international relocation of witnesses and victims.

583. *One Associate Team Leader (field) (P-2) (Georgia). 12 months. Continued.* This position is a component of the basic set-up for the Georgia situation. It is required to support the increased workload linked to recent investigations in Georgia related to operation set-up, response systems and mechanisms necessary to OTP activities. The position leads the VWS field team in the country office, assists the Team Leader in the daily management of protection-related issues, manages the IRS and follows up on referrals for protection and support made by the parties, conducts threat and risk assessments for inclusion in the ICCPP and makes recommendations on witness-protection measures.

584. *One Associate Field Case Officer (field) (P-2) (Georgia), 12 months. Continued.* This position is a component of the basic set-up for the Georgia situation. It is responsible for administering and managing specific referrals from a calling party. It is required to support the increased workload linked to investigations in Georgia related to operation set-up, response systems and mechanisms necessary to OTP activities. This position also ensures the day-to-day management of the VWS operational centre at Headquarters, dealing with all witness and victim movements including the coordination of arrangements necessary for the successful implementation of the international relocation of witnesses and victims.

585. *One Associate Case Development Officer (P-2), 12 months. Continued.* This position responds to a long-term need to provide the continuity necessary in situational case development and information gathering. This unique position within the VWS case development team is required to support the VWS Analyst in monitoring and reviewing the security situation in Uganda, Mali, Georgia, Libya and other conflict/post-conflict areas in which the Court operates. The position specifically brings the necessary military expertise to ensure that threat actors operating in those conflict zones are properly identified, that their military/rebels' strategies, capabilities and modus operandi are analysed and understood, and that the risk they pose to witnesses and victims in hostile environments is assessed accordingly.

586. *Four Field IT Technicians (GS-OL). 12 months each. Continued.* These positions continue to be required for the country offices in Uganda, DRC, the CAR and Côte d'Ivoire (the Field IT Technician in the Country Office (Côte d'Ivoire) also covers the IT needs in Mali). The services they provide are akin to the IMSS Service Desk and the Audio-Visual Assistants. They support daily information and communication technologies (ICT) activities and facilitate general troubleshooting, problem solving and mitigation against ICT risks. In particular, as the Court has transitioned into an e-Court, there is an obvious need for country offices to have a Field IT Technician to support Court proceedings by setting up and supporting video teleconferencing sessions for hearings and for meetings with Headquarters. In addition, the Field IT Technicians are critical to ensuring that the services for internet connectivity, mobile data and printing (where rented) are in accordance with contracts and in line with the operational requirements of the country offices. Field IT Technicians also assist Administration and Operations Officers in the country offices with ICT asset management, advising on end-of-life devices and their disposal. Lastly, with the closure of a country office, the Administration and Operation Officer and the Field IT Technician are the last to leave to ensure that all assets are safe and ready for the next stage.

587. *One Field Security Officer (P-3) (Mali). 12 months. Continued.* The Field Security Officer is required to lead the country office's full security team and to enable the office in Mali, one of the most dangerous countries in which the Court is operating, to provide security support at an adequate level. The Field Security Officer will continue to undertake critical security monitoring and risk assessments, and provide briefings and support to field operations. Given the significant increase in support requests for activities by different entities, and as the context remains one of the most severe and unpredictable, the need for this post continues.

588. *One Local Security Assistant (GS-OL) (Mali). 12 months. Continued.* The position for the Country Office (Mali) continues to be required to support the field security team in Mali. As described for the posts of Field Security Officer and Associate Field Security Officer, the level of Court's activities in Mali have increased significantly and resources to ensure that these activities can be conducted in as safe and secure an environment as possible are urgently required. The Local Security Assistant provides support to the two other members of the field security team.

589. *Two Field Assistants (VPR) and two Field Assistants (Outreach) (GS-OL) (Mali). 12 months each. Continued.* Four posts of Field Assistant (two for VPR, two for Outreach) (GS-OL) are requested for the Country Office (Mali). The posts are needed to support the two Field Officers (Outreach and VPR) (P-3) in performing the Registry's outreach, and with victim participation and reparations responsibilities, in both *Al Mahdi* and *Al Hassan*, including keeping the victims and affected communities abreast of the judicial proceedings. As described above, the profile of activities for the Country Office (Mali) has changed from previous years owing to increased judicial activities in relation to the situation and the resulting need to interact with the victims and affected communities.

590. *One Senior Driver (GS-OL) (Mali). 12 months. Continued.* The requested post would be located in the Country Office (Mali). The significant increase in support to missions requires a Senior Driver to manage and coordinate the other drivers and the vehicle fleet. Recruiting a Senior Driver for the Country Office (Mali) will be in line with the driver support capacity of the country offices in other situation countries.

591. *Three Drivers (GS-OL) (Mali). 12 months each. Continued.* In 2019, only 23 months were approved to be distributed to the three Drivers in the Country Office (Mali). Because

of an increase in field activities for 2020, these positions continue to be required to provide support to users to guarantee the operational continuity and are also required on a full-time basis for 12 full working months. Currently, under the supervision of the Senior Driver, these three Drivers are the only ones who provide transportation services.

592. *One Field Assistant (VPR) and One Field Assistant (Outreach) (Uganda) (GS-OL). 12 months each. Continued.* The requested posts would be required for activities in Gulu, Uganda to be able to support the level of activities and missions expected in 2020 to contact victims and affected communities who have expressed an interest in following the judicial developments.

593. *One Driver (Uganda) (GS-OL). 12 months. Continued.* The requested post would be located in the Country Office (Uganda). The post continues to be required to ensure continued support for activities conducted by the parties and participants to the proceedings, and also for outreach and VPRS missions. The position has been modified from G-2 to G-3 since the G-2 Driver position is no longer used and the G-3 fits the profile of the post.

594. *Two Field Assistants (VPR) (CAR) (GS-OL). 12 months each. Continued.* These posts already formed part of the VPR and outreach team based in the CAR, working under the direct supervision of the Field Officer (Outreach and VPR) (P-3). With an estimated two thousand victims potentially applying to participate in proceedings and/or to receive reparations related to the CAR II situation cases, the Country Office (Central African Republic) needs to maintain its capacity to be able to adequately address the need to support the activities related to victim participation and outreach in 2020. The continuing positions have been, and will be, used to deliver new capabilities (language skills, access to certain communities and improved gender representation) across the full spectrum of VPR and outreach activities that the country office requires to deliver its mandate in a more effective manner.

595. *One Senior Driver (GS-OL) (CAR). 12 months. Continued.* The requested position would continue to be located in the Country Office (Central African Republic) and will continue to enable the country office to provide adequate support to the increased number of missions in 2020, including those to reach out to the high number of victims and affected communities scattered throughout the country. The Senior Driver role enables a more effective and economic use of driver hours and transport assets, thereby reducing compensatory time off and overtime, which will allow timely servicing, repairs and identification of related cost savings and efficiencies.

596. *One Driver (GS-OL) (Côte d'Ivoire). 12 months. Continued.* The position will continue to be required in the Country Office (Côte d'Ivoire). This position is required to ensure adequate transportation support in a context of operations at full staffing capacity and increased field/in-country activities due to OTP's intensified investigations in the CIV II situation, the TFV's implementation of the assistance programme and outreach activities for victims, affected communities and the general public to close communication gaps and address negative perceptions.

597. *One Local Security Assistant (GS-OL) (Georgia), 12 months. Continued.* In the absence of any Field Security Officer post in the Country Office (Georgia), the post of Local Security Assistant (GS-OL) is required to provide adequate security and safety support for the Court's activities in Georgia. The Local Security Assistant will provide services in ensuring the physical safety and security of the Court's staff working permanently or deployed on mission to Georgia. With both the number of deployed personnel as well as staff on mission planned to increase in 2020 as announced by the OTP to intensify investigations in the Georgia situation, the post is crucial to enable the country office to have local knowledge concerning the security landscape in order to assess threats and risks as they arise.

598. *One Administrative Assistant (GS-OL) (Georgia), 12 months. Continued.* The post of Administrative Assistant will continue to support the Chief of Country Office (P-5) in the administration and management of the country office in Tbilisi. The request is in line with the needs of the fully functional Country Office (Georgia) to be able to respond to the Court's increased activities in the country. The position will be used to ensure the efficient budgetary, financial and technical administration of the office.

599. *One Driver (GS-OL) (Georgia). 12 months. Continued.* This is the sole Driver post that provides transportation services to all Court staff on mission or stationed in Georgia. This Driver post will continue to allow the country office to reduce the funds needed for rental vehicles and driver support. In 2020, the Country Office (Georgia) will need to provide an even broader range of services to its clients as compared to 2019. The increase in the number of missions from the previous years makes this a cost-effective solution to provide the required logistical support for the OTP, Registry, TFV and other clients. An in-house driver is also desirable to protect the confidentiality of any sensitive operations.

Temporary assistance for meetings €0.0 thousand

600. The budget for Temporary Assistance for Meetings (TAM) has decreased by €106.4 thousand (100 per cent) as a result of the discontinuation of SSA Witness Assistant contracts as there will be no trial activities in 2020.

Overtime €0.0 thousand

601. DEO will not request any resources for overtime; there will thus be a reduction in overtime of €3.0 thousand (100 per cent) compared to the 2019 approved budget.

Non-staff resources €6,453.2 thousand

602. The proposed non-staff resources in DEO for 2020 have increased by €2.8 thousand (1.3 per cent). The requested non-staff resources are mostly recurrent and will again be required in 2020 to cover the costs of travel, contractual services, training, general operating expenses, supplies and materials, and furniture and equipment. Of the total increase of €2.8 thousand, an increase of €38.7 thousand has been newly requested for travel to the country offices by the Occupational Health Unit (OHU). The remainder of the increase is requested for the Registry's country offices to appropriately accommodate requests for an enhanced volume of services by the OTP, counsel and the TFV.

Travel €1,491.5 thousand

603. The requested resources have increased by €76.3 thousand (5.4 per cent) compared to the approved budget for 2019. Resources are mostly linked to travel requirements within the external offices, and in VWS. Travel resources requested by the external offices (€43.2 thousand) are recurrent in order to support in-country and external missions, security assessment deployment, as well as travel of the country office staff to Headquarters for annual reporting and meetings. Additional resources are requested mainly for the country offices in the CAR and Mali to provide adequate logistical and security support to the OTP, counsel (defence and legal representatives of victims), and the TFV to undertake in-country and external missions. Difficult security situations, notably in the CAR and Mali, require additional security measures, which will incur travel costs in those areas for security assessment.

604. Of the total increase of €80.9 thousand (17.5 per cent) requested for the external offices, the increase of €38.7 thousand results from the OHU's visit to the country offices to monitor the physical and psychological health of the field staff. In accordance with OHU's duty of care, the Medical Officer at Headquarters and/or the Staff Counsellor are expected to visit every country office at least once a year (they will rotate the visits each year). Court staff operates in predominantly remote and inherently hazardous areas. Consequently, staff residing and working in such areas are exposed to considerable health risks (physiological, emotional and mental).

605. The remaining increase of €42.2 thousand (9 per cent) results from an increase in the Registry's external offices mainly associated with additional travel requirements in the CAR and Mali (€78.5 thousand) primarily due to the request for mission support by OTP, counsel (defence and legal representatives of victims), and the TFV, which have been partially offset by reductions in travel requirements in Côte d'Ivoire (€19.1 thousand).

606. Resources required by EOSS (€60.6 thousand) remain at the same level as in the approved budget for 2019 with a marginal increase of €0.1 thousand, which reflect the recurrent activities to execute judicial orders, attendance at or organization of events to raise awareness of the importance of States' cooperation with the Court on asset recovery, financial investigations to verify the indigence of applicants for legal assistance paid by the Court, assessment missions to collect targeted information related to situations as well as preliminary examinations, and negotiations on cooperation agreements with States.

607. The travel resources requested for PIOS (€42.8 thousand) have increased marginally by €0.2 thousand (0.5 per cent) compared to the approved budget for 2019 for recurrent activities. The resources requested by PIOS aim to facilitate effective outreach to the affected communities and key stakeholders, as well as media houses to facilitate accurate coverage in the Mali, Côte d'Ivoire, Georgia and Burundi situations. PIOS will continue to attend meetings to build and maintain networks for cooperation purposes with the United Nations and European Union public information offices. Information sessions will be conducted with regional and local media to counter misperceptions, provide information on the Court's role and activities, as well as build and maintain trust with local and regional media in Europe and North Africa.

608. The VWS proposed travel budget, which amounts to €768.7 thousand, is based on the level of existing field case management activities and projected OTP service requirements. The likely level of referrals indicates active case management of ICCPP witnesses and victims from 2019 into 2020. Altogether, VWS requires resources to support missions for assessment, relocation, resettlement and assisted moves, IRS maintenance missions, and the implementation of local protective measures and missions relevant to risk reduction (RR) locally and (RRI) internationally of existing cases. The amount requested by VWS has increased by a marginal €5.5 thousand (0.7 per cent) from the 2019 approved budget. Increased protection activities in Mali and the Central African Republic, and the assumptions for 2020, indicate increased activities in those situations, in combination with managing cases in all other ongoing situations. The establishment of the Mali and Central African Republic teams, as requested under GTA, will reduce the need to rely excessively on staff who would be brought in on mission status to the said situation countries.

609. The requested resources in travel by VWS will support operational missions but also missions to negotiate relocation agreements and to organize regional seminars to promote relocation of witnesses and victims at risk to other countries.

610. The resources requested by OD-DEO (€76.2 thousand) will decrease by €10.4 thousand since the office will no longer request to cover the visits by OHU to the country offices; the required resources (€88.7 thousand) have been requested for the country offices instead.

Contractual services

€1,158.3 thousand

611. The requested resources have decreased by €11.0 thousand (0.9 per cent). The vast majority of the requested resources continue to be for the external offices (€976.3 thousand). The requested resources are essential for security measures to be implemented in the country offices, transportation and protection services for missions, reimbursement of United Nations peacekeeping support and local police support in the situation countries on a cost-recovery basis, local cost sharing for the United Nations Security Management System and outreach, as well as VPR activities in the field. An increase requested by the country offices in the Central African Republic and Mali is attributable to an increase in estimated armed escort security costs for missions outside of Bangui, security guard servicing of the Country Office (Mali), and an increase in in-country mission days requested by the OTP, counsel (both the defence and legal representatives of victims), and the TFV in Mali or the Central African Republic. Such an increase has been offset by the decrease identified mainly by the Country Office (Democratic Republic of the Congo), Country Office (Uganda) and Country Office (Côte d'Ivoire).

612. The resources requested by PIOS (€169.0 thousand) have decreased by €9.0 thousand (5.1 per cent) owing to budget reorganization. Resources are required for the publication and dissemination of op-eds and press releases worldwide, production of tools for effective public information aiming to increase awareness of the Court, strategical

building of contacts with influencers to multiply the impact of PIOS's work, in line with the Court's social media strategy, and the upgrade and development of the Court website and other related services.

613. The requested amount for EOSS (€13.0 thousand) remains the same as that approved for 2019. The required resources are recurrent to cover consultancy support in relation to EOSS's areas of operation, in particular the third party information services support in relation to suspects at large.

614. VWS will not request resources for 2020, as it is anticipated that no witnesses will be required to appear before the Court.

Training

€182.3 thousand

615. The resources requested for training have increased by €35.1 thousand (23.8 per cent) compared to the 2019 approved training budget mainly owing to the increase of €26.1 thousand requested for the Registry's external offices. The increase mainly results from the reorganization of the budget and partially from the increased number of country office staff who require security training. The amount requested by the country offices aims to facilitate mandatory training necessary to maintain their security capacity, including annual mandatory security training for both field security staff and drivers, which are required under the United Nations Security Management System (RSM), for example firearms certification and defensive driving course for armoured vehicles. The country offices will continue to use cost-effective training means identified in 2018 to meet the training needs of the organization and staff, including through the use of United Nations training opportunities, further coordination among the offices for training programmes and "self-help".

616. Other specialized training is required for the staff in EOSS and PIOS at Headquarters in the areas of communication, judicial cooperation, crisis management and analysis to allow staff to maintain the necessary level of expertise to perform their functions at the optimal level. Among others, funds are requested for: media crisis training to analyse and produce impactful content for social media; presentation training to enhance skills in communicating effectively to journalists and Court visitors; and technical training to improve the quality and efficiency of audio-visual and public information products and services and to create new information products with more visuals. In addition, training resources continue to be required in relation to asset identification and recovery, CAU specialist trainings and trainings in crisis management, security risk/threat assessments and other UNDSS-specific security certification programme training.

617. Resources requested by VWS for its training needs cover fees for external trainers to provide VWS staff at Headquarters and in the country offices with specific training on witness and victim management, such as counter and anti-surveillance training, security in high risk environments for field officers, security-related training and tradecraft. The VWS training plan is intended to ensure continuous staff development and provide staff with up-to-date training and consolidated understanding of concepts in witness protection, risk assessment and risk management, as well as in case management of protected witnesses and victims.

General operating expenses

€3,051.2 thousand

618. The proposed budget for general operating expenses presents a net decrease of €138.4 thousand (4.3 per cent). The resources requested for the external offices (€1,356.7 thousand) aim to cover mainly their running costs including rental of the country office premises and their maintenance, utilities (water and electricity) and other miscellaneous operating costs (such as petty cash expenditures, premises and vehicle fleet insurance and vehicles maintenance). The increased resources requested for the country offices in the CAR, Mali and Georgia aim to accommodate requests from the TFV to increase their personnel as well as requests from the OTP (external travel to be supported by the Country Office (Georgia)), the TFV (in-country missions to be supported by the country offices in the CAR and Georgia), and counsel (external travel to be supported by the Country Office (Central African Republic)) to increase their activities on the ground in 2020. Due to the

worsening security situation in Mali, in early 2019 the Country Office (Mali) finalized the move of its premises to collocate with United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). An increase has been incurred by the shared costs with MINUSMA covering the maintenance of the country office's premises which is higher than the costs of maintaining the previous country office premises. This increase results partially from the increased number of staff from 19 to 30 to be accommodated in the country office.

619. In particular, the Country Office (Georgia) requires additional office space to accommodate the increased number of personnel to be deployed. Because of security considerations, the requested amount is also required for the Country Office (Central African Republic) to lease a secondary plot in the vicinity of the country office to enable secure parking facilities. It is anticipated that this plot will enable containerized equipment which is currently stored in a third party location to be co-located with the parking facilities, thereby reducing costs for another organ of the Court. The aforementioned increase has been largely offset by the reduction in the requested resources for the country offices in the DRC, Uganda and Côte d'Ivoire due to the decreased activities.

620. The proposed resources in PIOS (€9.0 thousand) have increased slightly by €4.0 thousand (16.0 per cent) to enhance the efficiency in the organization of general information visits; maintenance of editing, filming and photography equipment and servers; and for the development and maintenance of an events management system enabling efficient organization of meetings and events at the Court. Funds are also required for recurrent costs such as the rental of equipment for the International Open Day.

621. The resources requested for VWS (€1,665.5 thousand) have decreased by €149.9 thousand (8.3 per cent) compared to the 2019 approved budget. The requested resources will support the protection programmes including IRS, case management and relocation costs, and the enhancement of VWS cooperation with States in order to increase relocation agreements that will eventually result in a reduction of case management costs. However, because of the anticipated increased activities in Mali, the CAR, Darfur, Burundi and Libya while continuing the same level of operations in Georgia, Côte d'Ivoire and Uganda, VWS will face challenges in managing increasing workload with no increase requested compared to the 2019 approved budget.

622. In recent years, VWS has benefited from the policy of staff empowerment and training programmes in the field and at Headquarters, in conjunction with risk reduction measures to reduce case management costs in the medium and long term. VWS will continue to benefit from the centralization of planning and financial functions to achieve a thorough and controlled approach to monitoring budgets that has resulted in efficiencies and savings in the Sections.

Supplies and materials

€515.8 thousand

623. The requested resources have increased by €93.2 thousand (22.1 per cent). The total increase of €93.2 thousand is mainly due to an increase of €95.2 thousand for the external offices which has been partially offset by a decrease of €2.0 thousand requested by PIOS. Resources are required for the external offices (€482.3 thousand) to purchase consumable items to support day-to-day operations, including fuel for vehicles and generators, office supplies, small IT equipment, air conditioners, drinking water and emergency rations. The requested increase primarily concerns the country offices in Mali, Côte d'Ivoire and the Central African Republic in order to be able to cater for the increase in both the level of activity and the increasing number of staff deployed there by the TFV and the OTP. This operational budget line includes essential resources allowing the country offices to support the increasing number of missions on the ground and staff working in the duty stations.

624. Resources will continue to be required by VWS at the 2019 approved level (€4.5 thousand) to renew annual subscriptions of analysis tools and electronic newsletters used by the VWS case development team in their research and to cover the costs of supplies for witness waiting rooms at Headquarters. Furthermore, resources required in EOSS for 2020 will remain at the 2019 approved level (€25.0 thousand) for the Court-wide commercial analysis subscription requirements, and analyst notebook software applications,

consultation, licensing and application. Resources required in PIOS for 2020 (€4.0 thousand) will decrease by €2.0 thousand for recurrent costs.

Furniture and equipment

€54.1 thousand

625. The requested amount has increased by €8.6 thousand (112.2 per cent) as compared to the 2019 approved budget. The requested resources are mostly needed to support the Court's field activities. An increase of €16.0 thousand is requested in PIOS for the requisite upgrades of the AV studio and new equipment purchases for filming and photography. The increase requested by the Country Office (Central African Republic) to provide replacement personal protective equipment and the increase requested by the Country Office (Côte d'Ivoire) to procure additional furniture for the staff to be newly deployed to Côte d'Ivoire in 2020 are partially offset by the decreased resources requested by the country offices in the DRC and Uganda, as the two offices will no longer be making any new adjustments to the office premises and will thereby reduce their maintenance costs.

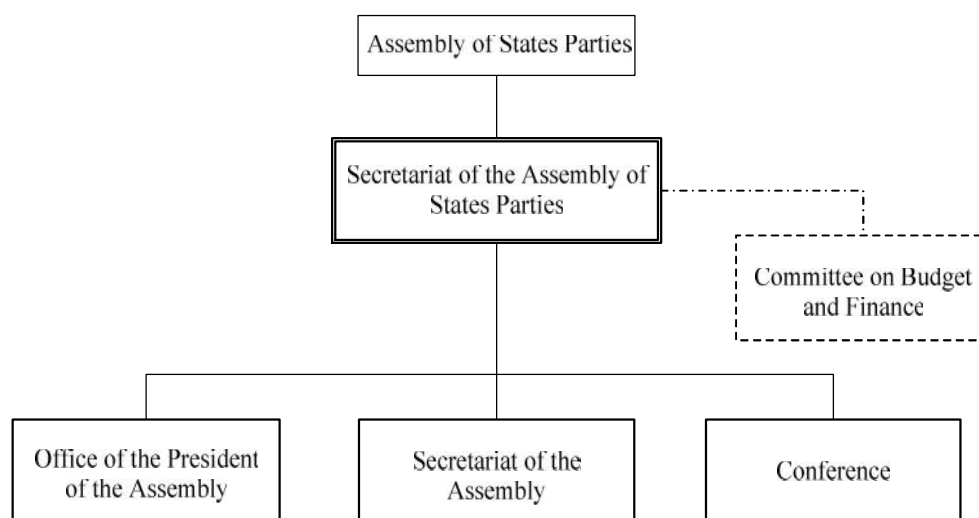
Table 33: Programme 3800: Proposed budget for 2020

3800 Division of External Operations (DEO)	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				10,332.0	264.6	2.6	10,596.6
General Service staff				4,190.5	118.2	2.8	4,308.7
<i>Subtotal staff</i>	<i>15,018.1</i>	<i>76.2</i>	<i>15,094.3</i>	<i>14,522.5</i>	<i>382.8</i>	<i>2.6</i>	<i>14,905.3</i>
General temporary assistance	792.8	-	792.8	1,707.6	(79.5)	(4.7)	1,628.1
Temporary assistance for meetings	28.6	-	28.6	106.4	(106.4)	(100.0)	-
Overtime	2.5	-	2.5	3.0	(3.0)	(100.0)	-
<i>Subtotal other staff</i>	<i>823.9</i>	<i>-</i>	<i>823.9</i>	<i>1,817.0</i>	<i>(188.9)</i>	<i>(10.4)</i>	<i>1,628.1</i>
Travel	1,218.7	293.9	1,512.6	1,415.2	76.3	5.4	1,491.5
Hospitality	-	-	-	1.0	(1.0)	(100.0)	-
Contractual services	953.9	710.8	1,664.7	1,169.3	(11.0)	(0.9)	1,158.3
Training	173.4	5.4	178.8	147.2	35.1	23.8	182.3
Consultants	44.1	-	44.1	-	-	-	-
General operating expenses	2,127.5	51.3	2,178.8	3,189.6	(138.4)	(4.3)	3,051.2
Supplies and materials	296.3	5.7	302.0	422.6	93.2	22.1	515.8
Furniture and equipment	168.0	31.4	199.4	25.5	28.6	112.2	54.1
<i>Subtotal non-staff</i>	<i>4,981.9</i>	<i>1,098.5</i>	<i>6,080.3</i>	<i>6,370.4</i>	<i>82.8</i>	<i>1.3</i>	<i>6,453.2</i>
Total	20,823.8	1,174.6	21,998.4	22,709.9	276.7	1.2	22,986.6

Table 34: Programme 3800: Proposed staffing for 2020

3800	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	1	9	9	34	39	-	92	4	97	101	193
New	-	-	-	-	-	-	-	1	-	1	-	-	-	1
Redeployed	-	-	-	-	-	-	-	-	-	-	-	1	1	1
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	1	9	9	34	40	-	93	4	98	102	195
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	-	2.00	8.00	-	10.00	-	23.90	23.90	33.90
Continued	-	-	-	-	-	-	2.00	7.00	-	9.00	-	23.00	23.00	32.00
New	-	-	-	-	-	-	-	-	-	-	-	1.00	1.00	1.00
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	-	2.00	7.00	-	9.00	-	24.00	24.00	33.00

D. Major Programme IV: Secretariat of the Assembly of States Parties



Introduction

626. The Secretariat of the Assembly of States Parties (SASP or “the Secretariat”) provides the Assembly of States Parties (“the Assembly”), its Bureau and its subsidiary bodies with administrative and technical assistance in the discharge of their functions under the Rome Statute.⁶⁹ The conference-servicing functions of the Secretariat include planning, preparing and coordinating meetings of the Assembly and its subsidiary bodies and receiving, translating, reproducing and distributing their documents, reports and decisions. The Secretariat also provides substantive services to the Assembly and its subsidiary bodies. Its substantive service functions include, *inter alia*, legal and substantive secretarial services such as the provision of documentation, reports and analytical summaries, and advisory services within the Secretariat on legal and substantive issues relating to the work of the Assembly.

627. The Secretariat has four programmes: Programme 4100 (Conference), Programme 4200 (Secretariat of the Assembly of States Parties), Programme 4400 (Office of the President of the Assembly) and Programme 4500 (Committee on Budget and Finance).

Budget resources

€ 2,837.0 thousand

628. The proposed budget for 2020 represents a decrease of €4.7 thousand (0.2 per cent) in comparison to the 2019 approved budget. The proposed budget contains some costs which occur every three years and are thus not part of the usual Major Programme IV budget: (a) cost of travel of nine members of the Advisory Committee on Nominations of Judges (ACN), a subsidiary body of the Assembly which, in principle, meets on a triennial basis (during the year when the Assembly is to elect six judges), and (b) cost of travel of Secretariat staff to New York to service the nineteenth session of the Assembly for nine working days.⁷⁰

629. Despite the triennial costs referred to above, a 0.2 per cent decrease in resources was attained through a combination of measures, including synergies and readjustments of staff resources, with a view to meeting the actual needs of the Secretariat in a flexible manner while bearing in mind efficiency considerations and synergy effects. This decrease was also made possible by the triennial reduction in the contractual services budget which occurs

⁶⁹ Such bodies include the Bureau and its working groups (the New York and Hague Working Groups), the Advisory Committee on Nominations of Judges, the Committee on Budget and Finance and the Audit Committee. Although it is based in The Hague, the Secretariat provides substantive services to the Presidency of the Assembly, the Bureau and its New York Working Group through the preparation of pre-session and post-session documentation. Furthermore, in 2020 the Secretariat has been mandated by the Bureau to provide support to the Committee on the Election of the Prosecutor (CEP), which may include assuming travel costs for up to 10 persons (five CEP members and five experts).

⁷⁰ The Assembly will meet in New York in the first half of December 2020.

when a session of the Assembly is held in New York and facilities and services costs are paid to the United Nations.

Staff resources

€1,613.7 thousand

630. The Secretariat has 10 established posts (five Professional-level staff and five GS-level staff) and seven general temporary assistance (GTA) positions at the Professional level (4.18 FTE). The request for a number of short-term GTA staff contained in the 2019 approved budget has been eliminated, as in some cases greater efficiencies and improved working methods allow the work to be undertaken with existing resources or with support from the Secretariat of the United Nations when the Assembly has its sessions in New York.⁷¹

Established posts: Professional and General Service

€1,030.5 thousand

631. The amount requested for established posts has increased by €26.2 thousand (2.6 per cent) in accordance with the United Nations common system. The Secretariat currently comprises one Director (D-1), one Executive Secretary to the Committee on Budget and Finance (P-5), one Legal Officer (P-4), one Legal Officer (P-3), one Special Assistant to the Director (P-2), one Senior Administrative Assistant (GS-PL), one Documentalist/Archivist (GS-PL), one Meetings and Administrative Assistant (GS-OL) and two Administrative Assistants (GS-OL). With the exceptions below, all Secretariat staff carry out their functions under the supervision of the Director. Secretariat staff provides both substantive services (in the case of Legal Officers) and technical services (in the case of conference-servicing and administrative staff) to the Assembly and its subsidiary bodies.

632. As regards reporting lines, the Special Assistant to the President of the Assembly (GTA) reports directly to the President. The Executive Secretary to the Committee on Budget and Finance reports directly to the Chair of the Committee on Budget and Finance. In addition to the specific duties of the post, the Executive Secretary continues to perform general functions within the Secretariat as a whole, in particular as regards the financing and administration of Major Programme IV. On the recommendation of the Committee on Budget and Finance (“the Committee”), in 2015, the Assembly approved the appointment of the Executive Secretary to the Committee on Budget and Finance as the Secretary to the Audit Committee,⁷² in addition to the above-mentioned duties. The two Administration Officers (see below) and the Senior Administrative Assistant assist the Executive Secretary in servicing the two Committees, as does the rest of the Secretariat, to the extent required.

General temporary assistance

€583.2 thousand

633. The Secretariat currently has four full-time GTA positions and various other, shorter-term GTA positions serving the Assembly and its subsidiary bodies (€82.1 thousand). The proposed budget represents a net increase of €31.1 thousand (5.5 per cent), due mainly to the increases resulting from the revised General Service salary scale of the UN Common System.

634. One *Senior Legal Officer (P-5), 0.6 months. Continued. Multi-year.* Substantive servicing of the Assembly and its working groups (preparation of pre-session and in-session documentation/papers and draft reports) is provided for a limited number of days by a Senior Legal Officer (P-5). This additional officer supplements the two Legal Officers in the Secretariat’s core staff.

635. One *Legal Officer (P-4), 0.6 months. Continued. Multi-year.* Substantive servicing of the Assembly and its working groups (preparation of pre-session and in-session documentation/papers and draft reports) is provided for a limited number of days by a Legal Officer (P-4). This additional officer supplements the two Legal Officers in the Secretariat’s core staff.

⁷¹ For example, IT support during the session is provided by the Secretariat of the United Nations.

⁷² *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Fourteenth session, The Hague, 18-26 November 2015 (ICC-ASP/14/20)*, vol. II, part B.3, para. 145.

636. One *Administration Officer (P-3)*, 12 months. *Continued. Multi-year.* The incumbent assists the Executive Secretary to the Committee on Budget and Finance in preparing for the two sessions of the Committee and in following up on the implementation of Committee recommendations and related matters, including preparation for sessions of the Audit Committee. The presence of this position also provides an opportunity for the Executive Secretary to cover more meetings of the Hague Working Group and to report to the Committee on major issues related to budgetary, financial and administrative matters.

637. One *Administration Officer (P-3)*, one month. *Continued. Multi-year.* The incumbent assists the Executive Secretary to the Committee on Budget and Finance with taking minutes and preparing reports on the two sessions of the Committee and the two sessions of the Audit Committee.

638. One *Legal Officer (P-3)*, 12 months. *Continued. Multi-year.* The incumbent assists the Secretariat with major issues related to budgetary, financial and administrative matters and assists the facilitator with the proposed programme budget.

639. One *Special Assistant to the President (P-2)*, 12 months. *Continued. Multi-year.* The Special Assistant is based in New York and supports the President during visits to New York involving United Nations-related matters concerning the Court. The incumbent provides substantive and technical support to the President in the preparation of statements and correspondence, and in respect of coordination with key stakeholders. The incumbent also assists with the preparation of official communications, coverage of meetings (note-taking, etc.) concerning Assembly-related issues at United Nations Headquarters and continuous engagement with observer States to promote the universality of the Rome Statute. Furthermore, the incumbent provides substantive services to the Bureau and the New York Working Group, and to sessions of the Assembly, under the direction of the Secretariat. Technical servicing will continue to be undertaken by the Court's Liaison Office to the United Nations in New York.

640. One *Special Assistant to the Director (P-1)*, 12 months. *Continued. Multi-year.* The incumbent assists the Director of the Secretariat with, *inter alia*, logistical preparations for the session of the Assembly, the participation of NGO representatives,⁷³ media affairs and the organization of side events. The incumbent also provides assistance with other logistical activities throughout the year and organizes meetings of the Director with Court officials and representatives of States Parties.

Temporary assistance for meetings

€87.1 thousand

641. This includes the cost of interpretation for meetings of the Assembly, the Bureau and subsidiary bodies. The amount requested has decreased by €80.0 thousand (47.9 per cent) because the cost of interpretation for the nineteenth session of the Assembly is subsumed under contractual services as part of the costs incurred with the Secretariat of the United Nations. The Secretariat will seek to limit the financial implications of this change by coordinating with the Registry to use in-house interpreters in The Hague whenever possible.

Overtime

€14.0 thousand

642. The amount proposed for overtime has decreased by €24.0 thousand (63.2 per cent). Overtime is paid to General Service staff, who are required to provide the assistance described above and must necessarily work beyond normal working hours, including weekends, during and in relation to the session of the Assembly and the sessions of the Committees.⁷⁴

⁷³ In 2018, more than 800 NGO representatives requested accreditation for the annual session of the Assembly. For Assembly sessions in The Hague, the Secretariat must produce all the requisite badges for access to the convention centre.

⁷⁴ Unlike Assembly sessions held in The Hague, sessions held at United Nations Headquarters do not involve meetings on Saturdays.

Non-staff resources**€1,223.3 thousand**

643. The amount proposed has increased by €157.3 thousand (14.8 per cent), owing mainly to the travel of nine members of the Advisory Committee on Nominations of Judges to The Hague. Non-staff resources are needed for travel, hospitality, contractual services, training, general operating expenses, supplies and materials and furniture and equipment.

*Travel**€581.6 thousand*

644. The amount proposed for travel has increased by €142.7 thousand (32.5 per cent) owing to the travel of nine members of the Advisory Committee on Nominations of Judges to The Hague and the travel of Secretariat staff to New York to service the nineteenth session of the Assembly.⁷⁵ The travel budget reflects the cost of travel for members of the Committee to attend their sessions; for the Chair of the Committee to attend meetings with the New York and Hague Working Groups and Court officials; and for a few members of the Committee to visit country offices. The travel budget also covers the cost of travel for the Office of the President of the Assembly, including visits to the seat of the Court in The Hague, and to New York.⁷⁶ In addition, it covers the travel of five members of the Audit Committee to The Hague.

*Hospitality**€7.0 thousand*

645. The amount proposed for hospitality remains unchanged. Hospitality resources are mainly used for the two sessions of the Committee and the two sessions of the Audit Committee.

*Contractual services**€585.2 thousand*

646. The amount proposed for contractual services has increased by €16.5 thousand (2.9 per cent), mainly to reflect the actual cost of holding the nineteenth session of the Assembly at the United Nations Headquarters in New York, which includes ancillary services and facilities at the venue, printing, equipment and the outsourcing of translation as well as external printing.

*Training**€7.4 thousand*

647. The amount proposed for training has increased by €0.1 thousand (1.4 per cent). Training is used to keep staff members up to date in their specific fields of work.

*General operating expenses**€22.4 thousand*

648. The amount requested for general operating expenses has decreased by €2.0 thousand (8.2 per cent). General operating expenses cover the cost of mailing documents, notes verbales and publications (to States Parties and to the members of the Committee and the Audit Committee) and occasionally information on seminars promoting universal adoption of the Rome Statute. These materials are sent via regular post, registered mail or courier.

*Supplies and materials**€14.7 thousand*

649. The amount requested for supplies and materials has remained unchanged from 2019. It covers the cost of office supplies, including stationery used by Secretariat staff (paper, toner, pens, memo pads, folders, etc.) and stationery for the two sessions of the

⁷⁵ In recent years, the Assembly has held its annual sessions as follows: two sessions in The Hague, followed by one session at United Nations Headquarters in New York. The latter venue entails a decrease in some budget items (such as contractual services) but an increase in travel costs.

⁷⁶ The President of the Assembly for the period 2018-2020, Mr. O-Gon Kwon, is based in Seoul, Republic of Korea. The three year term of office of President Kwon ends in December 2020, at the conclusion of the nineteenth session of the Assembly.

Committee, the two sessions of the Audit Committee, the annual session of the Assembly and the regular meetings of the Hague Working Group.

Furniture and equipment

€5.0 thousand

650. The amount requested for furniture and equipment has remained unchanged from 2019. The Secretariat continues to promote efficiency through the use of USB flash drives, distributed to delegates attending the Assembly session, which contain pre-session official documents in the official languages, thus saving the cost of printing, transporting, storing and distributing paper copies of such documents. Increased use of this “paper-light” approach and of the Assembly website and extranets may further reduce the need for printed material in the medium term.

Table 35: Major Programme IV: Proposed budget for 2020

Major Programme IV Secretariat of the Assembly of States Parties	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				647.7	10.7	1.7	658.4
General Service staff				356.6	15.5	4.3	372.1
<i>Subtotal staff</i>	<i>1,114.5</i>	<i>-</i>	<i>1,114.5</i>	<i>1,004.3</i>	<i>26.2</i>	<i>2.6</i>	<i>1,030.5</i>
General temporary assistance	345.1	-	345.1	566.3	(84.2)	(14.9)	482.1
Temporary assistance for meetings	151.2	-	151.2	167.1	(80.0)	(47.9)	87.1
Overtime	8.0	-	8.0	38.0	(24.0)	(63.2)	14.0
<i>Subtotal other staff</i>	<i>504.3</i>	<i>-</i>	<i>504.3</i>	<i>771.4</i>	<i>(188.2)</i>	<i>(24.4)</i>	<i>583.2</i>
Travel	314.8	-	314.8	438.9	142.7	32.5	581.6
Hospitality	6.9	-	6.9	7.0	-	-	7.0
Contractual services	736.3	-	736.3	568.7	16.5	2.9	585.2
Training	-	-	-	7.3	0.1	1.4	7.4
Consultants	-	-	-	-	-	-	-
General operating expenses	1.0	-	1.0	24.4	(2.0)	(8.2)	22.4
Supplies and materials	4.7	-	4.7	14.7	-	-	14.7
Furniture and equipment	-	-	-	5.0	-	-	5.0
<i>Subtotal non-staff</i>	<i>1,063.8</i>	<i>-</i>	<i>1,063.8</i>	<i>1,066.0</i>	<i>157.3</i>	<i>14.8</i>	<i>1,223.3</i>
Total	2,682.6	-	2,682.6	2,841.7	(4.7)	(0.2)	2,837.0

Table 36: Major Programme IV: Proposed staffing for 2020

IV	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	1	1	1	1	1	-	5	2	3	5	10
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	1	1	1	1	1	-	5	2	3	5	10
GTA Positions (FTE)														
Approved 2019	-	-	-	-	0.05	0.05	2.08	1.00	1.00	4.18	-	1.58	1.58	5.75
Continued	-	-	-	-	0.05	0.05	2.08	1.00	1.00	4.18	-	-	-	4.18
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	0.05	0.05	2.08	1.00	1.00	4.18	-	-	-	4.18

Table 37: Programme 4100: Proposed budget for 2020

4100 ASP Conference	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				-	-	-	-
General Service staff				-	-	-	-
<i>Subtotal staff</i>	-	-	-	-	-	-	-
General temporary assistance	171.3	-	171.3	327.2	(90.9)	(27.8)	236.3
Temporary assistance for meetings	89.1	-	89.1	107.1	(80.0)	(74.7)	27.1
Overtime	3.3	-	3.3	20.0	(11.0)	(55.0)	9.0
<i>Subtotal other staff</i>	263.7	-	263.7	454.3	(181.9)	(40.0)	272.4
Travel	9.0	-	9.0	-	64.0	-	64.0
Hospitality	-	-	-	-	-	-	-
Contractual services	697.0	-	697.0	413.0	15.9	3.8	428.9
Training	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	0.2	-	0.2	11.0	-	-	11.0
Supplies and materials	4.7	-	4.7	10.0	-	-	10.0
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	710.9	-	710.9	434.0	79.9	18.4	513.9
Total	974.6	-	974.6	888.3	(102.0)	(11.5)	786.3

Table 38: Programme 4100: Proposed staffing for 2020

4100	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GTA Positions (FTE)														
Approved 2019	-	-	-	-	0.05	0.05	1.00	-	1.00	2.09	-	1.58	1.58	3.67
Continued	-	-	-	-	0.05	0.05	1.00	-	1.00	2.10	-	-	-	2.10
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	0.05	0.05	1.00	-	1.00	2.10	-	-	-	2.10

651. Programme 4100 (Conference) shows conference costs, *inter alia*, for the Assembly and costs for the regular meetings of the Bureau and its working groups (the New York and Hague Working Groups). Such costs also include temporary assistance for meetings and travel costs.

Table 39: Programme 4200: Proposed budget for 2020

4200 ASP Secretariat	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				498.1	7.8	1.6	505.9
General Service staff				276.7	12.1	4.4	288.8
<i>Subtotal staff</i>	825.3	-	825.3	774.8	19.9	2.6	794.7
General temporary assistance	4.8	-	4.8	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	4.7	-	4.7	18.0	(13.0)	(72.2)	5.0
<i>Subtotal other staff</i>	9.5	-	9.5	18.0	(13.0)	(72.2)	5.0
Travel	23.1	-	23.1	16.0	86.1	538.1	102.1
Hospitality	1.0	-	1.0	1.0	-	-	1.0
Contractual services	-	-	-	-	-	-	-
Training	-	-	-	2.9	-	-	2.9
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	4.7	-	-	4.7
Furniture and equipment	-	-	-	5.0	-	-	5.0
<i>Subtotal non-staff</i>	24.1	-	24.1	29.6	86.1	290.9	115.7
Total	858.8	-	858.8	822.4	93.0	11.3	915.4

Table 40: Programme 4200: Proposed staffing for 2020

4200	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	1	-	1	1	1	-	4	1	3	4	8
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	1	-	1	1	1	-	4	1	3	4	8
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Continued	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	-	-	-	-	-	-	-	-	-

652. Programme 4200 (Secretariat of the Assembly of States Parties) shows the resources for the Secretariat, including costs relating to services and work on behalf of the Bureau of the Assembly and the working groups of the Bureau (the New York and Hague Working Groups).

Table 41: Programme 4400: Proposed budget for 2020

4400 Office of the President of the Assembly	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				-	-	-	-
General Service staff				-	-	-	-
<i>Subtotal staff</i>	-	-	-	-	-	-	-
General temporary assistance	77.8	-	77.8	109.3	4.2	3.8	113.5
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	77.8	-	77.8	109.3	4.2	3.8	113.5
Travel	82.7	-	82.7	115.4	0.3	0.3	115.7
Hospitality	-	-	-	-	-	-	-
Contractual services	0.1	-	0.1	12.0	-	-	12.0
Training	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	82.8	-	82.8	127.4	0.3	0.2	127.7
Total	160.6	-	160.6	236.7	4.5	1.9	241.2

Table 42: Programme 4400: Proposed staffing for 2020

4400	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	-	-	1.00	-	1.00	-	-	-	1.00
Continued	-	-	-	-	-	-	-	1.00	-	1.00	-	-	-	1.00
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	-	-	1.00	-	1.00	-	-	-	1.00

653. Programme 4400 (Office of the President of the Assembly) includes direct costs relating to the Office of the President of the Assembly, such as the President's travel to The Hague, New York and other destinations, the post of the Special Assistant to the President and contractual services to cover meetings with diplomats and senior officials.

Table 43: Programme 4500: Proposed budget for 2020

4500 Committee on Budget and Finance	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				149.6	2.9	1.9	152.5
General Service staff				79.9	3.4	4.3	83.3
<i>Subtotal staff</i>	289.2	-	289.2	229.5	6.3	2.7	235.8
General temporary assistance	91.2	-	91.2	129.8	2.5	1.9	132.3
Temporary assistance for meetings	62.1	-	62.1	60.0	-	-	60.0
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	153.3	-	153.3	189.8	2.5	1.3	192.3
Travel	200.0	-	200.0	307.5	(7.7)	(2.5)	299.8
Hospitality	5.9	-	5.9	6.0	-	-	6.0
Contractual services	39.2	-	39.2	143.7	0.6	0.4	144.3
Training	-	-	-	4.4	0.1	2.3	4.5
Consultants	-	-	-	-	-	-	-
General operating expenses	0.8	-	0.8	13.4	(2.0)	(14.9)	11.4
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	246.0	-	246.0	475.0	(9.0)	(1.9)	466.0
Total	688.5	-	688.5	894.3	(0.2)	(0.0)	894.1

Table 44: Programme 4500: Proposed staffing for 2020

4500	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	-	1	-	-	-	-	1	1	-	1	2
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	1	-	-	-	-	1	1	-	1	2
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	-	1.08	-	-	1.08	-	-	-	1.08
Continued	-	-	-	-	-	-	1.08	-	-	1.08	-	-	-	1.08
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	-	1.08	-	-	1.08	-	-	-	1.08

654. Programme 4500 (Committee on Budget and Finance) includes direct costs relating to the Committee and the Audit Committee, such as interpretation costs, reflected under temporary assistance for meetings; translation costs, reflected under contractual services; travel costs of the members of the Committee and the members of the Audit Committee; the post of the Executive Secretary to the Committee on Budget and Finance; the post of the Senior Administrative Assistant; the 12-month GTA position of Administration Officer;

the one-month GTA position of Administration Officer; hospitality for the sessions of the Committee and the sessions of the Audit Committee; training; and external printing of the recommendations made by the two Committees.

655. As the Audit Committee is now entrusted with making recommendations to the Assembly concerning the nomination of the External Auditors, as set out in the Audit Committee Charter,⁷⁷ Programme 4500 further includes (under contractual services) the fees for external auditing services, namely for the audits of the financial statements of the Court and of the Trust Fund for Victims, and for one performance audit. Programme 4500 will cover the relevant procurement process for the External Auditors and for Certifying Officer-related tasks, while the auditees (such as the Court and the Secretariat of the Trust Fund for Victims) will interact with the External Auditors on substantive matters related to the specific audits and to handle logistical support during the audit missions. Such transfers will be cost-neutral to States Parties.

⁷⁷ Charter of the Audit Committee, para. 60. Available at: https://asp.icc-cpi.int/iccdocs/asp_docs/ASP16/AC-Charter-ENG.pdf.

E. Major Programme V: Premises

Introduction

656. This programme was established to provide for the maintenance of the Headquarters of the International Criminal Court (“Court”) in The Hague. Preventive and corrective maintenance are currently contracted out to Heijmans. The contract is for the three years ending on 31 December 2021, with an option to extend for two successive three-year-periods and one final twelve-month-period.

Budget resources

€3,088.1 thousand

657. The requested amount has increased by €1,288.1 thousand (71.6 per cent), of which €1,243.1 thousand is for planned capital replacements in 2020, as already discussed with the Committee on Budget and Finance. The remaining increase relates to the expected price index increase of 2.5 per cent in the facilities management industry.

General operating expenses

€3,088.1 thousand

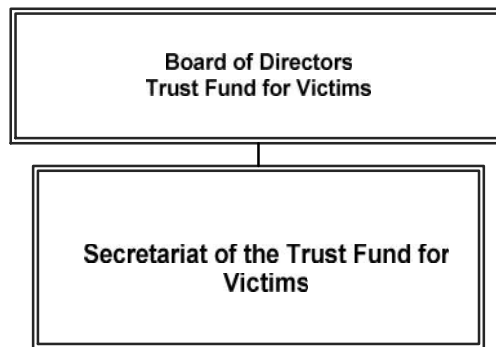
658. The requested amount has increased by €1,288.1 thousand (71.6 per cent) compared to 2019. This increase is proposed mainly to allow for the following two developments: (a) an increase of 2.5 per cent, from €1,800.0 thousand to €1,845.0 thousand, in the amount of the contract for preventive and corrective maintenance, due to the expected price index increase of 2.5 per cent; and (b) capital replacements of €1,243.1 thousand, taking into account the expected 2.5 per cent price index increase in the facilities management industry, for targeted renovations of the following infrastructure components: Building Management System, Security Management System, electromechanical installations and central HVAC (heating, ventilation and air-cooling) technology (see annex XV).

659. The price index increase will be estimated according to paragraph 13.5 of the contract procured competitively by the Court in 2018 and entered into by the Court and the vendor, Heijmans, on 1 January 2019: “The fees and rates indicated in Articles 13.1 and 13.2 may be adjusted once per year, for the first time one (1) year after the Commencement Date (i.e. on 1 January 2020). The adjustment shall be equal to the BDB index for maintenance of the technical installations for office buildings, with base year April 2012, rounded to two decimal places. The indexation is based on the year-on-year method whereby the month of July is the reference month. If the Contractor wishes to make use of the possibility to index the fees and rates, the Contractor shall submit the indexation request in writing to the Court no later than two months before the intended effective date of that indexation.”

Table 45: Major Programme V: Proposed budget for 2020

Major Programme V Premises	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				-	-	-	-
General Service staff				-	-	-	-
<i>Subtotal staff</i>	-	-	-	-	-	-	-
General temporary assistance	-	-	-	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	-	-	-	-	-	-	-
Travel	-	-	-	-	-	-	-
Hospitality	-	-	-	-	-	-	-
Contractual services	-	-	-	-	-	-	-
Training	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	1,498.5	-	1,498.5	1,800.0	1,288.1	71.6	3,088.1
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>1,498.5</i>	-	<i>1,498.5</i>	<i>1,800.0</i>	<i>1,288.1</i>	<i>71.6</i>	<i>3,088.1</i>
Total	1,498.5	-	1,498.5	1,800.0	1,288.1	71.6	3,088.1

F. Major Programme VI: Secretariat of the Trust Fund for Victims



Introduction

660. The Trust Fund for Victims (“TFV”) at the International Criminal Court (“the Court”) responds to the harm resulting from the crimes under the jurisdiction of the Court by ensuring the rights of victims and their families through the provision of reparations and assistance. The TFV has two mandates: (1) to administer reparations ordered by the Court against a convicted person;⁷⁸ and (2) to use its other resources for the benefit of victims in accordance with article 79 of the Rome Statute.⁷⁹ Both mandates are directed at assisting victims of genocide, crimes against humanity, war crimes and the crime of aggression.⁸⁰

661. Throughout 2018 and 2019, the reparations practice of the Court and the TFV has further matured and taken shape – with the delivery of the first reparations awards – and it will continue to do so in 2020. The information and insights shared with the Committee on Budget and Finance (“the Committee”) in the TFV’s reports,⁸¹ which describe the main stages and participants, probable workload and budgetary impact associated with the reparations phase as a whole, remain relevant as a foundation for the TFV’s proposed programme budget for 2020.

Strategic Goals

662. While the strategies of the Court and the TFV are mutually acknowledged to be interrelated and aligned, the TFV’s strategic goals are specific to its two mandates: assistance and reparations to victims under the jurisdiction of the Court. The TFV is governed by a Board of Directors (“the Board”). The Board is directly accountable to the States Parties for all TFV activities.⁸² Furthermore, the TFV’s victim assistance projects are financed not by assessed contributions, but primarily by voluntary contributions and private donations. Funding for reparations comes from the awards, fines and forfeitures that may be ordered by the Court, which may be complemented by the “other resources of the Trust Fund” if so decided by the Board of Directors.⁸³

663. The TFV’s new strategic plan for 2019-2022 is in development. Formal adoption of the plan by the Board, whose members were newly elected at the Assembly of States Parties (“the Assembly”) in December 2018, is scheduled for 2019. At its meeting in April 2019, the Board decided to maintain and further develop the TFV’s four main strategic goals, and to develop a three-year action plan for each of them. Accordingly, for the purpose of developing the proposed programme budget for 2020, the TFV’s four strategic goals remain in place, as do the TFV Performance Monitoring Plan and the TFV Risk Management Framework.

⁷⁸ Rule 98(2), (3) and (4) of the Rules of Procedure and Evidence.

⁷⁹ Rule 98(5) of the Rules of Procedure and Evidence. For more information on the TFV’s legal basis, see <https://www.trustfundforvictims.org/en/about/legal-basis>.

⁸⁰ As defined in articles 6, 7 and 8 of the Rome Statute.

⁸¹ “Joint Report of the Court and the TFV on foreseeable administrative and operational cost implications of reparations”, CBF/30/8, submitted to the Committee on Budget and Finance ahead of its thirtieth session in April 2018; “Report of the Trust Fund for Victims on foreseeable workload in relation to its organizational structure”, CBF/30/13.

⁸² Regulations of the Trust Fund for Victims (RTFV), ICC-ASP/4/Res 3, regulation 76.

⁸³ RTFV, regulation 56.

664. The TFV's mission is to respond to the harm resulting from crimes under the jurisdiction of the Court by ensuring respect for the rights of victims and their families through the provision of reparations and assistance.

665. The TFV's strategic goals are:

(a) Reparative justice for victims: overcoming harm and transforming lives. Victims and their families overcome harm, lead a dignified life and contribute to reconciliation and peacebuilding within their communities;

(b) Advocacy for victims. The TFV is a powerful public advocate for the rights of victims and their families, in particular within the global justice system and the humanitarian sector;

(c) Financial growth and sustainability. States Parties and donors ensure financial growth and sustainability; and

(d) Creating an effective organizational structure. The TFV, acting in collaboration with the Court and other strategic partners, ensures good governance, accountability and transparency in all its operations.

TFV mandates

Assistance

666. As of 2019, the assistance programmes in the Democratic Republic of the Congo (DRC) and northern Uganda have entered into a new five-year implementation cycle. The assistance programme in Côte d'Ivoire is scheduled to start in 2019 and is envisaged to include a capacity-building component to enhance the national government's performance in the implementation of domestic reparation initiatives.

667. The TFV plans to launch its full assistance programme in the Central African Republic (CAR) in 2020, after an assessment phase and a pilot programme starting in the third quarter of 2019. Since early 2019, the TFV has also been carrying out assessments for programmes in Kenya and Georgia, which are subject to Board approval in December 2019. If Board approval is granted, competitive selection procedures for implementing partners will follow. Furthermore, the TFV will be seeking to develop an assistance programme in the Mali situation to run concurrently with the reparations programme in *Al Mahdi*. New assistance programmes are likely to differ in size and scope, but all will eventually require TFV field capacity to guide and manage their implementation.

668. Launching and managing multiple assistance programmes requires adequate organizational capabilities and well thought-out operational strategies, not least to ensure complementarity with – and possibly to reinforce – existing domestic reparative initiatives, which is an inherent part of the TFV's assistance mandate. The TFV recalls the External Auditor's recommendation that it strengthen its field teams to ensure effective project monitoring and control of TFV activities.

Reparations

669. Three cases before the Court are in the reparations implementation phase: *Al Mahdi* in Mali and *Lubanga* and *Katanga* in the DRC. Reparations proceedings in *Ntaganda* are expected to commence in the last quarter of 2019, following the sentencing phase. Reparations proceedings in *Ongwen* may commence in 2019 or thereafter, subject to a conviction in that case.

670. The TFV's reparations workload is subject to significant increases and/or peak periods during three stages of the reparations process:

(a) *Judicial stage leading up to the reparations order*: More and more cases are reaching the reparations phase. As a key participant in this stage of proceedings before the Court, the TFV dedicates substantial time and resources to legal analysis and operational research in support of its filings on reparations, submitted at the invitation of Chambers;

(b) *Preparation of draft implementation plans by the TFV*: This is a particularly resource-intensive undertaking, drawing heavily on the TFV's legal and operational resources and requiring intensive consultation with victims and stakeholders both in the field and at Headquarters. The assistance and collaboration of Registry sections and Legal Representatives of Victims is also required;

(c) *After the approval of an implementation plan*: This stage of the reparations process generates the most significant increase in workload for the TFV, owing to its overall responsibility and direct involvement as the organization in charge of implementing reparations awards. This involves the following areas: disbursement of individual awards; consultations with victims and their legal representatives regarding access to reparations, and the resulting fine-tuning of collective awards; outreach and identification of new victims, and screening for eligibility for individual and collective awards; and the implementation of collective and symbolic awards. Victim identification and screening (*Lubanga* and *Al Mahdi*) and award implementation –directly by TFV staff or indirectly by implementing partners selected via a costly procurement process – are particularly resource-intensive undertakings that require dedicated operational capacity both in the relevant country offices and at Headquarters.

671. Across the above stages, the TFV notes the occurrence of significant workload peaks related to the reparations implementation phase. Areas in which these peaks occur include:

(a) *Legal work*, to lay the foundation for and guide the implementation of reparations awards, including victim identification and verification on behalf of the Board, and overall functional steering of quality control and reporting to Chambers;

(b) *Procurement of services* of implementing partners and expert consultants. In particular, in respect of the implementation of strictly-defined reparations awards, the international competitive bidding procedure requires a strict approach to achieving best value in often weak services markets and on the basis of a highly detailed scope of work which cannot suffer deviations;

(c) *Field activities*, to support the preparation of draft implementation plans and provide operational and administrative oversight of the implementation of reparations awards. This includes the management of implementing partners, good coordination practices and standard procedures, outreach to (potentially) eligible victims and their communities, and relationships with other stakeholders such as State authorities and other agencies;

(d) *Monitoring and evaluation*, to verify the appropriate and effective implementation of reparations awards. This includes measuring the satisfaction of beneficiaries and reporting to Chambers on progress and outcomes. For evaluation purposes, the TFV relies on external expert services to conduct baseline studies and *ex post facto* evaluations, and to carry out beneficiary satisfaction surveys; and

(e) Where the TFV is to use its other resources to complement the payment of a reparations award because the convicted person is indigent, it is required to undertake intensive, award-specific *fundraising activities* to obtain State contributions and private donations earmarked for that award or for particular parts of it.

672. The TFV recalls resolution 6 of the sixteenth session of the Assembly,⁸⁴ in which the States Parties requested the Court and the TFV to continue developing a strong collaborative partnership, mindful of each other's roles and responsibilities, to implement Court-ordered reparations. In particular, the TFV has been working closely with country offices, the Finance Section, the Procurement Unit, the Victims Participation and Reparations Section (VPRS), the External Relations and State Cooperation Unit, the Counsel Support Section, the Office of Public Counsel for Victims, the Security and Safety Section, and the Public Information and Outreach Section. The TFV highly appreciates the collaboration and assistance that has been provided by the Registry and Legal

⁸⁴ *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Sixteenth session, New York, 4-14 December 2017* (ICC-ASP/16/20), vol. I, part III.A, ICC-ASP/16/Res.6, annex, para. 12(c).

Representatives of Victims throughout the preparation and implementation of reparations awards in the past year, and wishes to pursue this collaboration further in 2020.

Security

673. The effective delivery of assistance programmes and reparations awards may be severely hampered by insecurity, conflict or the outbreak of infectious diseases such as Ebola in areas where the TFV operates. This is currently apparent in the Ituri Province of the eastern DRC, in northern Mali and in the CAR.

674. Security challenges are inherent to the work of both the Court and the TFV, but they take on particular importance for the TFV, as its assistance and reparations mandates are best pursued in a context of long-term stability where reparation measures can have their full effect, allowing victims and communities to overcome harm, rebuild their lives and contribute to peaceful co-existence.

675. The operational complexities resulting from security challenges may have a number of impacts on the TFV's pace of operations and rate of implementation, forcing reprioritizations and adaptations and complicating the selection and management of suitable implementing partners. Each new challenge may impose a human and financial burden on the TFV, which it will need to absorb in order to continue discharging its obligations to the Court and to the victims. For this reason, the TFV's organizational structure needs to retain its ability to respond flexibly to unexpected developments, including by the rotation of field-based staff and temporary deployment of Headquarters and/or Registry staff to field locations. Finally, the TFV must be able to resort to additional short-term staff to address peak needs.

Organizational development

676. The factors described above require the TFV to develop and maintain an organizational structure that is responsive to its mandates, in particular where its operations are triggered by judicial reparations proceedings.

677. TFV programmes and reparations awards are managed from the country offices by the Programme Managers. Functional steering (standard setting, technical advice and quality control) is the responsibility of the following positions: Legal Adviser, Finance Officer, Monitoring and Evaluation Officer and, to a lesser extent, the Fundraising and Visibility Officer. Administrative processes, including internal control, in support of implementation processes are also handled by or coordinated from the office in The Hague and are mainly the responsibility of the Finance Officer. Legal staff is engaged both in The Hague and in the field (to conduct intermediary training, victim consultations and victim screening, and to assist with the implementation of reparations awards).

Cooperation and synergy with the Registry

678. In March 2019, the Secretariat of the Trust Fund for Victims (STFV) and the Registry agreed on a Cooperation and Assistance Framework ("the Framework"), the purpose of which is twofold: to set out a common understanding of the areas of cooperation and assistance between the Registry and the STFV⁸⁵, and to enable the Registry and the STFV to plan the best possible management of resources and capacity in order to deliver effectively and efficiently on their respective mandates.

679. The Framework covers the following functional working areas: legal services; reporting to oversight bodies; human resources management and development; procurement; finance; budget development, monitoring and reporting; the SAP team; security; communications and outreach; country office support; external relations (including mission planning); fundraising; reparations; information management; counsel support; and language support, including interpretation services.

⁸⁵ See regulation 19 of the RTFV (ICC-ASP/4/Res.3, adopted 3 December 2005): "Bearing in mind the independence of the Secretariat, it shall consult the Registrar on all administrative and legal matters for which it receives the assistance of the Registry."

680. The Framework further sets out the operational modalities of the working relationship between the STFV and the Registry, including operational tools (joint planning and monitoring); focal points; periodicity of meetings; escalation mechanisms to address bottlenecks and other problems quickly; and coordination and progress review meetings at the senior management level.

681. For example, cooperation with the VPRS and country offices is vital to the design and implementation of the TFV's victim verification procedures, to allow previously unidentified victims to receive the collective reparations awards in *Lubanga* and the individual awards in *Al Mahdi*. The continued availability, experience, expertise and supporting role of the VPRS, in The Hague and especially in the field, will condition the TFV's ability to manage these processes without having to replicate the necessary functions in its own structure.

682. The TFV also relies on the Finance Section, the SAP team and the Procurement Unit for the selection of implementing partners and for the disbursement of awards and other amounts, and to ensure proper financial reporting to relevant stakeholders. The TFV expects to further consolidate this collaboration in 2020 as it continues the implementation of reparations awards and assistance programmes.

683. The TFV must rely increasingly on the services of the Registry to help assess, anticipate and mitigate security challenges which pose a threat to the implementation of assistance programmes and reparations awards.

684. The Framework and the monitoring, consultation and escalation mechanisms for which it provides are expected to further optimize synergies between the STFV and the Registry, including in the country offices, thereby boosting the efficiency and effectiveness of the TFV's operations.

Budget resources

€3,333.0 thousand

685. The requested amount has increased by €202.7 thousand (6.5 per cent). Besides changes to standard staff costs in accordance with the United Nations common system, the proposed increase reflects an incremental increase in staff costs due entirely to the full-time continuation of general temporary assistance (GTA) positions approved in the 2019 budget.

686. In developing the proposed programme budget for 2020, the TFV has opted to plan the recruitment and mobilization of a number of approved GTA positions to year end 2020 in order to moderate budget growth in 2020, while mitigating the budgetary impact of the increase of standard staff costs.

687. No new positions are proposed. Non-staff costs are maintained at the level of the 2019 Approved Budget.

Staff resources

€2,687.0 thousand

688. The amount requested for established posts has increased by €46.9 thousand (4.4 per cent) as compared to the amount in the 2019 Approved Budget. The amount requested for GTA positions has increased by €155.8 thousand (11.0 per cent) as compared to the amount in the 2019 Approved Budget. As outlined above, an increase is needed for the TFV to be able to implement multiple reparations orders while also expanding its assistance programmes to other situation countries.

689. It is proposed that the TFV comprises 9 established posts and 18 GTA positions (15.13 FTE). The amount requested for established posts is €1,113.7 thousand. The amount requested for GTA positions is €1,573.3 thousand.

Established posts: Professional and General Service

€1,113.7 thousand

690. The TFV is managed by an *Executive Director (D-1)*. *Continued.*

691. One *Legal Adviser (P-4)*. *Continued.* This position provides the Board and the STFV with expert legal advice on the development and implementation of the TFV's assistance and reparations mandates. The incumbent's responsibilities include high-level advice on the

development of the TFV's legal strategy, management of the process of preparing legal filings before the Court, external representation of the TFV and functional steering of the legal dimension of the implementation of Court-ordered reparations awards.

692. Three *Programme Managers (P-4)*. *Continued*. These positions are based, respectively, in the country offices in Kampala, Uganda; Bunia, DRC; and Abidjan, Côte d'Ivoire. The incumbents are responsible and accountable for the design, implementation and management oversight of TFV programmes and reparations awards. They report directly to the Executive Director.

693. One *Monitoring and Evaluation Officer (P-3)*. *Continued*. This position is based in The Hague, plays a central role in programme coordination, and reports to the Executive Director, the Legal Adviser or the authorized functional deputy. The incumbent is responsible for steering and ensuring quality control in respect of all programme monitoring, evaluation and reporting activities. The incumbent is also responsible for standard setting in monitoring and evaluation through the TFV's Performance Monitoring Plan (PMP).

694. One *Finance Officer (P-3)*. *Continued*. This position ensures enhanced financial oversight, reporting, (internal) control and compliance within the TFV and in respect of implementing partners. The incumbent is also responsible for the management and further development of the SAP Grants Management System and financial policies relating to the TFV's mandates and activities. As the main focal point for assistance- and reparations-related procurement, the incumbent also focuses on the coordination and implementation of procurement processes.

695. One *Administrative Assistant (GS-OL)*. *Continued*. This position has the vital role of handling the administrative workload that comes with the proper functioning of the Board and the STFV.

696. One *Programme Assistant (GS-OL)*. *Continued*. This position is to support the programme management team in The Hague in the development and implementation of assistance programmes and reparations awards.

General temporary assistance

€1,573.3 thousand

697. The amount requested for GTA positions has increased by €155.8 thousand (11.0 per cent) as compared to the amount in the 2019 Approved Budget. As stated above, this growth is limited to what is necessary to accommodate rising standard staff costs and the full-time continuation of positions in the 2019 Approved Budget.

698. In 2019, the TFV had 18 GTA positions (13.87 FTE), which it proposes to continue into 2020 (15.13 FTE).

Headquarters

699. One *Fundraising and Visibility Officer (P-3)*, 12 months. *Continued. Multi-year*. Awareness-building and fundraising go hand-in-hand to create a stronger political and financial foundation for fulfilling the TFV's mandates, mission and goals. The strategic diversification of the TFV's revenue base to include private donors alongside a growing number of States Parties means being able to build on the availability of in-house expertise. Both awareness-raising and resource development are strategic functions of the TFV and require dedicated capacity, which the Fundraising and Visibility Officer will provide.

700. One *Associate Executive Officer (P-2)*, 12 months. *Continued. Multi-year*. The incumbent ensures the smooth functioning of the executive office, which includes providing support and advice to the TFV's Executive Director and Board, and to the Legal Adviser, the Finance Officer and the Fundraising and Visibility Officer. The incumbent engages in relationship management with high-level external stakeholders, and, alongside the Fundraising and Visibility Officer, organizes events to raise the TFV's public profile and encourage more voluntary contributions and private donations.

701. One *Associate Programme Officer (P-2)*, 12 months. *Continued. Multi-year*. This position is based in The Hague. The incumbent supports the work of the Programme

Manager on the TFV's assistance and reparations programmes, works closely with the Finance Officer (P-3) on matters related to programme administration (including procurement processes) and oversees administrative support functions at the STFV. The incumbent also works closely with the Monitoring and Evaluation Officer (P-3), and is responsible for providing support for the development, oversight and reporting of results of TFV programmes under the reparations and assistance mandates in situation countries. The incumbent in this key position maintains direct working relationships with the Programme Managers and Associate Field Programme Officers, and with the Associate Executive Officer in The Hague. The incumbent supports the development of programmatic frameworks, i.e. assessments (under the assistance mandate) and draft implementation plans (under the reparations mandate) undertaken by TFV field staff. Relevant outputs include preparatory research and engagement of experts as required. The incumbent also facilitates the efficiency, effectiveness and transparency of TFV programme operations; of comprehensive, timely and correct reporting on programme results; and of adequate reporting on those results to external stakeholders.

702. *Two Associate Legal Officers (P-2), 12 months each. Continued. Multi-year.* Associate Legal Officers are required to provide research, drafting and reporting capacity throughout the reparations phase, and to maintain working-level relationships with parties and participants in the reparations proceedings as well as with relevant staff at the Court, including in the Judiciary and the Registry. The incumbents' assignments will be case-related on the basis of ongoing reparations proceedings and will specifically include handling the administration of the TFV's victim screening process, e.g. by managing victim files and supporting the Board's eligibility decision-making and subsequent reporting to Trial Chambers. Further responsibilities include the monitoring of cases in the trial phase so that the TFV can be properly informed and positioned at the onset of the reparations phase. The Associate Legal Officers support the work of the Legal Adviser.

703. *One Finance Assistant (GS-OL), 12 months. Continued. Multi-year.* Increased finance capacity is necessary to support the recruitment process, the implementation of assistance programmes and the financial preparation and implementation of individual and collective reparations awards throughout 2020. The incumbent supports the Finance Officer (P-3) in administering finance-related activities and ensuring the internal control of TFV programmes. The need for greater financial support capacity is well illustrated by the expected increase, from 17 to 25, in the number of implementing partners operating under the assistance mandate (in around five situation countries, resulting in five assistance programmes: DRC, Uganda, Côte d'Ivoire, CAR and Georgia). Increased financial support capacity is also needed to accommodate the expected increase in finance-related activities under the reparations mandate in 2020 due to the significant estimated increase in the implementation of both individual and collective reparations awards.

704. *One Programme Assistant (GS-OL). Continued.* This position is to support the programme management team in The Hague in the development and implementation of assistance programmes and reparations awards.

Programme management and field operations

705. *One Programme Manager (P-4), 0.5 month. Continued. Multi-year.* This position is based in Mali. The implementation of reparations in the *Al Mahdi* case (Mali) requires the TFV to operate large-scale, complex and judicially sensitive reparations programmes in a highly volatile security context. The TFV will also be required to consider the possibility of expanding its assistance programmes to Mali. Appropriate professional oversight will be needed on site to develop and oversee complex interventions in conflict-sensitive settings. Due to budgetary considerations, the recruitment and mobilization for this position has been postponed to year-end 2020 in order to moderate budget growth in 2020. Meanwhile, the oversight of reparations and eventual assistance activities in Mali is temporarily ensured by another the TFV Programme Manager based in Abidjan.

706. *Seven Associate Field Programme Officers (P-2), 12 months each. Continued. Multi-year.* These positions are based at the country offices: two in the DRC, one in Uganda, one in Mali, one in Côte d'Ivoire, one in the CAR and one for Kenya (based in Uganda). The incumbents form part of the long-term backbone of the TFV's field capacity,

along with the Programme Managers (P-4). They help ensure continuity, consistency and quality control in respect of the implementation of assistance programmes and reparations awards.

707. One *Field Programme Assistant (G-5), 12 months (DRC). Continued. Multi-year.* This position is based in the DRC to support the implementation of reparations awards in *Lubanga* and *Katanga* and the new cycle of the assistance mandate programme. This capacity is needed to ensure essential field-based programme support functions and to support programme staff by collecting, registering and maintaining information on implementation activities, preparing status and progress reports, ensuring that implementing partners' quality controls are aligned with the TFV's rules and procedures, and providing administrative support to the TFV field team.

708. Two *Monitoring and Evaluation Assistants (G-5), 0.50 months each (DRC). Continued. Multi-year.* These positions are crucial to supporting data analysis and verification related to the monitoring, reporting and evaluation of the implementation of assistance programmes and reparations awards (*Lubanga* and *Katanga*), including support for beneficiary satisfaction surveys. The incumbents' work is functionally steered by the Monitoring and Evaluation Officer in The Hague to support the consistency and cohesion of the TFV's monitoring, reporting and evaluation practice, in accordance with the standards and protocols of the TFV's PMP. Due to budgetary considerations, the recruitment and mobilisation for these positions have been postponed to year-end 2020. Meanwhile, the activities are temporarily ensured by field based staff with the possibility of recourse to consultants.

Non-staff resources

€646.0 thousand

709. Non-staff resources are required for travel, hospitality, contractual services, training, consultants, general operating expenses, and supplies and materials. The requested amount remains unchanged, reflecting an extremely conservative approach given the increased levels of activity, with the new cycle of assistance programmes beginning alongside the implementation of the reparations awards in three cases. Non-staff resources are recurrent.

Travel

€352.8 thousand

710. The requested amount remains unchanged and will be required mainly in relation to the TFV's programme activities (reparations and assistance mandates), visibility/fundraising and Board-related initiatives. This amount will cover meetings and field trips of the TFV Board; meetings with donors and other external TFV stakeholders (involving Board members, the Executive Director and other staff as needed); visibility and fundraising; programme design and engagement with implementing partners, authorities and other programme stakeholders; and the TFV annual staff meeting.

Hospitality

€1.0 thousand

711. The requested amount remains unchanged and is required for effective engagement with third parties in the context of the TFV's management of its external relations.

Contractual services

€147.0 thousand

712. The requested amount remains unchanged. Contractual services are needed for external printing in the field and at Headquarters; SAP Grants Management support, including business support services; development of fundraising events and materials, rental of premises in the field, the External Auditor's fee, TFV Board meeting costs and external English-French translation.

Training

€32.2 thousand

713. The requested amount remains unchanged. This amount is required to cater to the training needs of existing and new staff in The Hague and at the country offices, within the newly expanded STFV structure.

Consultants

€105.0 thousand

714. The requested amount remains unchanged. Consultants are needed to assist with technical writing and progress reporting/proposal drafting. Consultants may also be used to promote the TFV's visibility and fundraising activities, and to provide expert advice on reparations.

General operating expenses

€5.0 thousand

715. The requested amount remains unchanged. This amount is required for workshops and meetings at country offices, and for communications materials and mailing costs.

Supplies and materials

€3.0 thousand

716. The requested amount remains unchanged. This amount is required for basic office supplies and other expendable office materials.

Table 46: Major Programme VI: Proposed budget for 2020

Major Programme VI Secretariat of the Trust Fund for Victims	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				935.6	41.1	4.4	976.7
General Service staff				131.2	5.8	4.4	137.0
<i>Subtotal staff</i>	<i>877.0</i>	<i>-</i>	<i>877.0</i>	<i>1,066.8</i>	<i>46.9</i>	<i>4.4</i>	<i>1,113.7</i>
General temporary assistance	578.0	-	578.0	1,417.5	155.8	11.0	1,573.3
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	9.6	-	9.6	-	-	-	-
<i>Subtotal other staff</i>	<i>587.6</i>	<i>-</i>	<i>587.6</i>	<i>1,417.5</i>	<i>155.8</i>	<i>11.0</i>	<i>1,573.3</i>
Travel	360.5	-	360.5	352.8	-	-	352.8
Hospitality	-	-	-	1.0	-	-	1.0
Contractual services	131.4	-	131.4	147.0	-	-	147.0
Training	10.2	-	10.2	32.2	-	-	32.2
Consultants	61.4	-	61.4	105.0	-	-	105.0
General operating expenses	0.0	-	0.0	5.0	-	-	5.0
Supplies and materials	3.2	-	3.2	3.0	-	-	3.0
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>566.7</i>	<i>-</i>	<i>566.7</i>	<i>646.0</i>	<i>-</i>	<i>-</i>	<i>646.0</i>
Total	2,031.3	-	2,031.3	3,130.3	202.7	6.5	3,333.0

Table 47: Major Programme VI: Proposed staffing for 2020

VI	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	1	-	4	2	-	-	7	-	2	2	9
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	1	-	4	2	-	-	7	-	2	2	9
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	-	1.00	8.24	-	9.24	-	-	-	9.24
Continued	-	-	-	-	-	0.04	1.00	11.00	-	12.04	-	3.08	3.08	15.13
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	0.04	1.00	11.00	-	12.04	-	3.08	3.08	15.13

G. Major Programme VII-2: Permanent Premises Project – Host State Loan

Introduction

717. In 2008, the Assembly of States Parties (“the Assembly”) accepted the host State’s offer of a loan for the Permanent Premises Project of up to a maximum of €200 million, to be repaid over a period of 30 years at an interest rate of 2.5 per cent.⁸⁶

718. In response to requests from the Committee on Budget and Finance and the Assembly, in its approved budget for 2011, the International Criminal Court (“the Court”) established Major Programme VII-2 to report on the interest expected to be paid on the loan amounts received by the Court for the Permanent Premises Project.⁸⁷

719. The financial implications of Major Programme VII-2 are applicable only to those States Parties that did not opt for a one-time payment or did not fully complete their one-time payments.⁸⁸

720. The loan agreement between the host State and the Court stipulates that the interest due from the Court to the host State over the preceding calendar year and/or any repayment to be applied to previous calendar years is to be paid by the Court on the due date (namely on or before 1 February of each calendar year).⁸⁹

721. The impact over the coming years is shown in greater detail below.

Table 48: Interest and loan repayment impact over the coming years (in euros)

	2018	2019	2020	2021	2022
Loan repayment					
Capital and interest	3,585,127	3,585,127	3,585,127	3,585,127	3,585,127
Total payments	3,585,127	3,585,127	3,585,127	3,585,127	3,585,127

722. Repayment of the loan started after surrender of the interim premises leases on 30 June 2016. Capital and interest owed for the period from 1 January to 31 December 2019 will be payable on or before 1 February 2020.

⁸⁶ *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Seventh session, The Hague, 14-22 November 2008* (ICC-ASP/7/20), vol. I, part III, ICC-ASP/7/Res.1, para. 2 and annex II.

⁸⁷ *Official Records ... Ninth session ... 2010* (ICC/ASP/9/20), vol. II, part A, section G, para. 466.

⁸⁸ *Official Records ... Seventh session ... 2008* (ICC-ASP/7/20), vol. I, part III, ICC-ASP/7/Res.1, annex III.

⁸⁹ Loan agreement between the State of the Netherlands (Ministry of Foreign Affairs) and the International Criminal Court, dated 23 March 2009, para. 6.1.

Table 49: Major Programme VII-2: Proposed budget for 2020

Major Programme VII-2 Host State Loan	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				-	-	-	-
General Service staff				-	-	-	-
<i>Subtotal staff</i>	-	-	-	-	-	-	-
General temporary assistance	-	-	-	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	-	-	-	-	-	-	-
Travel	-	-	-	-	-	-	-
Hospitality	-	-	-	-	-	-	-
Contractual services	-	-	-	-	-	-	-
Training	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-
<i>Host State Loan</i>	3,585.1	-	3,585.1	3,585.1	-	-	3,585.1
Total Including Host State Loan	3,585.1	-	3,585.1	3,585.1	-	-	3,585.1

H. Major Programme VII-5: Independent Oversight Mechanism

Introduction

723. Major Programme VII-5, the Independent Oversight Mechanism (IOM), was established by the Assembly of States Parties (“the Assembly”) at its eighth session⁹⁰ in accordance with article 112(4) of the Rome Statute to provide independent, effective and meaningful oversight of the International Criminal Court (“the Court”). At its twelfth session, the Assembly issued resolution ICC-ASP/12/Res.6, in which it approved the IOM’s mandate to conduct independent inspections, evaluations and investigations.⁹¹ The IOM’s purpose is to assure the Assembly of the effective and comprehensive oversight of the Court in order to enhance its efficiency and economy. The IOM undertakes evaluation and inspection work at the direct request of the Assembly or the Heads of Organ of the Court; it conducts investigations at its own discretion into received reports of misconduct or breaches of the Court’s rules and regulations. The IOM can investigate elected officials under revised rule 26 of the Rules of Procedure and Evidence.

Budget resources

€783.8 thousand

724. The total requested amount, while remaining relatively modest, has increased by €252.7 thousand. This is a small sum in absolute terms, although it represents a significant increase of 47.6 per cent. The increase is due mainly to the heavier investigation workload now that the IOM is fully operational and accommodating a higher volume of reports of possible misconduct. It also stems from the IOM’s need to maintain the operational independence that is central to its mandate.

Staff resources

€638.0 thousand

725. The requested amount has increased by €156.0 thousand (32.4 per cent). The increase is due mainly to the addition of a new Senior Investigator post at the P-4 level. The IOM will comprise five established posts.

Established posts: Professional and General Service

€638.0 thousand

726. In 2019, the IOM comprised the Head of the IOM (P-5), one Senior Evaluation Specialist (P-4), one Associate Investigator (P-2) and one Administrative Assistant (GS-OL).

727. Now that the IOM has become fully operational and has taken on a greater role at the Court, its current structure is no longer conducive to the effective and efficient pursuit of its objectives. This has been indicated to the Bureau of the Assembly throughout the year. Notably, the current structure provides only one staff member (P-2 level) to work full-time on investigations; additional, short-term resources were required in 2019 to allow the IOM to function to an acceptable standard. Furthermore, the IOM has been unable to undertake any work under its inspection mandate for the past two years, owing to limited staff resources. The new Senior Investigator is expected to assist in this regard, if the investigation workload permits it.

Non-staff resources

€145.8 thousand

728. The requested amount has increased by €6.7 thousand (196.9 per cent), nearly doubling the 2019 amount. The requested amount is required for consultants, travel, training, general operating expenses and furniture and equipment. It reflects an increase in travel and training costs. The largest increase is in the cost of consultants. Resources for consultants are non-recurrent; other non-staff costs are recurrent.

⁹⁰ *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Eighth session, The Hague, 18-26 November 2009* (ICC-ASP/8/20), vol. I, part II, ICC-ASP/8/Res.1.

⁹¹ *Official Records ... Twelfth session ... 2013* (ICC-ASP/12/20), vol. I, part III, ICC-ASP/12/Res.6, annex, para. 5.

Travel €22.4 thousand

729. The requested amount has increased by €1.8 thousand (111.3 per cent), essentially reflecting the increase in investigation-related work and expected field missions. It is impossible to predict exactly how many investigations will arise or where they will arise, but the request assumes three operational field missions in direct support of oversight activities. It also includes travel for annual meetings of evaluation and investigation professionals.

Training €16.4 thousand

730. The requested amount has increased by €4.9 thousand (42.6 per cent) and is required to enable IOM staff members to participate in training to maintain their substantive skills, ensure that they are conversant with international best practice in their areas of expertise, and assist in maintaining their relevant professional qualifications. The requested amount is based on the assumption that full advantage will be taken of professional fee discounts, discounted or gratis training forums within the international community and locally-sourced training opportunities. It also takes into account the increases associated with the requested addition of one staff member.

Consultants €100.0 thousand

731. The requested amount has increased by €80.0 thousand (400.0 per cent). Consultant resources are required to provide support when specific and additional expert skill sets are needed or when existing resources are not sufficient to address an increased workload. This is particularly the case of investigations for which the exact amount of work and resources required cannot be accurately predicted given the short time for which the IOM has been fully staffed and operational. It is critical that, in order to discharge its assurance obligations to States, the IOM is able to handle unexpected workload increases without having to request support from other Court organs, which could jeopardize or give the appearance of jeopardizing the operational independence that is so critical to its mandate. Accordingly, it is to be expected that the full amount may not be utilized.

General operating expenses €2.0 thousand

732. The requested amount remains unchanged. The amount will cover the costs of supplies and materials to support office activities. The efficient use of already available Court facilities continues to allow a significant cut to be made in expected expenditure. These costs are recurrent.

Furniture and equipment €5.0 thousand

733. No change in expenditure is expected. The minimal requested amount is required for maintenance and modernization of the IOM, using specialized oversight equipment to make its operations more efficient and effective.

Table 50: Major Programme VII-5: Proposed budget for 2020

Major Programme VII-5 Independent Oversight Mechanism	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				409.1	152.8	37.4	561.9
General Service staff				72.9	3.2	4.4	76.1
<i>Subtotal staff</i>	<i>390.5</i>	<i>-</i>	<i>390.5</i>	<i>482.0</i>	<i>156.0</i>	<i>32.4</i>	<i>638.0</i>
General temporary assistance	-	-	-	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Travel	15.6	-	15.6	10.6	11.8	111.3	22.4
Hospitality	-	-	-	-	-	-	-
Contractual services	-	-	-	-	-	-	-
Training	8.9	-	8.9	11.5	4.9	42.6	16.4
Consultants	4.5	-	4.5	20.0	80.0	400.0	100.0
General operating expenses	-	-	-	2.0	-	-	2.0
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	0.3	-	0.3	5.0	-	-	5.0
<i>Subtotal non-staff</i>	<i>29.4</i>	<i>-</i>	<i>29.4</i>	<i>49.1</i>	<i>96.7</i>	<i>196.9</i>	<i>145.8</i>
Total	419.9	-	419.9	531.1	252.7	47.6	783.8

Table 51: Major Programme VII-5: Proposed staffing for 2020

VII-5	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P- Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	-	1	1	-	1	-	3	-	1	1	4
New	-	-	-	-	-	1	-	-	-	1	-	-	-	1
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	1	2	-	1	-	4	-	1	1	5
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Continued	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	-	-	-	-	-	-	-	-	-

I. Major Programme VII-6: Office of Internal Audit

Introduction

734. The Office of Internal Audit (OIA) assists the International Criminal Court (“the Court”) in achieving its strategic and operational objectives by rigorously reviewing systems and operations across the entire Court. These reviews (audits) are aimed at identifying how well potential threats and opportunities (risks) are managed, including whether the most effective structures, policies and processes are in place and whether agreed procedures are being adhered to. The OIA also provides advisory services at the request of the Court’s management.

735. In 2020, the OIA will:

- (a) Prepare the general OIA workplan and the OIA Information and Communications Technology (ICT) workplan on the basis of the Court’s strategic plans and an analysis of the risks that may affect the achievement of the Court’s objectives;
- (b) Perform at least six audits – including, in particular, an audit of the Judicial Workflow Platform, requested by the Committee on Budget and Finance (“the Committee”) at its thirty-first session⁹² – and two advisory services engagements;
- (c) Review the implementation status of recommendations twice during the year, in consultation with the operational managers of the Court, and report on the progress made;
- (d) Provide advisory services when requested by Court managers;
- (e) Implement and update the quality assurance and improvement programme; and
- (f) Prepare various reports for the Audit Committee and attend its meetings.

Budget resources

€721.2 thousand

736. The requested amount has increased by €35.6 thousand (5.2 per cent). The increase is mainly attributable to mandatory certification in internal auditing or IT auditing under Training (€0.8 thousand) and the engagement of a consultant for the audit of the Judicial Workflow Platform under Consultants (€20.0 thousand).

Staff resources

€661.9 thousand

737. The OIA comprises four established posts and one general temporary assistance (GTA) position. The OIA is not requesting any additional established posts, but requires that the current GTA position be continued.

Established posts: Professional and General Service

€539.8 thousand

738. One Director, Office of Internal Audit (D-1), who is responsible for the administrative management of the OIA, the formulation of a risk-based audit plan, the supervision of the audit work of auditors and the maintenance of a quality assurance and improvement programme. The Director provides guarantees to the three Heads of Organ concerning the effectiveness and efficiency of governance, risk management and internal controls. In addition, the Director prepares reports for the information of the Audit Committee.

739. One Senior Auditor (P-4) and one Internal Auditor (P-3), who perform audits, provide advisory services, review the implementation of recommendations and carry out additional tasks at the request of the Director.

740. One Internal Audit Assistant (GS-OL), who provides administrative support to the OIA and contributes to the performance of audits. The Internal Audit Assistant also supports the Director in the management of the quality assurance and improvement programme and the drafting of reports for the Audit Committee.

⁹² *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Seventeenth session, The Hague, 5-12 December 2018 (ICC-ASP/17/20), vol. II, part B.2, para. 100.*

General temporary assistance

€122.1 thousand

741. One Auditor (Information Technology) (P-3), 12 months. Continued. Multi-year. The OIA has one Auditor (Information Technology) (P-3), who is an expert in ICT and auditing. The incumbent prepares and updates the yearly workplan for ICT activities and performs ICT audits and advisory services. The Auditor (Information Technology) also follows up on the implementation of ICT audit recommendations, which cannot be done effectively by the other auditors, who hold established posts, on account of their lack of technical knowledge in this field. The Auditor (Information Technology) also contributes to the audits performed by the other auditors when those engagements include ICT-related activities.

742. In the first half of 2020, the Auditor (Information Technology) will perform the audit of the Judicial Workflow Platform requested by the Committee, with the support of the Auditor and an external resource. In the second half of 2020, the Auditor (Information Technology) will review policies of the Office of the Prosecutor (OTP) related to the procurement process for IT goods and will provide advice on the design of internal controls for those policies.

Non-staff resources**€59.3 thousand**

743. Non-staff resources are required for travel (recurrent), training (recurrent) and consultants (non-recurrent). The requested amount has increased by €21.3 thousand (56.1 per cent). This increase relates to the request for funds to contract a consultant to provide expertise for the audit of the Judicial Workflow Platform.

Travel

€10.8 thousand

744. The requested amount has increased by €0.5 thousand (4.9 per cent) to enable the OIA to conduct audits at the Country Offices in accordance with the 2020 Audit Plan (recurrent).

Training

€28.5 thousand

745. The requested amount has increased by €0.8 thousand (2.9 per cent) (recurrent). Auditors are required to undertake regular training to maintain their professional competence. All four auditors of the OIA are certified in internal auditing or IT auditing. The Institute of Internal Auditors and the Information Systems Audit and Control Association require certified auditors to attend 40 hours of continuing professional education (CPE) each year to keep their certifications active. Training courses must be specifically related to the work of auditors and to their skills and experience. Currently, the Court does not offer training courses in governance, risk management, compliance, general auditing, IT auditing, internal control management or other areas of interest to OIA auditors.

746. The cost of a course that provides 25 hours of CPE is approximately €5.0 thousand, depending on its location in Europe. The OIA has contemplated all of the options available to efficiently meet the requirement of 40 hours of CPE. In-house training courses at the Court, conferences, online training and courses given only in the Netherlands were considered. There are, however, limitations to these alternatives (e.g. courses offered only in Dutch and dealing with a limited range of topics). The Court's online training platform can be used by the OIA team, but only for non-audit related training courses that also provide a certificate of attendance.

Consultants

€20.0 thousand

747. The requested amount has increased by €20.0 thousand (100 per cent) to enable the OIA to contract an external consultant. The external consultant is expected to provide expertise for the performance of the audit of the Judicial Workflow Platform requested by the Committee. Owing to the audit's tight deadline (June 2020) and wide scope, performance of the audit will be shared between the Auditor (Information Technology), the Auditor and the external consultant, who will be in charge of certain technical aspects of the project.

Table 52: Major Programme VII-6: Proposed budget for 2020

Major Programme VII-6 Office of Internal Audit	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				454.9	8.8	1.9	463.7
General Service staff				72.9	3.2	4.4	76.1
<i>Subtotal staff</i>	<i>525.3</i>	<i>-</i>	<i>525.3</i>	<i>527.8</i>	<i>12.0</i>	<i>2.3</i>	<i>539.8</i>
General temporary assistance	93.6	-	93.6	119.8	2.3	1.9	122.1
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>93.6</i>	<i>-</i>	<i>93.6</i>	<i>119.8</i>	<i>2.3</i>	<i>1.9</i>	<i>122.1</i>
Travel	10.2	-	10.2	10.3	0.5	4.9	10.8
Hospitality	-	-	-	-	-	-	-
Contractual services	16.8	-	16.8	-	-	-	-
Training	20.3	-	20.3	27.7	0.8	2.9	28.5
Consultants	-	-	-	-	20.0	-	20.0
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>47.3</i>	<i>-</i>	<i>47.3</i>	<i>38.0</i>	<i>21.3</i>	<i>56.1</i>	<i>59.3</i>
Total	666.2	-	666.2	685.6	35.6	5.2	721.2

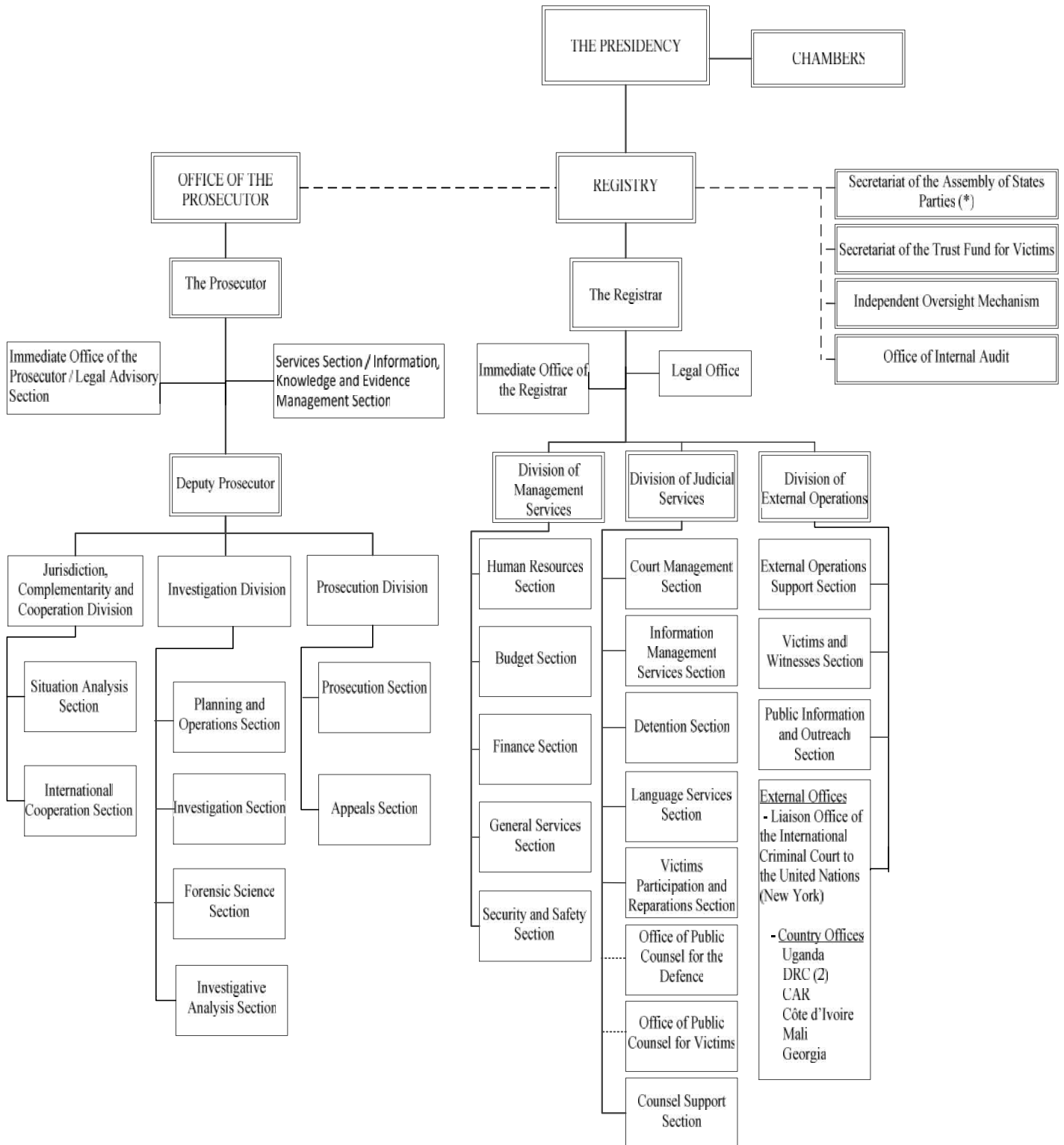
Table 53: Major Programme VII-6: Proposed staffing for 2020

VII-6	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2019	-	-	-	1	-	1	1	-	-	3	-	1	1	4
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	1	-	1	1	-	-	3	-	1	1	4
GTA Positions (FTE)														
Approved 2019	-	-	-	-	-	-	1.00	-	-	1.00	-	-	-	1.00
Continued	-	-	-	-	-	-	1.00	-	-	1.00	-	-	-	1.00
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2020	-	-	-	-	-	-	1.00	-	-	1.00	-	-	-	1.00

Annexes

Annex I

Organizational structure of the Court



(*) The Secretariat of the Assembly of States Parties operates under the full authority of the Assembly and reports directly to the Assembly. The Secretariat of the Assembly is an integral part of the International Criminal Court and, for administrative purposes; the Secretariat and its staff are attached to the Registry of the Court.

Annex II

Assumptions and parameters for the 2020 Proposed Programme Budget

<i>Parameter</i>	<i>Assumption</i>	<i>Explanations</i>
1. Number of Court hearing days	0	
2. Number of situations under investigation	11	Burundi, CAR I, CAR II, CIV, DRC, Darfur, Georgia, Kenya, Libya, Mali and Uganda
3. Number of active investigations	9 ¹	Burundi, CAR II, CIV II, Darfur, ² DRC, ³ Georgia, Libya III, Libya IV and Mali ⁴
4. Unsealed warrants of arrest pending execution	16	CIV I <i>bis</i> (1); Darfur I (2), II, IV and V (2) and III (1); DRC IV (1); Kenya Art. 70 (3); Libya I (1), II (1) and III (2); and Uganda (2)
5. Number of preliminary examinations	9	Colombia, Guinea, Iraq/UK, Bangladesh/Myanmar, Nigeria, Palestine, Philippines, Ukraine and Venezuela
6. Number of trial teams ⁵ (Chambers)	4	Trial Chamber VI, Trial Chamber IX (<i>Ongwen</i>), Trial Chamber II Reparations (<i>Lubanga</i> and <i>Katanga</i>), and Trial Chamber VIII Reparations (<i>Al Mahdi</i>)
7. Number of trial teams (OTP)	2	CAR II.b (<i>Yekatom</i> and <i>Ngaïssona</i>) and Mali II (<i>Al Hassan</i>)
8. Number of Registry courtroom support teams	1	
9. Number of defence teams financed by legal aid	11	Trial: <i>Al Hassan, Yekatom, Ngaïssona</i> Appeals: <i>Ntaganda, Ongwen, Gbagbo, Blé Goudé</i> Trial (reduced): <i>Banda</i> Reparations (reduced): <i>Al Mahdi, Katanga, Lubanga</i>
10. Number of victims' representatives financed by legal aid	7	<i>Katanga, Lubanga I, Lubanga II, Al Mahdi, Ongwen, Al Hassan</i> and <i>Yekatom and Ngaïssona</i>
11. Number of LRV teams within the OPCV	4	<i>Ongwen</i> (1), <i>Katanga</i> (1), <i>Lubanga</i> (1) and other proceedings (1) ⁶
12. Number of languages supported in the courtroom	3	1-Acoli, 2-English, 3-French
13. Number of case-related languages supported	33	1-English, 2-French, 3-Acoli, 4-Arabic, 5-Arabic (Sudanese), 6-Swahili (Congolese), 7-Kinyarwanda, 8-Lingala, 9-Dioula, 10-Bambara, 11-Ateso, 12-Alur, 13-Sango, 14-Zaghawa, 15-Tamasheq, 16-Georgian, 17-Russian, 18-Songhai, 19-Lendu, 20-Guééré, 21-Lango, 22-Tigrinya, 23-Fulfulde, 24-Dari, 25-Pashto, 26-Kirundi, 27-Kihema, 28-Mòoré, 29-Amharic, 30-classified (A) 31- Hebrew, 32-Ukrainian, 33-classified (B)
14. Number of languages supported for correspondence with States Parties	7	1-English, 2-French, 3-Arabic, 4-Spanish, 5-Dutch, 6-Georgian, 7-Russian
15. Number of final appeals	1 ⁷	<i>Bemba Art. 70</i> (art. 76)

¹ Nine active investigations, but Darfur and DRC account for 12 months in total.

² Only for the first quarter of 2020.

³ Starting in the second quarter of 2020.

⁴ Not included here is the situation in CAR II.a. As discussed in the document containing the High Level Budget Priorities and Cost Drivers, the situation is likely to be reclassified, e.g. to Investigations Pending Arrest, depending on developments in 2019.

⁵ Trial teams are Chambers teams which may be assigned to handle preparations for upcoming trials, trial hearings, sentence hearings and reparations hearings.

⁶ This team covers the residual proceedings in which the OPCV is involved (*Gaddafi* admissibility, *Comoros* appeal, etc.).

⁷ The nature of the appeals process is such that, until a judgment is issued by a Trial Chamber, it cannot be said that a final appeal is certain. However, it is highly likely that a judgment of a Trial Chamber (be it a conviction or an acquittal) will result in at least one appeal from one or more of the parties.

<i>Parameter</i>	<i>Assumption</i>	<i>Explanations</i>
16. Number of witnesses appearing for testimony	0	Appearance of witnesses is expected to terminate by October 2019
17. Expected maximum duration of stay per witness	10	3 days of preparation + 2 days of familiarization + 2 hearing days + 3 days for weekends and/or breaks = 10 days on average per witness
18. Number of victims applying for participation/reparations	4,250 ⁸	CAR II (2,000), CIV II (1,000), DRC (500), Mali I (250) and Uganda (500)
19. Number of witnesses and victims under protection	170	Witnesses/victims and others at risk on account of testimony under VWS protection, including ICCPP and other forms of protection
20. Number of persons under protection	650	Around 170 witnesses/victims and 480 dependents could be under the protection and care of the VWS in 2020
21. Number of suspects/accused appearing before the Court ⁹	0	
22. Number of suspects, accused or convicted persons in detention	1	Ongwen
23. Number of cells required	6	Renting model is either 6 or 12 cells (for one detainee: one 6-cell block)
24. Number of country offices/presences	8	1 in the CAR (Bangui), 1 in Côte d'Ivoire (Abidjan), 2 in the DRC (Kinshasa and Bunia), 1 in Georgia (Tbilisi), 1 in Mali (Bamako), 1 in Uganda (Kampala) and 1 New York Liaison Office

⁸ Figures represent the number of individual applications expected to be received. Applications for participation and applications for reparations are counted separately. Submissions of additional information are also counted separately where full Registry data entry and legal assessment is required (e.g. where an additional form is received).

⁹ For the purposes of this document only, the term "accused" includes persons who have been acquitted or convicted at first instance and whose cases are awaiting the outcome of a final appeal. Persons appearing before the Court solely for reparations proceedings are outside the scope of this definition.

Annex III

List of potential developments which could impact the 2020 Proposed Programme Budget

1. Procedural developments leading to delays in ongoing proceedings, including:
 - (a) Delays in proceedings due to unexpected evidentiary obstacles (example: (temporary) unavailability of witnesses);
 - (b) Issues subject to interlocutory appeals before the Appeals Chamber: any interlocutory appeals (requiring suspensive effect) in cases at trial, delaying progress in proceedings on the merits; and
 - (c) Temporary abeyance of proceedings due to the unavailability of a judge or a party to the proceedings (or the latter's senior representative) owing to, *inter alia*, disqualification, withdrawal, serious illness or death.
2. Developments currently unforeseeable, including:
 - (a) Arrest or surrender to the Court of persons sought under a warrant of arrest;
 - (b) Opening by the Prosecutor of a *proprio motu* investigation in a new situation (after having sought and obtained leave to do so from the Pre-Trial Chamber);
 - (c) United Nations Security Council referral of a situation to the Court; and
 - (d) State Party referral.

Annex IV

Strategic Goals

Annex IV (a)

List of goals from the International Criminal Court Strategic Plan (2019-2021)

<i>A. Judicial and prosecutorial performance</i>	<i>B. Cooperation and complementarity</i>	<i>C. Organizational performance</i>
<p>Goal 1: Increase the expeditiousness and efficiency of the Court's core activities (preliminary examinations, investigations, trials and reparations) while preserving the independence, fairness and quality of its proceedings, ensuring adherence to the highest legal standards and protecting the safety and well-being of individuals, in particular victims and witnesses</p>	<p>Goal 4: Continue to foster political support and develop modalities of cooperation and operational assistance for all parties as regards preliminary examinations, investigations, protection of witnesses, implementation of warrants of arrest and judicial proceedings</p>	<p>Goal 6: Further increase the level of professionalism, dedication and integrity that is brought to all of the Court's operations</p>
<p>Goal 2: Further develop the Court's approach to victims in all phases of judicial proceedings, including (in cooperation with the Trust Fund for Victims) reparations</p>	<p>Goal 5: Discuss and devise, with States and other stakeholders, new strategic initiatives to better enable the Rome Statute system to manage the shared responsibility to close the impunity gap by, among other things, encouraging domestic implementation of the Rome Statute and other measures of complementarity by States Parties (including provision of support and assistance to victims) and developing a strategy for the completion of situations under investigation</p>	<p>Goal 7: Create and ensure a safe and secure working environment with a focus on staff well-being and continuous improvement</p>
<p>Goal 3: Further develop the mainstreaming of a gender perspective in all aspects of the Court's judicial and prosecutorial work</p>		<p>Goal 8: Achieve more equitable GRGB, particularly in higher-level posts</p> <p>Goal 9: Manage resources in an effective, coherent, transparent, responsible and adaptable manner and further develop the Court's sustainability and resilience in the face of identified risks</p> <p>Goal 10: Build a strategy for the completion of situations under investigation</p>

Annex IV (b)

List of strategic goals from the OTP Strategic Plan (2019-2021)

1. Improving performance in relation to the Office's core activities:
 - (a) *Strategic Goal 1*: Achieve a high rate of success in court;
 - (b) *Strategic Goal 2*: Increase the expediency and efficiency of preliminary examinations, investigations and prosecutions without compromising on quality and wellbeing of staff;
 - (c) *Strategic Goal 3*: Develop with States enhanced strategies and methodologies to increase the arrest rate of persons subject to outstanding warrants of arrest issued by the Court; and
 - (d) *Strategic Goal 4*: Refine and reinforce its approach to victims, in particular for victims of Sexual and Gender-Based Crimes (SGBC) and crimes against or affecting children.
2. Enhancing sound management practises:
 - (a) *Strategic Goal 5*: Increase the Office's ability to manage its resources in an effective, responsible and accountable manner.
3. Contributing to the effective functioning of the Rome Statute System:
 - (a) *Strategic Goal 6*: Further strengthen the ability of the Office and of its partners to close the impunity gap.

Annex IV (c)

List of strategic goals from the Registry Strategic Plan (2019-2021)

1. In view of the essential services it delivers to the Court, the Registry must ensure that it employs the most productive and capable people available and that it strives for excellence in everything it does. To maximize productivity, the Registry has embarked on a three-year programme aimed at increasing staff engagement. In pursuit of excellence in all respects, the Registry has also commenced a three-year programme of continuous improvement.
2. The Court is committed to improving geographical representation and gender balance among its staff. As the largest employer of staff within the Court, the Registry must naturally prioritize this issue. Accordingly, the Registry is undertaking a three-year programme of action to improve geographical representation and gender balance, focusing in the latter case mainly on higher-level posts.
3. The Registry's three priorities are therefore:
 - (a) continuous improvement;
 - (b) increasing staff engagement; and
 - (c) geographical representation and gender balance.

Annex IV (d)

Major Programme I: Judiciary

Expected results, performance indicators and targets for 2020

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
Objectives 1-4 (Strategic Goals 1-3)		
1. Provide effective Presidency planning and support for the efficient management of judicial proceedings	Potential issues identified and effectively managed	100%
	Quality of preparation and support for Presidency and judges' meetings	Fully satisfactory
	Efficient management of applications/filings before the Presidency	All decisions issued within agreed timescale
	Timeliness and quality of advice to the President and Vice-Presidents on administrative and managerial issues	Fully satisfactory
2. Implement and operate in line with appropriate performance indicators for judicial processes and relevant judicial support	Continued collection of relevant data in key areas for performance indicator initiative concerning both Court-wide and Judiciary processes	100%
	Use of performance indicators in Court-wide and Judiciary processes	Fully satisfactory
3. Conduct pre-trial, trial and appellate processes fairly and expeditiously, with full respect for the rights of the accused and due regard for the protection of victims and witnesses	Time between phases of proceedings shortened, without prejudice to the right of parties, participants and victims to fairness and protection, where applicable	Measurable improvement in comparison with earlier cases
4. Advance the lessons-learned review of judicial processes, consulting stakeholders as appropriate, with emphasis on changes not requiring amendments to the Rules of Procedure and Evidence	Continued harmonization of judicial practice	By end of 2020
Objectives 5-8 (Strategic Goals 4-5)		
5. Transparent and effective communication and information exchange between Judiciary and Working Groups of the Assembly	Number of HWG/SGG meetings attended by a Presidency/Court representative, as appropriate	Representation where appropriate
6. Strengthened trust, commitment and support among the Court's external stakeholders through information-sharing at meetings, conferences, etc. regarding the Court's efforts and commitment to provide high-quality justice in an expeditious manner	Number of high-level meetings held with States, international organizations and civil society by the President/Presidency	100+ meetings
	Presidency participation in meetings of the Assembly, HWG, SGG and the Committee on Budget and Finance, diplomatic and NGO briefings, etc.	Whenever required
7. Further accessions to/ratifications of the Rome Statute and the Agreement on Privileges and Immunities (APIC) and enhanced communication and cooperation of non-States Parties with the Court	Coordinate efforts with other stakeholders to draw attention to the importance of universality and the APIC and to encourage States that have not ratified the Rome Statute and APIC to do so	1 new accession to Rome Statute and 1 to APIC
8. Conclusion of further sentence enforcement agreements with States	Sentence enforcement agreements concluded	1

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
Objectives 9-11 (Strategic Goals 6-9)		
9. Further improve management of staff performance	Full MP-I compliance with the Court's performance appraisal system, including appropriate input from line managers and judges	100%
	Provision of requested reports and information in a timely and transparent manner	100%
10. Effective resource management including identification and implementation of possible further efficiency measures	Improvements in timescales of judicial proceedings through implementation of lessons-learned changes	Measurable improvements
11. Efficient use of Chambers staff resources through central management and flexible deployment to meet changing case workload needs	Effective central management of staff resources by Head of Chambers' Staff (P-5)	100%

Annex IV (e)

Major Programme II: Office of the Prosecutor

A. Programme 2100: Expected results, performance indicators and targets for 2020

1. Sub-programme 2110: Expected results, performance indicators and targets for 2020

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
Court-wide Goal 1			
OTP Strategic Goal 1: Achieve a high rate of success in court	Quality of investigations and prosecutions ensured	Performance Indicator 1.1, 1.2 and 1.3: Prosecutorial Results Review project finalized	Report on investigations' review approved by ExCom
Court-wide Goal 1 and 10			
OTP Strategic Goal 2: Increase the speed, efficiency and effectiveness of preliminary examinations, investigations and prosecutions	Speed and efficiency of preliminary examinations, investigations and trials increased Development of OTP and Court-wide completion strategy	Performance Indicator 7: Productivity of the Office Proposals finalized Timely convening of ExCom meetings and processing of decisions Efficiencies or savings made High quality proposal on completion strategy finalized	Report to improve coherence between workload and resources approved by ExCom Weekly meetings of ExCom, and decision to be produced and circulated to internal stakeholders the same week Office-wide 1% efficiency gain or saving achieved OTP and Court-wide working groups established, Terms of References (TOR) developed, consultations held and first draft produced
Court-wide Goals 2 and 3			
OTP Strategic Goal 4: Refine and reinforce its approach to victims, in particular for victims of Sexual and Gender-Based Crimes (SGBC) and crimes against or affecting children	All preliminary examinations, investigations and prosecutions have a priority focus on SGBC and crimes against or affecting children The policies on SGBC and crimes against and affecting children are fully implemented Contribution to development of an improved approach to victims as part of the Court-wide review	Performance Indicator 4.8: SGBC and Policy on Children Systematic identification and review of these priority crimes done Measures in place versus total set out in policies Proposal finalized	All reporting on core activities show sufficient effort and findings on these priority crimes 100% Report on improved approach approved by ExCom and integrated in other parts of the Court
Court-wide Goals 6, 7, 8 and 9			
OTP Strategic Goal 5: Increase the Office's ability to manage its resources in an effective, responsible and accountable manner	Responsible and accountable management. Improved wellbeing Continuous improvement approach further implemented Improved communication to stakeholders Improved gender/geographical	Performance Indicators 11.1 – 11.4 Financial Planning, Performance and Compliance 8.1 – 8.5 Human Resources - Staff Performance and Development Compliance with Staff Rules and Regulations New performance reporting system developed and implemented Leadership framework (Court-	No major negative findings in administrative appeals Simplified, consolidated performance report shared with stakeholders All milestones achieved All milestones achieved

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
	balance	wide)	
	Staff adequately trained to perform their duties	Staff Well-being Framework (Court-wide), and Staff Engagement survey results follow-up	All milestones achieved
		Gender awareness training	All milestones achieved (e.g.: at least 1 lesson learned after any major investigative or prosecutorial event, > 50% of management attend leadership training)
		Milestones achieved/planned	Report on new communication strategy and model approved by ExCom
		Milestones achieved/planned for the priority projects	All milestones achieved
		Milestones of the gender/geographical action plan achieved/planned	All milestones achieved
		Staff trained/total staff	> 90% of staff took mandatory training

Court-wide Goals 4

OTP Strategic Goal 3: Develop with States enhanced strategies and methodologies to increase the arrest rate of persons subject to outstanding warrants of arrest issued by the Court	To support, review and approve proposals as tabled by the Office towards this goal	Performance Indicator 7: Productivity of the Office Performance Indicators 4.7 International Cooperation	
	Generate ideas and galvanize support and cooperation	Timely response to request for approval of proposals	100% response rate to requests received (positive or negative) within two weeks.
		Participate in related high-level discussions, including in the context of the cooperation facilitation	100% response rate to requests
		Continue advocacy before the United Nations Security Council (UNSC), in other diplomatic forums, and in engagements with States	At four UNSC briefings, at the annual United Nations General Assembly (and during other opportunities presented to call for greater cooperation on arrests and to exchange ideas on the need for arrests and arrests strategies)

Court-wide Goals 5

OTP Strategic Goal 6: Strengthen the ability of the Office and of its partners to close the impunity gap	To support, review and approve proposals as tabled by the Office towards this goal	Performance Indicator 7: Productivity of the Office Performance Indicators 5.1 – 5.4: Quality of Interaction with the Office	
		Timely response to requests for approval of proposals	100% response rate to requests received (positive or negative) within three weeks

2. Sub-programme 2120: Expected results, performance indicators and targets for 2020

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
Court-wide Goal 1			
OTP Strategic Goal 2: Increase the speed, efficiency and effectiveness of preliminary examinations, investigations and	Timely finalization of preliminary examinations, investigations and trials	Performance Indicator 7: Productivity of the Office Milestones achieved/planned	Ensure units are capable of providing services to the OTP in a timely and efficient manner

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
prosecutions	Speed and efficiency of preliminary examinations, investigations and trials increased	Proposals finalized Efficiencies or savings made	(minimize variances: to < 5%. Variance compared to expected time and effort set out in the agreed processes and procedures) Language support provided as per agreed schedule 98% of time Contribute to drafting report to improve coherence between workload and resources to be approved by ExCom Contribute to Office-wide 1% efficiency gain or saving achievement
Court-wide Goals 6, 7, 8 and 9			
OTP Strategic Goal 5: Increase the Office's ability to manage its resources in an effective, responsible and accountable manner	Responsible and accountable management Continuous improvement approach further implemented Improved wellbeing Staff adequately trained to perform their duties Risk management improvement	Performance Indicators 11.1 – 11.4 Financial Planning, Performance and Compliance 8.1 – 8.5 Human Resources - Staff Performance and Development Compliance with Financial Rules and Regulations (FRR) New performance reporting system implemented Milestones achieved/planned for the priority projects Staff trained/total staff	No major negative findings by auditors. Full compliance with FRR and financially sound implementation of funds (approved budget and CF) within agreed target rates Contribute to drafting simplified, consolidated performance report to be shared with stakeholders All milestones achieved >80% of staff participate in surveys Action plan following survey results developed and implemented Conduct at least 1 lessons learned exercise on flexible working arrangements 100% of performance appraisal forms completed on time All milestones achieved > 90% of staff took mandatory training Update section's Risk Register

3. Sub-programme 2160: Expected results, performance indicators and targets for 2020

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
Court-wide Goal 1			
OTP Strategic Goal 2: Increase the speed, efficiency and effectiveness of preliminary examinations, investigations and prosecutions	Speed and efficiency of preliminary examinations, investigations and trials increased	Performance Indicator 7: Productivity of the Office Proposals finalized Efficiencies or savings made	Contribute to drafting report to improve match between workload and resources to be approved by ExCom Contribute to Office-wide 1% efficiency gain or saving achievement

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
Court-wide Goals 6, 7, 8 and 9			
OTP Strategic Goal 5: Increase the Office's ability to manage its resources in an effective, responsible and accountable manner	Responsible and accountable management Continuous improvement approach further implemented Improved wellbeing Improved information management Staff adequately trained to perform their duties	Performance Indicators 11.1 – 11.4 Financial Planning, Performance and Compliance 8.1 – 8.5 Human Resources - Staff Performance and Development New performance reporting system implemented Milestones achieved/planned Milestones achieved/planned for the priority projects Milestones achieved/planned for the priority projects. Staff trained/total staff	Contribute to drafting simplified, consolidated performance report to be shared with stakeholders All milestones achieved All milestones achieved All milestones achieved Establish an OTP data governance board in order to standardize and adjudicate data and information management-related issues Develop e-learning platform for delivery of internal training Timely and effective registration of evidence and disclosure (within the agreed target range) 90% of staff took mandatory training

B. Programme 2200: Expected results, performance indicators and targets for 2020

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
Court-wide Goal 1			
OTP Strategic Goal 1: Achieve a high rate of success in court	Quality of investigations and prosecutions ensured	Performance Indicator 1.1, 1.2 and 1.3: Prosecutorial Results Results of quality controls (e.g. case review) Review project finalized	Any major quality problem identified and addressed
Court-wide Goal 1			
OTP Strategic Goal 2: Increase the speed, efficiency and effectiveness of preliminary examinations, investigations and prosecutions	Timely finalization of preliminary examinations, investigations and trials Speed and efficiency of preliminary examinations, investigations and trials increased	Performance Indicator 7: Productivity of the Office Milestones achieved/planned Proposals finalized	Any major delay due to OTP identified and addressed Reports to optimize speed and efficiency of each core activity approved by ExCom Contribute to drafting a report to improve coherence between workload and resources to be approved by ExCom At least one milestone report per year per preliminary

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
			examination Annual external relations and cooperation plans drafted, circulated and approved, and steps defined for the relevant period, with >80% implemented Network of operational focal points expanded to 3 partners More than 75% of Request for Further Actions responded to during the period Contribute to Office-wide 1% efficiency gain or saving achievement
Court-wide Goal 4			
OTP Strategic Goal 3: Develop with States enhanced strategies and methodologies to increase the arrest rate of persons subject to outstanding warrants of arrest issued by the Court	Increased ability to locate and arrest suspects at large	Performance Indicators 4.7 International Cooperation Milestones achieved/planned Proposal on future arrest and tracking strategy and model with partners finalized	Report approved by ExCom and presented to States Parties
Court-wide Goal 2 and 3			
OTP Strategic Goal 4: Refine and reinforce its approach to victims, in particular for victims of Sexual and Gender-Based Crimes (SGBC) and crimes against or affecting children	All preliminary examinations, investigations and prosecutions have a priority focus on SGBC and crimes against or affecting children The policies on SGBC and crimes against and affecting children are fully implemented Contribution to development of an improved approach to victims as part of the Court-wide review	Performance Indicator 4.8: SGBC and Policy on Children Systematic identification and review of these priority crimes done Measures in place versus total set out in policy Proposal finalized	All reporting on core activities show sufficient effort and findings on these priority crimes 100% Report on improved approach approved by ExCom and integrated in other parts of the Court
Court-wide Goals 6, 7, 8 and 9			
OTP Strategic Goal 5: Increase the Office's ability to manage its resources in an effective, responsible and accountable manner	Responsible and accountable management Continuous improvement approach further implemented Improved wellbeing	Performance Indicators 11.1 – 11.4 Financial Planning, Performance and Compliance 8.1 – 8.5 Human Resources - Staff Performance and Development New performance reporting system implemented Milestones achieved/planned Milestones achieved/planned for the priority projects	Contribute to drafting simplified, consolidated performance report to be shared with stakeholders All milestones achieved All milestones achieved Analyse and discuss key findings of Staff Engagement survey, including through divisional meetings, ensure follow-up Review results of pilot

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
	Staff adequately trained to perform their duties	Staff trained/total staff	arrangements on flexible working >90% of staff took mandatory training
Court-wide Goal 5 and 10			
OTP Strategic Goal 6: Strengthen the ability of the Office and of its partners to close the impunity gap	Efforts of national investigative and prosecutorial offices supported upon request	Performance Indicators 5.1 – 5.4: Quality of Interaction with the Office Timely response to request for information (on cases and standards)	100% of first responses to requests sent (positive or negative) within 3 months; 80% of substantive responses sent within 6 months
	Contribution to development of OTP and Court-wide completion strategy	Draft proposal prepared	OTP and Court-wide working groups established, TORs developed, consultations held and first draft produced
	Follow up with partners on Evidence preservation standards	Meeting with partners organized	1 round table organized.

C. Programme 2300: Expected results, performance indicators and targets for 2020

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
Court-wide Goal 1			
OTP Strategic Goal 1: Achieve a high rate of success in court	Quality of investigations and prosecutions ensured	Performance Indicator 1.1, 1.2 and 1.3: Prosecutorial Results Results of quality controls (e.g. case review) Review project finalized	Any major quality problem identified and addressed Report on investigations' review approved by ExCom
Court-wide Goal 1			
OTP Strategic Goal 2: Increase the speed, efficiency and effectiveness of preliminary examinations, investigations and prosecutions	Timely finalization of preliminary examinations, investigations and trials Speed and efficiency of preliminary examinations, investigations and trials increased	Performance Indicator 7: Productivity of the Office Milestones achieved/planned Proposals finalized Efficiencies or savings made	Any major delay due to OTP identified and addressed Reports to optimize speed and efficiency of each core activity approved by ExCom Report to improve coherence between workload and resources approved by ExCom Completion strategy developed for 2 situations Contribute to Office-wide 1% efficiency gain or saving achievement
Court-wide Goal 4			
OTP Strategic Goal 3: Develop with States enhanced strategies and methodologies to increase the arrest rate of persons subject to outstanding warrants of arrest issued by the Court	Increased ability to locate and arrest suspects at large	Performance Indicators 4.7 International Cooperation Milestones achieved/planned Proposal on future arrest and tracking strategy and model with	Improved internal functioning implemented on time Report approved by ExCom

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
		partners finalized	
Court-wide Goal 2 and 3			
OTP Strategic Goal 4: Refine and reinforce its approach to victims, in particular for victims of Sexual and Gender-Based Crimes (SGBC) and crimes against or affecting children	All preliminary examinations, investigations and prosecutions have a priority focus on SGBC and crimes against or affecting children	Performance Indicator 4.8: SGBC and Policy on Children Systematic identification and review of these priority crimes done	All reporting on core activities show sufficient effort and findings on these priority crimes
	The policies on SGBC and crimes against and affecting children are fully implemented	Measures in place versus total set out in policies	100%
Court-wide Goals 6, 7, 8 and 9			
OTP Strategic Goal 5: Increase the Office's ability to manage its resources in an effective, responsible and accountable manner	Responsible and accountable management	Performance Indicators 11.1 – 11.4 Financial Planning, Performance and Compliance 8.1 – 8.5 Human Resources - Staff Performance and Development New performance reporting system implemented	Simplified, consolidated performance report shared with stakeholders
	Continuous improvement approach further implemented	Milestones achieved/planned	All milestones achieved
	Improved wellbeing	Milestones achieved/planned for the priority projects	All milestones achieved
	Staff adequately trained to perform their duties	Staff trained/total staff	90% of staff took mandatory training
Court-wide Goal 5 and 10			
OTP Strategic Goal 6: Strengthen the ability of the Office and of its partners to close the impunity gap	Efforts of national investigative and prosecutorial offices supported upon request	Performance Indicators 5.1 – 5.4: Quality of Interaction with the Office	
	Reduced requirement for the OTP's intervention	High quality proposal finalized	Completion strategy defined for 2 situations

D. Programme 2400: Expected results, performance indicators and targets for 2020

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
Court-wide Goal 1			
OTP Strategic Goal 1: Achieve a high rate of success in court	Quality of investigations and prosecutions ensured	Performance Indicator 1.1, 1.2 and 1.3: Prosecutorial Results	
		Results of quality controls (e.g. case review) Review project finalized	Any major quality problem identified and addressed Report on investigations review approved by ExCom
Court-wide Goal 1			
OTP Strategic Goal 2: Increase the speed, efficiency and effectiveness of preliminary examinations, investigations and	Timely finalization of preliminary examinations, investigations and trials	Performance Indicator 7: Productivity of the Office	
		Milestones achieved/planned	Any major delay due to OTP identified and addressed

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
prosecutions	Speed and efficiency of preliminary examinations, investigations and trials increased	Proposals finalized Efficiencies or savings made	Reports to optimize speed and efficiency of each core activity approved by ExCom Report to improve coherence between workload and resources approved by ExCom Completion strategy developed for 2 situations Contribute to Office-wide 1% efficiency gain or saving achievement
Court-wide Goal 4			
OTP Strategic Goal 3: Develop with States enhanced strategies and methodologies to increase the arrest rate of persons subject to outstanding warrants of arrest issued by the Court	Increased ability to locate and arrest suspects at large	Performance Indicators 4.7 International Cooperation Milestones achieved/planned Proposal on future arrest and tracking strategy and model with partners finalized	Improved internal functioning implemented on time Report approved by ExCom
Court-wide Goal 2 and 3			
OTP Strategic Goal 4: Refine and reinforce its approach to victims, in particular for victims of Sexual and Gender-Based Crimes (SGBC) and crimes against or affecting children	All preliminary examinations, investigations and prosecutions have a priority focus on SGBC and crimes against or affecting children The policies on SGBC and crimes against and affecting children are fully implemented	Performance Indicator 4.8: SGBC and Policy on Children Systematic identification and review of these priority crimes done Measures in place versus total set out in policies	All reporting on core activities show sufficient effort and findings on these priority crimes 100%
Court-wide Goals 6, 7, 8 and 9			
OTP Strategic Goal 5: Increase the Office's ability to manage its resources in an effective, responsible and accountable manner	Responsible and accountable management Continuous improvement approach further implemented Improved wellbeing Staff adequately trained to perform their duties	Performance Indicators 11.1 – 11.4 Financial Planning, Performance and Compliance 8.1 – 8.5 Human Resources - Staff Performance and Development New performance reporting system implemented Milestones achieved/planned Milestones achieved/planned for the priority projects Staff trained/total staff	Simplified, consolidated performance report shared with stakeholders All milestones achieved All milestones achieved 90% of staff took mandatory training
Court-wide Goal 5 and 10			
OTP Strategic Goal 6: Strengthen the ability of the Office and of its partners to close the impunity gap	Efforts of national investigative and prosecutorial offices supported upon request Reduced requirement for the OTP's intervention	Performance Indicators 5.1 – 5.4: Quality of interaction with the Office Timely response to request for information (on cases and standards) High quality proposal finalized	Completion strategy defined for 2 situations

Annex IV (f)

Major Programme III: Registry

A. Office of the Registrar

OTR: Expected results, performance indicators and targets for 2020

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020¹</i>
Provision of legally sound and client-oriented advice	% of advice provided within agreed timescales	n/a
Timely preparation and submission of high-quality filings	% of filings submitted within established timescales	n/a

B. Division of Management Services (DMS)

DMS: Expected results, performance indicators and targets for 2020

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020²</i>
Provision of a sound SAP environment through timely resolution of technical issues	Average number of days to resolve SAP service tickets	n/a
Reduction in health risks incurred by staff at work (Occupational Health Unit)	Staff absence % (annual trend)	n/a
Safe and secure working environment on Court premises	Number of security and safety incidents having a negative impact on the use of the Court's premises or occasioning delays in judicial proceedings (annual trend)	n/a
Effective and timely security clearance process	% of security clearances completed on time	n/a
Timely provision of accurate and complete accounting records	No "qualification" of audit opinion for reasons within Finance Section control	n/a
Streamlined financial processes	Number of processes streamlined, including automation through SAP	n/a
Timely submission of an accurate budget document	Number of corrigenda issued (annual trend) Timeliness of submission Number of months for budget preparation	n/a
Accurate and timely reports on budget implementation and forecasting	% of reports provided on time	n/a
Procurement: timely purchase of value-for-money goods and services through a fair and transparent process	Time and cost of a procurement process (annual trend)	n/a
Procurement: purchase of value-for-money goods and services through a fair and transparent process	% of purchase order value put up for competitive tender % of sole-source procurements that are fully justified and documented	n/a
Premises: proper maintenance and efficient operation, for all users, of the Court's permanent premises	% of requests to Facilities Management Unit service desk fulfilled on the agreed workday Number of instances in which part of the building is not fully operational % of staff satisfied	n/a

¹ KPIs will be measured in 2020 without specific targets. In accordance with the Registry Strategic Plan, data will be gathered and benchmarked, and Registry clients and Sections will be consulted in time for the setting of targets in the budget proposal for 2021.

² See footnote 1, above.

Official travel: timely arrangement of official travel	% of travel expense reports completed within 3 working days of receipt of the fully completed travel plan	n/a
Asset management: maintenance of an accurate and complete database of registered assets	% of assets registered in the database within 3 working days of completion of the goods-received report in SAP	n/a
Timely and cost-effective recruitment of an inclusive workforce	Duration of recruitment (annual trend) Cost of recruitment (annual trend) Geographical representation and gender parity (annual trend)	n/a
Promotion of a culture of high staff engagement	Staff engagement survey (annual trend)	n/a
Promotion of a culture of trust based on continuous performance and development conversations	% of performance conversations and reviews completed on time	n/a

C. Division of Judicial Services (DJS)

DJS: Expected results, performance indicators and targets for 2020

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020³</i>
Timely provision of high-quality translations of documents required for judicial proceedings and the administrative work of the Court	% of proceedings or other Court activities cancelled owing to lack of translation	n/a
Provision of high-quality interpretation of judicial proceedings and non-judicial events at Headquarters and in the field	% of proceedings or events cancelled owing to unavailability of interpretation	n/a
Accurate assessment of legal aid entitlements	Rate of successful appeals	n/a
Timely responses to defence requests for assistance	% of responses provided within agreed timescale	n/a
Availability of core systems maintained	% of availability of core systems, including % of incidents in courtrooms resolved within agreed timescales	n/a
Prompt responses to information security incidents to minimize harm and reduce risk of future security breaches	Average response time (in minutes) for priority 1 (critical) and priority 2 (high) incidents	n/a
Detainees are kept safe and secure	Incidence of escape attempts or injuries (annual total)	n/a
Detainees arrive at the Court on time	Number of delays in judicial proceedings caused by late arrival from the detention centre (annual trend)	n/a
Accurate and timely identification of victims for participation in active judicial proceedings	% of victim application analyses which are accepted in the proceedings versus the total number of victim application filings transmitted	n/a
Timely submission of Victims Participation and Reparations Section filings	% of filings submitted by the Chamber's deadline	n/a
Availability of courtrooms for hearings	Number of hearings cancelled owing to unavailability of key support staff Number of hearings cancelled owing to non-publication on the Court's calendar (Electronic Court System, Intranet and website) Number of hearings cancelled owing to lack of testing by Court Management Section teams	n/a
Availability of public filings, evidence and transcripts on the Court's external website	% of documents made available within agreed timescales	n/a
Timely provision of services to defence teams	% of defence requests for assistance satisfactorily	n/a

³ See footnote 1, above.

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020³</i>
	resolved within 24 hours	
Timely submission of filings by the Office of Public Counsel for the Defence	% of filings submitted by deadlines	n/a
Timely provision of services to counsel for victims	% of counsel requests satisfactorily resolved within agreed timescales	n/a
Timely submission of filings by the Office of Public Counsel for Victims	% of filings submitted by deadlines	n/a

D. Division of External Operations (DEO)

DEO: Expected results, performance indicators and targets for 2020

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020⁴</i>
Witnesses called to appear before a Chamber give their evidence on time	% of necessary logistical solutions and assessment reports to the Chamber delivered within agreed timescales	n/a
Effective reduction of risks to witnesses and victims	Time and cost of witness and victim placement	n/a
Timely provision of accurate integrated analytical assessments	% of assessments delivered within agreed timescales	n/a
Increase in cooperation agreements; promotion of universality	Number of new cooperation agreements in negotiation and concluded Number of new States ratifying or taking steps to ratify the Rome Statute	n/a
Timely cooperation by States Parties, other States, regional organizations and international organizations	% of issues triggering cooperation requests receiving a positive response Time taken from transmission of cooperation request to final reply % of operations completed successfully (arrest, surrender, in situ visits/hearings and new situation country assessments)	n/a
Effective integrated mission planning and safe travel	% of missions approved with travel plans	n/a
Promotion of public access to the Court's work	Number of new followers annually on all social media platforms Number of visits to the Court Number of visitors to the Court's website	n/a
Victims and affected communities in situation countries are informed of the judicial activities relevant to them	Number of people attending outreach activities in situation countries	n/a
All clients receive adequate logistical and security support from Country Offices	Number of missions supported Number of security and assessment reports conducted	n/a
Timely responses by host country authorities, and other stakeholders, to cooperation requests from the Court	% of issues triggering cooperation requests receiving a positive response Time taken from transmission of cooperation request to final reply	n/a
Access to justice for victims and affected communities	Number of planned events conducted with victims and affected communities Number of affected communities reached through direct and indirect outreach	n/a

⁴ See footnote 1, above.

Annex IV (g)**Major Programme IV: Secretariat of the Assembly of States Parties****Expected results, performance indicators and targets for 2020**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
Objective 1 Conference held as planned	Meetings run smoothly and end on time; reports are adopted All agenda items are considered Participants receive substantive and logistical support at meetings, including registration assistance and the provision of documentation and language services Session participants are satisfied with the arrangements made and information provided	n/a
Objective 2 Quality edited and translated documents released for processing, production and distribution in a timely manner	States receive and are satisfied with the quality of conference services, including the editing, translation and timely issuance of documents in four official languages, ⁵ which fully support them in their functions States receive the required assistance, in particular with obtaining information and documentation about the Assembly and the Court	n/a
Objective 3 Quality legal advice provided to the Assembly and its subsidiary bodies	States receive substantive legal services, including the provision of documentation, which facilitate and support their work Members of the Assembly and relevant bodies are satisfied with the sessions	n/a
Objective 4 Effective dissemination of documentation and information to States Parties (online and otherwise)	The website and extranets of the Assembly, Bureau, Committee on Budget and Finance, and Audit Committee are used frequently	n/a

Annex IV (h)**Major Programme VII-5: Independent Oversight Mechanism****Expected results, performance indicators and targets for 2020**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
Objective 1 Contribute to the effective oversight of the Court through timely and professional investigations of allegations of misconduct	Percentage of cases handled within 6 months of reporting	60%

Annex IV (i)**Major Programme VII-6: Office of Internal Audit****Expected results, performance indicators and targets for 2020**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2020</i>
Objective 1 Contribute to achieving the Court's strategic and operational objectives by providing assurance to management on the effectiveness and efficiency of governance, internal control frameworks and risk management through audit/advisory work.	Number of audits and advisory services engagements performed, as against the validated OIA workplan	Minimum of 6 engagements (audits and advisory services combined)

⁵As of 2009, official documents for the Assembly are issued in four official languages only: Arabic, English, French and Spanish.

Annex V**Staffing information****Annex V (a)****Proposed Court staffing in 2020 by major programme**

<i>Total Court</i>	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	<i>Total P-Staff and Above</i>	GS-PL	GS-OL	<i>Total GS-Staff</i>	Total Staff
Major Programme I	-	-	-	-	3	3	21	12	-	39	1	11	12	51
Major Programme II	1	1	-	3	20	34	77	79	25	240	1	79	80	320
Major Programme III	-	1	-	3	23	44	83	90	5	249	15	312	327	576
Major Programme IV	-	-	-	1	1	1	1	1	-	5	2	3	5	10
Major Programme VI	-	-	-	1	-	4	2	-	-	7	-	2	2	9
Major Programme VII-5	-	-	-	-	1	2	-	1	-	4	-	1	1	5
Major Programme VII-6	-	-	-	1	-	1	1	-	-	3	-	1	1	4
Grand Total	1	2	-	9	48	89	185	183	30	547	19	409	428	975

Annex V (b)**List of reclassifications 2020**

<i>Level</i>				<i>Functional Title</i>		
<i>Number of Posts</i>	<i>Current</i>	<i>New/Requested</i>	<i>Organ/Section</i>	<i>From</i>	<i>To</i>	
1	P-4	P-5	Immediate Office of the Prosecutor / Legal Advisory Section	Chef de Cabinet	Chef de Cabinet	
1	P-4	P-5	Jurisdiction, Complementarity and Cooperation Division	International Cooperation Adviser	Senior Legal Adviser	
1	G-6	G-5	Investigation Division	Field Operations Assistant	Field Operations Assistant	
8	P-1	P-2	Prosecution Division	Assistant Trial Lawyer	Associate Trial Lawyer	
Total OTP Reclassifications:		11				
1	P-3	P-4	Registry/OD-DEO	Administration Officer	Administrative Officer and Risk Management Coordinator	
Total Registry Reclassifications:		1				

Annex V (c)**Changes to the staffing table**

<i>Number of Posts</i>	<i>Level</i>	<i>Functional Title</i>	<i>From 2019 Approved Budget</i>	<i>To 2020 Proposed Budget</i>
1	P-5	Chief of Field Office	Country Office – Democratic Republic of the Congo	Country Office – Uganda
1	P-5	Chief of Field Office	Country Office – Uganda	Country Office – Democratic Republic of the Congo
1	P-3	Field Officer (VPR)	Country Office – Côte d’Ivoire	Country Office – Central African Republic
1	P-3	Field Officer (VPR)	Country Office – Democratic Republic of the Congo	Country Office – Uganda
1	P-2	Associate Field Security Officer	Country Office – Côte d’Ivoire	Country Office – Mali
1	GS-OL	Administrative Assistant	Victims Participation and Reparations Section	Public Information and Outreach Section
1	GS-OL	Field Assistant as External Relations and Cooperation Assistant	Country Office – Côte d’Ivoire	External Operations Support Section
1	G-3	Driver	Country Office – Uganda	Country Office – Central African Republic
1	G-3	Driver	Country Office – Democratic Republic of the Congo	Country Office – Mali
Total Registry Redeployments:		9		

Annex VI

Salaries and entitlements for 2020 (thousands of euros)

Annex VI (a)

Judges' salary and entitlements for 2020 (thousands of euros)

<i>Presidency:</i>	<i>Costs</i>
Special allowance President and Vice-Presidents	28.0
<i>Subtotal Presidency</i>	<i>28.0</i>
Chambers: 18 judges	
Standard salary costs: 18 full-time judges	3,240.0
Judges' pensions*: 18 full-time judges	1,574.4
<i>Subtotal Chambers</i>	<i>4,814.4</i>
Accruals for annual leave	126.0
Accruals for relocation	225.0
Estimates of home leave and education grant expenses	287.5
Service-incurred injury insurance: Court requirement	36.0
<i>Subtotal additional requirements</i>	<i>674.5</i>
Total Judges' salary and entitlements for 2020	5,516.9
Revision of judges' remuneration (subject to States Parties' determination) **	580.9
Total revised judges' salary and entitlements for 2020	6,097.8

* Estimate based on notional assumptions about the terms of the performance agreement which will commence on 1 January 2020. This estimate will need to be updated once details of the agreement are available.

** This amount, which is consistent with the revised amounts included in the 2017, 2018 and 2019 proposed programme budgets, would align the judges' salaries with those of the judges of the International Court of Justice and other international courts and tribunals.

Annex VI (b)

Standard salary costs for 2020 - Professional and General Service staff at Headquarters (thousands of euros)

<i>Post level</i>	<i>Net salary</i>	<i>Common staff costs</i>	<i>Representation allowance</i>	<i>Total</i>
	(1)	(2)	(3)	(1)+(2)+(3)=(4)
USG	171.7	71.8	4	247.5
ASG	157.5	65.8	3	226.3
D-1	137.2	57.3		194.5
P-5	119.5	49.9		169.4
P-4	103.7	43.4		147.1
P-3	86.1	36.0		122.1
P-2	69.3	29.0		98.3
P-1	69.3	29.0		98.3
GS-PL	65.3	27.3		92.6
GS-OL	53.7	22.4		76.1

Delayed recruitment factors:

- | | | |
|-----|---|--------------|
| (a) | Existing Professional and General Service posts in MP I: | 5 per cent; |
| (b) | Existing Professional and General Service posts in MP II: | 8 per cent; |
| (c) | Existing Professional and General Service posts in MP III, IV and VI: | 10 per cent; |
| (d) | Existing Professional and General Service posts in MPs VII-5 and VII-6: | 0 per cent. |

<i>Post level</i>	<i>Delayed recruitment factors</i>			
	(0%)	(5%)	(8%)	(10%)
USG	247.5	235.1	227.7	222.8
ASG	226.3	215.0	208.2	203.7
D-1	194.5	184.8	178.9	175.1
P-5	169.4	160.9	155.8	152.5
P-4	147.1	139.7	135.3	132.4
P-3	122.1	116.0	112.3	109.9
P-2	98.3	93.4	90.4	88.5
P-1	98.3	93.4	90.4	88.5
GS-PL	92.6	88.0	85.2	83.3
GS-OL	76.1	72.3	70.0	68.5

Annex VII

Proposed 2020 budget for the African Union Liaison Office (AULO)

1. In line with part IX of resolution ICC-ASP/9/Res.4 of the Assembly of States Parties,¹ no resources have been allocated to the African Union Liaison Office in the proposed programme budget for 2020. Should the African Union agree to the request of the International Criminal Court (“the Court”) to open a Liaison Office in Addis Ababa, the Court will notify the Committee on Budget and Finance of the need to have access to the Contingency Fund for up to the amount in the Court’s proposed budget for 2020 of €371,400 in order to proceed with the establishment of such a Liaison Office.

1320 African Union Liaison Office	2018 Expenditures (thousands of euros)			2019 Approved Budget	Resource Changes		Proposed 2020 Budget (thousands of euros)
	Total	Cont. Fund	Total incl. CF		Amount	%	
<i>Judges</i>							
Professional staff							171.7
General Service staff							65.6
<i>Subtotal staff</i>							237.3
General temporary assistance	-	-	-	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	-	-	-	-	-	-	-
Travel	-	-	-	-	-	-	15.2
Hospitality	-	-	-	-	-	-	1.0
Contractual services	-	-	-	-	-	-	15.6
Training	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	-	-	49.6
Supplies and materials	-	-	-	-	-	-	5.0
Furniture and equipment	-	-	-	-	-	-	47.7
<i>Subtotal non-staff</i>	-	-	-	-	-	-	134.1
Total	-	-	-	-	-	-	371.4

¹ Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Ninth session, New York, 6-10 December 2010 (ICC-ASP/9/20), vol. I, part III, ICC-ASP/9/Res.4.

Annex VIII**2020 estimated income statements****Least-Developed Countries Trust Fund (euros)**

Estimated income 2020	
Donor contributions	25,000
<i>Subtotal income</i>	<i>25,000</i>
Estimated expenditure 2020	
Travel	21,100
Administration costs	3,900
<i>Subtotal expenditure</i>	<i>25,000</i>
Net income 2020	0

Annex IX

Information Technology

Annex IX (a)

Information Technology and Information Management (IT/IM) at the International Criminal Court: Five-Year Strategy (2017-2021)

1. The 2019 Proposed Programme Budget of the International Criminal Court (“the Court”), presented to the Committee on Budget and Finance (“the Committee”) for consideration at its thirty-first session in September 2018, included, as requested at the Committee’s thirtieth session, a total picture of Court-wide investment in staff and non-staff costs for the Court’s Five-Year IT/IM Strategy. This annex, based on the 2020 Proposed Programme Budget, gives an updated overview of the total investment for 2017-2021, forecasts of Information Management Services Section (IMSS) annual operating costs to support the relevant systems during and after the implementation of the Strategy and a breakdown of the resources required for Strategy projects in 2020. Information on specific Strategy projects and related actual expenditure in 2018 will be presented for consideration at the Committee’s thirty-third session in a separate report. The information provided in this annex is limited to the total Strategy investment per cost centre and the total Court-wide requested investment per Strategy work stream.

2. The following table is based on actual figures for 2017 and 2018, the Approved Programme Budget for 2019, the Proposed Programme Budget for projects in 2020 and forecasts for 2021. Forecasts will continue to be updated yearly and reported to the Committee with a detailed explanation of actual expenditure. The report to the Committee in advance of its thirty-third session will contain details of actual expenditure per project and the corresponding efficiencies or benefits.

Table 1: Total investment in the Court-wide Five-Year IT/IM Strategy for 2017-2021 (thousands of euros)

<i>Cost Centre</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total for Duration of Strategy</i>
Staff costs						
MP III: Registry						
DMS	-	100.0	100.0	100.0	100.0	400.0
DJS	-	146.5	61.9	146.5	146.5	501.4
Total staff costs	-	246.5	161.9	246.5	246.5	901.4
Staff costs delta from previous year	-	+246.5	-84.6	+84.6	-	-
Non-staff costs						
MP II: OTP	-	135.0	180.0	180.0	180.0	675.0
MP III: Registry						
DJS	664.0	824.0	1,592.0	1,601.0	1,763.0	6,444.0
DMS	-	225.0	150.0	20.0	370.0	765.0
Total MP III: Registry	664.0	1,049.0	1,742.0	1,621.0	2,133.0	7,209.0
Total non-staff costs	664.0	1,184.0	1,922.0	1,801.0	2,313.0	7,884.0
Non-staff costs delta from previous year	-	+520.0	+738.0	-121.0	+487.0	-
Total Court-wide investment	664.0	1,430.5	2,083.9	2,047.5	2,559.5	8,785.4
Total delta from previous year	-	+766.5	+653.4	-36.4	+512.0	-

3. The approved Court-wide Strategy investment for 2018 was €1,206.5 thousand, including €60 thousand in non-staff costs and €246.5 thousand in staff costs. The actual Court-wide Strategy investment in 2018 was €1,430.5 thousand, €224 thousand over the approved Strategy allocation. Table 1, above, shows actual figures per cost centre with updates to the differentials between actual expenditure in 2017 and approved expenditure for 2019. The increases are due to approved scope extensions for key projects such as the Mission Planning System to ensure confidentiality requirements are met and increases in product pricing of systems and hardware for Office of the Prosecutor (OTP) and Information Security projects. The additional funds required were drawn from savings achieved elsewhere in the Court.

4. The proposed 2020 IMSS budget consists of:

(a) Lights-on costs of €9,643.1 thousand, which is €38.1 thousand more than the forecast amount of €9,605 thousand presented to the Committee for consideration at its thirty-first session. However, the previous forecast of lights-on costs did not include additional staff costs: general temporary assistance (GTA), temporary assistance for meetings (TAM) and overtime. For 2020 these costs amount to €101.1 thousand. The previous forecast should have been €9,703 thousand, taking into account the additional staff costs for 2018 of €98.0 thousand. This will be corrected in the updated reporting of all lights-on staff costs, but it does not impact the forecasts for the total IMSS budget or Court-wide IT/IM expenditure; and

(b) The IMSS portion of the proposed investment in the Court's Five-Year IT/IM Strategy for 2020 is €1,601.0 thousand, which is €25.0 thousand less than the previously provided forecast.

5. The total Court-wide proposed investment in Strategy projects for 2020 is €2,047.5 thousand, including €246.5 thousand and €1,801.0 thousand in staff and non-staff costs, respectively. The requested amount is €25.0 thousand less than the forecast amount of €2,072.5 thousand. The total is to be distributed among the OTP (€180.0 thousand), the Registry's Division of Management Services (DMS) (€20.0 thousand) and the Registry's Division of Judicial Services (DJS) (€1,747.5 thousand), which includes the Court Management Section (CMS) (€46.5 thousand) and IMSS (€1,601.0 thousand). The table below breaks down staff and non-staff costs for each work stream of the Strategy per cost centre.

Table 2: Summary of investment for 2020 in Court-wide Five-Year IT/IM Strategy projects (thousands of euros)

2020 Funding for Strategy	MP II: OTP	MP III: Registry		Total Stream
		DMS	DJS	
Staff				
Judicial	-	-	146.5	146.5
Administrative	-	100.0	-	100.0
<i>Total staff</i>	-	100.0	146.5	246.5
Non-staff				
Prosecutorial	180.0	-	220.0	400.0
Judicial	-	-	709.0	709.0
Administrative	-	20.0	-	20.0
Information Management	-	-	-	-
Information Security	-	-	172.0	172.0
Optimizing IT	-	-	500.0	500.0
<i>Total non-staff</i>	180.0	20.0	1,601.0	1,801.0
Total	180.0	120.0	1,747.5	2,047.5

6. The requested €1,747.5 thousand for the IMSS budget covers strategic projects across the Judicial, Information Security and Optimizing IT work streams. Strategy projects specific to the OTP are co-funded by IMSS and OTP for €220.0 and €180.0 respectively. The Administrative work stream for 2020 is funded solely by DMS and has staff and non-staff components. CMS has an ongoing requirement for staff costs to continue the GTA position of eCourt Project Manager in connection with work on the Judicial Workflow Platform. Information Management projects in 2020 will utilize existing staff resources and therefore require no further investment for the year.

7. Table 3, below, presents the individual strategic projects for each work stream in 2020 that require an investment in staff and non-staff resources:

(a) OTP – The workplan for 2020 consists of four proposed projects, co-funded by OTP and DJS to continue enhancements in the collection of forensic evidence, deliver a new investigation and witness management solution for OTP, and use the Court’s rapid development platform to implement two custom databases for managing contacts and coordinating interpretation services;

(b) Judicial – The requested investment of €855.5 thousand is for the continued delivery of the Judicial Workflow Platform, with €146.5 thousand required for the eCourt Project Manager and the remaining €709.0 thousand for the development of the platform in accordance with the Court’s requirements;

(c) Administration – The requested investment of €120.0 thousand (€100.0 thousand staff costs and €20.0 thousand non-staff costs) is for the on-going implementation of IT/IM Strategy projects to further automate and digitize the administration as well as for the creation of a roadmap to SAP S/4 HANA. The current SAP ERP system, which is almost fifteen years old, needs to undergo a considerable and mandatory upgrade before the end of 2025. The upgrade consists of two elements: a new database platform (HANA) and an updated SAP ERP system (S/4 HANA). The roadmap to SAP S/4 HANA will propose the best approach to manage this major database and system upgrade;

(d) Information Security – The proposed workplan for 2020 leverages the Court’s investments from 2017 to 2019 in the Threat Intelligence Platform, continued penetration testing and the completion of the Court’s Information Security Management System. The last proposed project is the implementation of a new system for applying security classifications to Court records and marking them accordingly; and

(e) Optimizing IT – The sole project consists of replacing end-of-life storage hardware in line with the Court’s tiered storage model (implementation of 2017 Strategy investment).

Table 3: Breakdown of investment for 2020 in Court-wide Five-Year IT/IM Strategy projects (thousands of euros)

	<i>Initiative</i>	<i>MP II: OTP</i>		<i>MP III: Registry</i>		<i>Total</i>	
				<i>DMS</i>			<i>DJS</i>
		<i>Staff</i>	<i>Non-staff</i>	<i>Staff</i>	<i>Non-staff</i>		<i>Staff</i>
Prosecutorial	Open Source Intelligence Improvements (forensic data acquisition)					125.0	125.0
	OTP investigation and witness management		75.0			75.0	150.0
	Automated Transcription		60.0			20.0	80.0
	OTP Contacts Database		25.0				20.0
	OTP Interpretation Coordination System		20.0				20.0
	<i>Subtotal</i>		<i>180.0</i>			<i>220.0</i>	<i>400.0</i>
Judicial	Judicial Workflow Platform - Unified Information Repository					415.0	415.0
	Judicial Workflow Platform - Evidence and Case Record Gateway					146.5	150.0
	Judicial Workflow Platform - Litigation Platform					144.0	144.0
	<i>Subtotal</i>				<i>146.5</i>	<i>709.0</i>	<i>855.5</i>
Administration	SAP S/4 HANA road map preparation		100.0	20.0			120.0
	<i>Subtotal</i>		<i>100.0</i>	<i>20.0</i>			<i>120.0</i>
Security	Implementation of Information Security Management System					70.0	70.0
	Extension of Threat Intelligence Platform					50.0	50.0
	Penetration Testing					20.0	20.0
	Implementation of information classification and security marking solutions					32.0	32.0
	<i>Subtotal</i>					<i>172.0</i>	<i>172.0</i>
Optimizing IT	Virtual Infrastructure Renewal					500.0	500.0
	<i>Subtotal</i>					<i>500.0</i>	<i>500.00</i>
Total		180.0	100.0	20.0	146.5	1,601.0	2,047.5

Annex IX (b)

Court-wide Information Technology and Information Management (IT/IM) costs

1. The International Criminal Court (“the Court”) submitted Court-wide figures for IT/IM-related non-staff costs to the Committee on Budget and Finance (“the Committee”) for consideration at the thirty-first session in September 2018.¹ The subsequent report of the Committee recommended that the Court provide as an annex to the 2020 Proposed Programme Budget a Court-wide breakdown of IT/IM staff and non-staff costs.² The present annex details IT/IM staff and non-staff expenditure across all of the Court’s Major Programmes and includes actual expenditure figures for 2017 and 2018. The figures for 2019 reflect the 2019 Approved Programme Budget; figures for 2020 reflect the Court’s 2020 Proposed Programme Budget; and figures for 2021 and 2022 have been forecast on the basis of the Court’s currently known programmatic and operational requirements. The figures contained in this annex were submitted by each Section of the Court to the Information Management Services Section (IMSS) for compilation and analysis and are provided as submitted.

2. Lights-on IT/IM spending includes the established posts and general temporary assistance (GTA) positions in the Registry and in the Office of the Prosecutor (OTP) which are required to support the Court’s IT/IM systems and services. The IMSS budget also includes temporary assistance for meetings (TAM) and overtime. Non-staff lights-on IT/IM expenditure is defined as all expenditure required to support the current state of Court operations and activities; this includes expenditure for contractual services, general operating expenses (on communications, rental of furniture and equipment, maintenance of furniture and equipment, etc.) and expenditure for supplies, furniture and equipment, training and travel specific to the maintenance of the Court’s IT/IM systems.

Table 1: Total Court-wide costs by cost centre (thousands of euros)

<i>Cost Centre</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>Total</i>
Lights-on							
Staff costs	5,887.5	5,946.1	6,050.6	6,081.2	5,946.2	5,946.2	35,857.8
Non-staff costs	5,930.1	6,459.4	5,915.7	5,973.5	6,140.6	7,132.9	37,552.2
<i>Total lights-on</i>	<i>11,817.6</i>	<i>12,405.5</i>	<i>11,966.3</i>	<i>12,054.7</i>	<i>12,086.8</i>	<i>13,079.1</i>	<i>73,410.0</i>
<i>Total delta from previous year</i>		+587.9	-439.2	+88.4	+32.1	+992.3	
IT/IM Strategy							
Staff costs		246.5	161.9	246.5	246.5	0.0	901.4
Non-staff costs	664.0	1,184.0	1,922.0	1,801.0	2,313.0	0.0	7,884.0
<i>Total Strategy</i>	<i>664.0</i>	<i>1,430.5</i>	<i>2,083.9</i>	<i>2,047.5</i>	<i>2,559.5</i>	<i>0.0</i>	<i>8,785.4</i>
Total Court-wide IT/IM	12,481.6	13,836.0	14,050.2	14,102.2	14,646.3	13,079.1	82,195.6
<i>Total delta from previous year (including Strategy)</i>	-	+1,354.4	+214.2	+52.0	+544.1	-1,567.2	-

3. Table 1 provides a high-level overview of actual and forecast Court-wide IT/IM costs on the basis of: the 2017 and 2018 Approved Programme Budgets (for staff costs) and actual expenditure (for non-staff costs); the 2019 Approved Programme Budget; the 2020 Proposed Programme Budget; and forecasts for 2021 and 2022. Further itemization per cost centre is provided in table 2. Year-on-year increases are expected from 2018 to 2021, but the Court’s total IT/IM staff and non-staff costs are forecast to decrease from 2018 actual

¹ Report of the Court on its Five-Year IT/IM Strategy, CBF/31/12/Rev.3.

² *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Seventeenth session, The Hague, 5-12 December 2018* (ICC-ASP/17/20), vol. II, part B.2, para. 108.

expenditure to €13,079 thousand in 2022, after the completion of the Five-Year IT/IM Strategy. The information in table 1 can be summarized as follows:

(a) In 2017, total Court-wide IT/IM costs amounted to €2,481.6 thousand, of which €64 thousand was the actual expenditure for the Five-Year IT/IM Strategy and €1,817.6 thousand was lights-on costs, including €5,887.5 thousand in staff costs and €9,930.1 thousand in non-staff costs;

(b) In 2018, total Court-wide IT/IM costs were €13,836.0 thousand, of which €1,430.5 thousand was investment in Year 2 of the Court's Five-Year IT/IM Strategy. The remaining €12,405.5 thousand included €5,946.1 thousand in staff costs and €6,459.4 thousand in non-staff costs. The Committee will receive a report on actual spending per IT/IM project for consideration at its thirty-third session. The increase from the preceding year will be detailed in that report;

(c) The total of €14,050.2 thousand for 2019 includes the forecast investment of €2,083.9 thousand in Year 3 of the Court's Five-Year IT/IM Strategy. This figure is lower than in the 2019 Approved Programme Budget owing to the seven-month vacancy of the position of eCourt Project Manager in the Court Management Section (CMS). The originally approved figure of €2,168.5 thousand was reduced by €84.6 thousand to reflect the vacancy. The remaining costs for 2019 consist of the approved staff budget of €6,050.6 thousand and forecast non-staff costs of €5,915.7 thousand;

(d) The Court's total forecast IT/IM costs of €14,102.2 thousand for 2020 include the proposed investment of €2,047.5 thousand in Year 4 of the Court's Five-Year IT/IM Strategy, which is €25 thousand less than the forecast considered at the Committee's thirty-first session. The remaining forecast expenditure of €12,054.7 includes €6,081.2 thousand in staff costs and €5,973.5 thousand in non-staff costs;

(e) The total forecast amount for 2021 is €14,646.3 thousand, including €2,559.5 thousand in staff and non-staff costs for the fifth and final year of the Court's Five-Year IT/IM Strategy. The remaining €12,086.8 thousand forecast for Court-wide IT/IM expenditure consists of €5,946.2 thousand in staff costs and €6,140.6 thousand in non-staff costs. Forecast staff cost figures for 2021 use estimates based on the previous year's figures. It is not possible at this stage to give an exact figure, as step increases and changes in other common staff cost indexes are not known at this point. The same applies to forecast staff cost figures for 2022; and

(f) The Committee requested at its thirty-first session to receive a forecast of Court-wide IT/IM costs after the implementation of the Five-Year IT/IM Strategy (2017-2021). The requested figure is €13,079.1 thousand, including €5,946.2 thousand in staff costs and €7,132.9 thousand in non-staff costs.³ The budget for IMSS includes a forecast expenditure of €600.0 thousand to replace obsolete infrastructure.

Table 2: Total Court-wide lights-on staff costs by Major Programme cost centre (thousands of euros)

Programmes	2017	2018	2019	2020	2021	2022	Total
	(Actuals)	(Actuals)	(Approved Budget)	(Forecast)	(Forecast)	(Forecast)	
Staff costs							
MP II: OTP	767.7	783.5	773.2	777.9	777.9	777.9	4,658.1
MP III: Registry							
DJS – IMSS	4,358.9	4,444.7	4,526.3	4,592.0	4,457.0	4,457.0	26,835.9
DJS – CMS	190.8	196.8	196.8	137.0	137.0	137.0	995.4
DJS – VPRS	87.7	90.0	88.7	88.5	88.5	88.5	531.9
DMS – SAP	298.8	306.2	304.6	315.4	315.4	315.4	1,855.8
DEO – Country Offices	110.7	124.9	161.0	170.4	170.4	170.4	907.8

³ Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Seventeenth session, The Hague, 5-12 December 2018 (ICC-ASP/17/20), vol. II, part B.2, para. 108.

<i>Programmes</i>	2017 (Actuals)	2018 (Actuals)	2019 (Approved Budget)	2020 (Forecast)	2021 (Forecast)	2022 (Forecast)	Total
MP IV – Secretariat of the ASP	72.9	0.0	0.0	0.0	0.0	0.0	72.9
Total staff costs	5,887.5	5,946.1	6,050.6	6,081.2	5,946.2	5,946.2	35,857.8
<i>Delta from previous year</i>	-	+58.6	+104.5	+30.6	-135.0	0.0	-
Non-staff costs							
MP II: OTP	389.4	96.0	73.4	73.4	73.4	253.4	959.0
MP III: Registry							
DJS – IMSS	4,492.0	5,496.1	5,005.5	5,051.1	5,158.7	5,982.7	31,186.1
DJS – CMS	0	34.7	8.9	0.0	0.0	0.0	43.6
DJS – LSS	31.3	5.3	0.0	0.0	0.0	0.0	36.6
DJS – VPRS	0	5.7	0.0	0.0	0.0	0.0	5.7
DJS – Detention	21.6	21.6	18.0	18.0	18.0	18.0	115.2
DMS – SAP	454.0	382.0	417.0	449.0	432.0	460.0	2,594.0
DMS – GSS	82.5	50.3	100.0	50.2	56.8	40.2	380.0
DMS – SSS	15.8	78.5	63.6	63.6	63.6	63.6	348.7
DEO – Country Offices	54.7	33.1	52.3	57.6	51.6	53.6	302.9
DEO – EOSS	12.1	23.3	12.2	32.0	32.0	32.0	143.6
DEO – VWS	202.7	161.4	53.1	0	0	0	417.2
DEO – PIOS	59.8	69.4	81.6	80.0	154.1	154.1	599.0
Total MP III: Registry	5,426.5	6,361.4	5,812.2	5,801.5	5,966.8	6,804.2	36,172.6
MP VI – Secretariat of the TFV	114.1	1.9	30.0	98.6	100.4	75.4	420.4
Total non-staff	5,930.0	6,459.3	5,915.6	5,973.5	6,140.6	7,133.0	37,552.0
<i>Delta from previous year</i>	-	+529.3	-543.7	+57.9	+167.1	+992.4	-

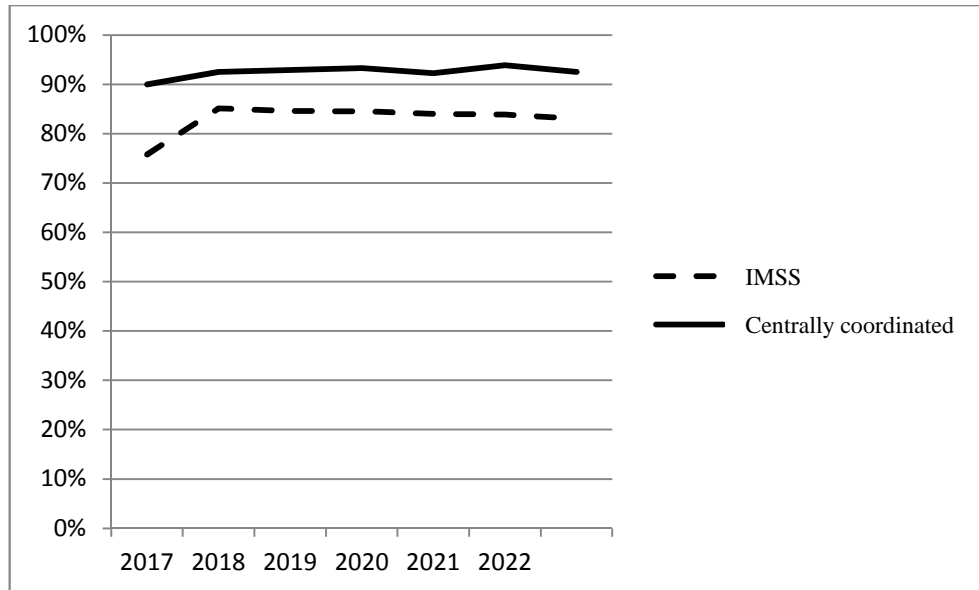
4. The functions and IT/IM services provided by IMSS and other Sections do not overlap and the division of responsibilities is documented in a matrix to prevent any duplication or gaps in systems support and services. The provision of daily operational support (lights-on services) is documented by IMSS, OTP, CMS, the Division of Management Services (DMS) and VPRS using RACI (Responsible, Accountable, Consulted, Informed) matrices. These are living documents that are updated for new systems or services. Provided that the scope of services and systems supported across the Court remains consistent, there is no forecast increase in established posts or GTA positions to meet daily operational needs. While the Court does not foresee any increase in headcount as a result of its Five-Year IT/IM Strategy, the skill set of IT/IM staff in IMSS and other Sections will have to evolve in step with technological changes.

5. Forecasting non-staff costs is more challenging, particularly for a horizon of three years or more. While the Court uses multi-year contracts to control IT/IM non-staff costs and, wherever possible, leverages other United Nations common system contracts to obtain more favourable pricing and commercial teams, the market for hardware and software changes rapidly. Thus, when contracts come up for renewal or when there are acquisitions in the marketplace that impact hardware or software used by the Court, the pricing structure and hence the costs often change, usually increasing. It is therefore difficult to predict with absolute certainty operating costs several years in the future. Forecasts will continue to be updated with each budgetary planning cycle according to the Court's IT/IM ecosystem and its contractual obligations to maintain the systems concerned.

6. The majority of non-staff costs are within the IMSS (central IT/IM) budget. In 2017, the IMSS budget accounted for 76 per cent of the total expenditure. In 2018, with further

centralization being part of the Court-wide synergies exercise, this figure increased to 85 per cent. This percentage is expected to remain consistent for the entire forecast period to 2022, with the exception of 2020, in which it is expected to decline slightly to 84 per cent of total Court-wide non-staff lights-on costs. IMSS plans and coordinates expenditure annually with OTP and the SAP team in DMS. When these three cost centres are taken together, the coordinated central expenditure as a percentage of non-staff costs is: 90 per cent and 92 per cent on the basis of 2017 and 2018 actual figures, respectively; 93 per cent in the 2019 approved budget; 93 per cent in the proposed 2020 budget; and 92 per cent in the 2021 forecast, which is expected to increase to 94 per cent after the completion of the Five-Year IT/IM Strategy. This trend is represented graphically in Figure 1, below.

Figure 1: Percentage of non-staff IT/IM lights-on costs centralized in IMSS (dashed line) and centrally coordinated with OTP and DMS SAP



7. The IT/IM expenditure that is not coordinated between IMSS, OTP and the DMS SAP team belongs to two main categories. The first category consists of IT/IM equipment and supplies purchased locally for use by country offices and specialized equipment and supplies specific to services not supported centrally by IMSS. For example, the Audio-Visual Production Unit in the Public Information and Outreach Section (PIOS) uses Mac OS, the industry standard for audio-visual production. Compatible hardware and software is purchased and managed by PIOS throughout the equipment lifecycle. The second category is subscriptions to software services that are embedded in a Section's operations and do not require any infrastructure support from IMSS, thus remaining under that Section's annual operating budget. Two notable examples of such solutions are the mass notification system used by the Security and Safety Section to keep staff informed in the event of an emergency and the Planon system used by the General Services Section to support its facilities and logistics operations. In 2017 and 2018, the largest IT/IM expenditure outside of centrally coordinated cost centres was incurred in the Victims and Witnesses Section for the purchase of systems to support improved witness management, monitoring and reporting.

8. Besides lights-on costs, the other component of Court-wide IT/IM expenditure is the investment in the Court's Five-Year IT/IM Strategy (2017-2021). Table 3, below, breaks down the investment per cost centre for the duration of the Strategy. The figures for 2018 have been updated to reflect actual expenditure. The forecast for 2019 is less than the approved budget amount, owing to the vacancy of the eCourt Project Manager post in CMS for the first seven months of the year. The forecast for 2020 has been reduced slightly in comparison to the forecast prepared in 2018. Further details of the proposed 2020 strategic investments per project are available in annex IX(a). The forecast total investment is €8,785.4 thousand, which is €14.4 thousand more than the previously presented figure of €8,671.0 thousand over five years. A progress report on the implementation of the Court's

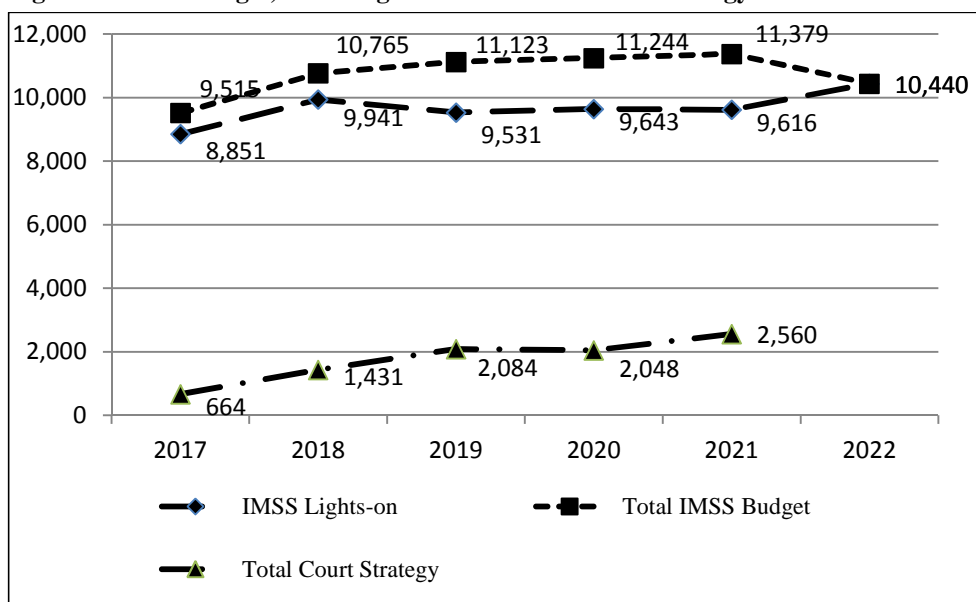
Five-Year IT/IM Strategy will be provided to the Committee in advance of its thirty-third session

Table 3: Total Court-wide Five-Year IT/IM Strategy investment (staff and non-staff costs) (thousands of euros)

Cost Centre	2017	2018	2019	2020	2021	Total
Staff						
CMS		146.5	61.9	146.5	146.5	501.4
DMS		100.0	100.0	100.0	100.0	400.0
<i>Total Strategy staff</i>		<i>246.5</i>	<i>161.9</i>	<i>246.5</i>	<i>246.5</i>	<i>901.4</i>
Non-Staff						
IMSS	664.0	824.0	1,592.0	1,601.0	1,763.0	6,444.0
DMS		225.0	150.0	20.0	370.0	765.0
OTP		135.0	180.0	180.0	180.0	675.0
<i>Total Strategy non-staff</i>	<i>664.0</i>	<i>1,184.0</i>	<i>1,922.0</i>	<i>1,801.0</i>	<i>2,313.0</i>	<i>7,884.0</i>
Total Strategy investment	664.0	1,430.5	2,083.9	2,047.5	2,559.5	8,785.4
<i>Total delta from previous year</i>	<i>-</i>	<i>+766.5</i>	<i>653.4</i>	<i>-36.4</i>	<i>+512.0</i>	<i>-</i>

9. Figure 2, below, illustrates the impact of the Court's Five-Year IT/IM Strategy investment on the IMSS (central IT/IM) budget. The line at the bottom of the graph shows the Court-wide staff and non-staff investment in the Strategy for its full duration. The upper lines pertain solely to the IMSS budget. The upper short-dashed line (with squares) is the total IMSS budget including all staff costs (established posts, GTA, TAM and overtime) and non-staff recurrent lights-on costs. The lights-on figures are higher than what was presented for consideration at the Committee's thirty-first Committee session, since previous figures did not include GTA, TAM and overtime. However, this has not impacted total IMSS budget figures.

Figure 2: IMSS budget, IT/IM lights-on and Court-wide Strategy investment



Annex X

2020 Proposed Programme Budget Baseline

1. In line with the recommendation of the Committee on Budget and Finance (“the Committee”),¹ the International Criminal Court (“the Court”) presents, below, a table showing the allocated budget in 2019 compared to the request for the 2020 proposed programme budget, in the same format as the table presented to the Committee at its thirty-first session. The purpose of the table is to compare baseline resources between 2019 and 2020. The first four columns show the 2019 Approved Programme Budget, 2019 Contingency Fund notifications to date, reductions to the baseline from identified Court-wide savings and efficiencies as reported in annex XVI, and the impact of the United Nations Common System increase, which is an additional cost in the Court’s 2019 approved budget baseline. The total 2019 baseline is then compared to the 2020 Proposed Programme Budget, and the variance between the two shows a global increase in the baseline requirement of €473.4 thousand.

2. The last columns are currently empty as they are related to a possible addendum. They are nonetheless included in order to respect the instruction of the Committee to present a table in the same format as the table presented previously, which did include addendum-related data.

Table 1: 2019 and 2020 Baseline Comparison

Major Programme		APB (Contingency Fund) 2019	Additional Resources (Contingency Fund)*	Reductions to the baseline**	Impact of UNCS changes	Baseline	2020 PPB	Variance 2020 PPB - Baseline	Variance 2020 PPB - 2019 APB	Resource changes in 2020 PPB	Resource changes after Addendum to 2020 PPB	Total 2020 PPB after Addendum
Entry		[a]	[b]	[c]	[d]	[e = a+b+c+d]	[f]	[g = f-e]	[h = f-a]	[i]	[j = i-h]	[k = a+j]
MP I	Judiciary	12,107.6	-	(237.0)	103.4	11,974.0	12,094.8	120.8	(12.8)	-	-	12,094.8
MP II	Office of the Prosecutor	46,802.5	-	(11.5)	722.1	47,513.1	47,936.3	423.2	1,133.8	-	-	47,936.3
MP III	Registry	76,651.2	2,127.9	(2,299.1)	1,448.1	77,860.1	76,145.5	(1,782.6)	(505.7)	-	-	76,145.5
MP IV	Secretariat of the Assembly of States Parties	2,841.7	-	(102.0)	35.3	2,775.0	2,837.0	62.0	(4.7)	-	-	2,837.0
MP V	Premises	1,800.0	-	-	-	1,800.0	3,088.1	1,288.1	1,288.1	-	-	3,088.1
MP VI	TFV Secretariat	3,130.3	-	-	105.9	3,236.2	3,333.0	96.8	202.7	-	-	3,333.0
MP VII-5	Independent Oversight Mechanism	531.1	-	-	8.9	540.0	783.8	243.8	252.7	-	-	783.8
MP VII-6	Office of Internal Audit	685.6	-	-	14.3	699.9	721.2	21.3	35.6	-	-	721.2
Total Court Wide		144,550.0	2,127.9	(2,649.6)	2,438.0	146,398.3	146,939.7	473.4	2,389.7	-	-	146,939.7
MP VII-2	Host State Loan	3,585.1	-	-	-	3,585.1	3,585.1	-	-	-	-	3,585.1
Total Court Wide		148,135.1	2,127.9	(2,649.6)	2,438.0	149,983.4	150,524.8	473.4	2,389.7	-	-	150,524.8

* Includes Contingency Fund amounts for Gbagbo and Blé Goudé and Yekatom and Ngaïssona.

** Result of savings, non-recurrent costs and additional cost reductions.

¹ ICC-ASP/18/5/AV, para. 15.

Annex XI

Strategic dynamic evolution of judicial activities by situation

Table 1: Strategic dynamic evolution of judicial activities by situation (thousands of euros)

Budget per situation: in thousands euros ⁽¹⁾⁽²⁾	Operational Support (CIS and FOPs)	Cote D'Ivoire										Burundi
		Uganda	DRC	Darfur	CAR	Kenya	Libya	D'Ivoire	Mali	Georgia	Burundi	
2015 Approved	30,078.3 (21 cases)	980.9 (1 case)	8,264.3 (6 cases)	336.0 (4 cases)	7,052.7 (2 case)	4,180.9 (2 cases)	622.8 (3 cases)	5,404.9 (2 cases)	4,752.4 (2 cases)	-	-	
2016 Approved	32,826.4 (22 cases)	4,373.9 (3 cases)	8,287.4 (2 cases)	519.4 (3 cases)	8,372.3 (4 case)	4,826.9 (2 cases)	733.6 (3 cases)	5,699.3 (3 cases)	4,186.1 (2 cases)	-	-	
2017 Approved	33,157.9 (23 cases)	3,010.5 (3 cases)	6,660.8 (2 cases)	1,399.9 (3 cases)	8,447.3 (4 cases)	2,362.7 (2 cases)	1,568.0 (3 cases)	6,390.0 (3 cases)	2,483.1 (2 cases)	3,666.0 (1 case)	-	
2018 Approved	36,226.1 (23 cases)	3,024.5 (3 cases)	6,969.4 (2 cases)	1,270.3 (3 cases)	8,822.7 (4 cases)	965.7 (2 cases)	1,689.5 (3 cases)	6,104.7 (3 cases)	2,313.8 (2 cases)	3,168.1 (1 case)	-	
2019 Approved	36,276.0 (23 cases)	2,681.1 (2 cases)	1,869.1 (2 cases)	1,364.0 (3 cases)	7,425.7 (4 cases)	268.2 (2 cases)	2,286.9 (3 cases)	5,876.8 (3 cases)	3,316.0 (2 cases)	3,614.5 (1 case)	2,159.8 (1 case)	
2020 Proposed	33,470.9 (21 cases)	2,602.3 (2 cases)	2,957.3 (2 cases)	1,156.1 (3 cases)	7,834.4 (3 cases)	32.4 (2 cases)	3,663.3 (3 cases)	5,618.0 (2 cases)	3,803.2 (2 cases)	4,254.2 (1 case)	3,237.6 (1 case)	

⁽¹⁾ Excludes costs attributable to court-in-session (CIS) but includes costs attributed to court-in-session operations (CIS-Ops)⁽²⁾ Excludes contingency fund notifications

Table 2: Breakdown of staff allocation per situation

Staff per situation ⁽¹⁾⁽²⁾	Operational Support (CIS and FOPs)		Cote D'Ivoire										Burundi								
			Uganda		DRC		Darfur		CAR		Kenya			Libya		D'Ivoire		Mali		Georgia	
	EP ⁽³⁾	GTA ⁽⁴⁾	EP ⁽³⁾	GTA ⁽⁴⁾	EP ⁽³⁾	GTA ⁽⁴⁾	EP ⁽³⁾	GTA ⁽⁴⁾	EP ⁽³⁾	GTA ⁽⁴⁾	EP ⁽³⁾	GTA ⁽⁴⁾		EP ⁽³⁾	GTA ⁽⁴⁾	EP ⁽³⁾	GTA ⁽⁴⁾	EP ⁽³⁾	GTA ⁽⁴⁾	EP ⁽³⁾	GTA ⁽⁴⁾
2015 Approved	197 (21 cases)	95.93 (1 case)	14 (6 cases)	1.67 (4 cases)	61 (2 case)	23.77 (2 cases)	10 (3 cases)	- (4 cases)	17 (2 cases)	34.62 (3 cases)	47 (2 cases)	11.69 (3 cases)	6 (2 cases)	2.42 (3 cases)	32 (3 cases)	21.30 (2 cases)	10 (2 cases)	21.44 (1 case)	-	-	-
2016 Approved	210 (22 cases)	78.90 (3 case)	39 (2 cases)	17.47 (3 cases)	55 (3 cases)	12.65 (4 case)	4 (2 cases)	1.12 (3 cases)	43 (2 cases)	25.13 (3 cases)	24 (3 cases)	3.94 (3 cases)	1 (3 cases)	1.00 (3 cases)	38 (3 cases)	8.03 (2 cases)	12 (2 cases)	8.41 (1 case)	-	-	-
2017 Approved	303 (23 cases)	60.60 (3 cases)	24 (2 cases)	7.91 (3 cases)	42 (4 cases)	3.11 (2 cases)	19 (3 cases)	7.30 (4 cases)	56 (2 cases)	17.39 (3 cases)	6 (3 cases)	0.55 (3 cases)	14 (3 cases)	4.30 (3 cases)	45 (3 cases)	11.19 (2 cases)	2 (2 cases)	5.55 (1 case)	21 (1 case)	18.44 (1 case)	-
2018 Approved	287 (23 cases)	61.87 (3 cases)	28 (2 cases)	6.52 (3 cases)	52 (4 cases)	4.10 (2 cases)	10 (3 cases)	1.43 (4 cases)	57 (2 cases)	15.10 (3 cases)	24 (3 cases)	3.94 (3 cases)	1 (3 cases)	1.00 (3 cases)	38 (3 cases)	8.03 (2 cases)	12 (2 cases)	8.41 (1 case)	-	-	-
2019 Approved	277 (23 cases)	70.60 (2 cases)	25 (2 cases)	9.96 (3 cases)	45 (4 cases)	4.75 (2 cases)	7 (3 cases)	2.33 (4 cases)	43 (2 cases)	17.00 (3 cases)	2 (3 cases)	0.00 (3 cases)	14 (3 cases)	5.33 (3 cases)	42 (3 cases)	12.08 (2 cases)	11 (2 cases)	16.40 (1 case)	19 (1 case)	13.50 (1 case)	5.50 (1 case)
2020 Proposed	270 (21 cases)	59.18 (2 cases)	25 (2 cases)	7.00 (3 cases)	51 (3 cases)	7.08 (2 cases)	9 (3 cases)	0.17 (3 cases)	35 (2 cases)	17.75 (3 cases)	0 (2 cases)	0.00 (3 cases)	20 (3 cases)	10.58 (2 cases)	39 (2 cases)	11.58 (2 cases)	16 (2 cases)	16.04 (1 case)	22 (1 case)	17.59 (1 case)	8.00 (1 case)

⁽¹⁾ Excludes staff attributable to court-in-session (CIS) but includes costs attributed to court-in-session operations (CIS-Ops)⁽²⁾ Excludes staff from contingency fund notifications ⁽³⁾ Based on headcount from the budget per situation ⁽⁴⁾ Based on FTE from the budget per situation

Annex XII

Yearly increases in Approved Programme Budgets 2013-2019 (thousands of euros)

<i>Major Programme</i>	<i>Approved Budget 2013</i>	<i>Approved Budget 2014</i>	<i>Approved Budget 2015</i>	<i>Approved Budget 2016</i>	<i>Approved Budget 2017</i>	<i>Approved Budget 2018</i>	<i>Approved Budget 2019</i>	<i>2013-2019 increase</i>
MPI: Judiciary								
Total	10,697.9	10,045.8	12,034.1	12,430.6	12,536.0	12,712.0	12,107.6	1,409.7
Variance previous year	413.9	-652.1	1,988.4	396.4	105.4	176.0	-604.4	
Variance previous year in %	4.0%	-6.1%	19.8%	3.3%	0.8%	1.4%	-4.8%	13.2%
Actual expenditure	9,874.5	10,529.8	11,023.8	12,702.8	12,232.3	12,168.7	11,744.4	1,869.9
Implementation rate in %	92.3%	104.8%	91.6%	102.2%	97.6%	95.7%	97.0%	Aver. 97.3%
MPII: Office of the Prosecutor								
Total	28,265.7	33,220.0	39,612.6	43,233.7	44,974.2	45,991.8	46,802.5	18,536.8
Variance previous year	542.0	4,954.3	6,392.6	3,621.1	1,740.5	1,017.6	810.7	
Variance previous year in %	2.0%	17.5%	19.2%	9.1%	4.0%	2.3%	1.8%	65.6%
Actual expenditure	28,924.9	32,723.7	40,581.2	41,960.3	44,432.0	43,735.0	46,977.3	18,052.4
Implementation rate in %	102.3%	98.5%	102.4%	97.1%	98.8%	95.1%	100.4%	Aver. 99.2%
MPIII: Registry								
Total	64,520.9	66,293.1	65,025.9	72,759.2	76,632.6	77,142.5	76,651.2	12,130.3
Variance previous year	-520.8	1,772.2	-1,267.2	7,733.3	3,873.4	509.9	-491.3	
Variance previous year in %	-0.8%	2.7%	-1.9%	11.9%	5.3%	0.7%	0.6%	18.8%
Actual expenditure	64,203.0	65,738.0	67,988.3	73,278.6	78,811.5	75,956.2	79,786.8	15,583.8
Implementation rate in %	99.5%	99.2%	104.6%	100.7%	102.8%	98.5%	104.1%	Aver. 101.3%
MPVI: Secretariat of the Trust Fund for Victims								
Total	1,580.0	1,585.8	1,815.7	1,884.5	2,174.5	2,541.5	3,130.3	1,550.3
Variance previous year	129.4	5.8	229.9	68.8	290.0	367.0	588.8	
Variance previous year in %	8.9%	0.4%	14.5%	3.8%	15.4%	16.9%	23.2%	98.1%
Actual expenditure	1,432.0	1,425.7	1,542.9	1,640.7	1,704.3	2,031.3	2,762.6	1,330.6
Implementation rate in %	90.6%	89.9%	85.0%	87.1%	78.4%	79.9%	88.3%	Aver. 85.6%

* Expenditures for 2019 are forecast expenditures as at June 2019.

Annex XIII

Budget allocation per active investigation in Major Programme II

Table: Budget allocation per active investigation in Major Programme II (in thousands of euros)

<i>Situation</i>	<i>2020 estimated budget allocation</i>	<i>2019 budget allocation</i>
1 Burundi	3,139.2	2,118.7
2 Central African Republic II (a)	3,908.2	2,939.6
Central African Republic II (b)		2,138.1
3 Côte d'Ivoire II	3,259.5	3,291.3
4 Darfur (*)	1,086.1	1,319.9
5 Democratic Republic of Congo	1,359.9	
6 Georgia	3,349.6	2,938.9
7 Libya (III and IV)	3,567.3	2,119.2
8 Mali	1,434.4	

(*) The Office of the Prosecutor will prioritize a total of nine active investigations (eight simultaneously) in 2020: Burundi, CAR II, Côte d'Ivoire, Darfur (first quarter only), DRC (starting second quarter), Georgia, Libya (two investigations) and Mali (see paragraph 110). The table in the annex reflects the data in the budget system (BPC). However, the budget system does not allow to allocate the same resources to multiple active investigations during the year. Therefore, the table presents a static situation as at the beginning of the year, as if it continued at unchanged levels throughout the entire 2020. Instead, starting in the second quarter of 2020, the resources allocated to Darfur will be redeployed to other active investigations. This caveat is necessary to better understand the comparison between the two years for the Darfur situation.

Annex XIV

Proposed capital investments (2019-2022)

1. As requested by the Committee on Budget and Finance (“the Committee”), the International Criminal Court (“the Court”) has identified its capital investment costs and presented them to the Assembly of States Parties (“the Assembly”) to ensure a better understanding of their Court-wide implications and to avoid any surprises when a clearly identifiable amount falls due.¹ The table below provides an overview of these costs for the 2019-2022 period. In line with past practice, the amounts required for capital investment under the Court’s 2019 Proposed Programme Budget have been organized by priority and reduced to a minimum.

Table: Four-Year Capital Investment Plan (2019-2022)

<i>Capital investment</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
Vehicles	335,000	420,500	420,250	465,000
Investments related to the Court’s Five-Year IT/IM Strategy	50,000	500,000	50,000	
Total capital investment	385,000	920,500	470,250	465,000

A. Vehicles

2. The costs indicated in the table above are based on the replacement plan for vehicles in the field for the 2019-2022 period. Vehicles distributed and transferred among country offices depending on operational needs range in age from 8 to 16 years old.

B. Investments related to the Court’s Five-Year IT/IM Strategy

3. According to industry standards, storage and virtual infrastructure components have a lifespan of three to five years and need to be replaced within that period. As stated in the Court’s Five-Year IT/IM Strategy, a capital investment amount of €100.0 thousand split between years 2019 and 2021 is required to renew the Court’s virtual infrastructure. A larger investment of €500.0 thousand is required for SAN (Storage Area Network) storage replacement in the data centre to maintain the Court’s storage capacity.

¹ *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Tenth session, New York, 12-21 December 2011* (ICC-ASP/10/20), vol. II, part B.II, para. 22.

Annex XV

Maintenance, operating costs and mid-term capital replacement plan of the Court's premises in 2020

1. Overtime is required for facilities management technicians who respond to emergency calls to perform actions such as urgent repairs or operations outside working hours.
2. Maintenance of premises includes costs such as cleaning, landscaping, adjustments to premises, waste management and pest control.
3. Utilities costs comprise electricity, heating/cooling and sewage charges.
4. Maintenance of furniture and equipment involves repairs to furniture and soft furnishings.
5. Supplies and materials include crockery and cutlery for the cafeteria, and supplies for small repairs carried out directly by the Court's facilities management staff.
6. Furniture is replaced when broken beyond repair. This amount concerns the Headquarters building only.

Table 1: Maintenance, operating costs and mid-term capital replacement plan of the Court's premises in 2020 (in thousands of euros)

General Services Section	
Overtime	36.0
Maintenance of premises	1,212.0
Utilities	783.0
Maintenance of furniture and equipment	38.0
Supplies and materials	7.4
Furniture	36.5
<i>Subtotal General Services Section</i>	<i>2,112.9</i>
Major Programme V – Premises	
Capital replacements 2020	1,243.1
Preventive and corrective maintenance	1,845.0
<i>Subtotal Major Programme V – Premises</i>	<i>3,088.1</i>
Total	5,201.0

7. The table below provides the details for the year 2020 of the Five-Year Plan (2020-2024) which was discussed with the CBF at its thirty-second session (ICC-ASP/18/5/AV, E, para 76 to 83).

Table 2: The year 2020 of the Five-Year Plan (2020-2024) (in thousands of euros)

Building Management System (BMS)	130.2
Security Management System (SMS)	895.7
Electromechanical installation	174.9
Central HVAC building technology	42.3
Total	1,243.1

Annex XVI

Savings and efficiencies achieved in 2019 and estimates for 2020

1. In accordance with the requests tabled by the Assembly of States Parties and the Committee on Budget and Finance, this annex provides detailed information on savings, efficiencies, non-recurrent costs and additional cost reductions. For the background on this initiative please refer to the relevant sections of the requests on Savings and Efficiencies.¹

A. Savings

<i>Description (2020 PPB)</i>	<i>Achieved Output (2020 PPB)</i>	<i>2019 Savings (thousands of euros)</i>	<i>2020 Reduction in Baseline (thousands of euros)</i>	<i>2020 Costs Avoided (Baseline Maintained) (thousands of euros)</i>
Commencing in January 2019, field interpretation accreditation processes and focused training were conducted remotely where the technical and operational circumstances permitted.	Time taken to process trips reduced by 1 day (GS-OL) and funds spent on trips (travel, DSA, terminal expenses, etc.) reduced by €1,500 per year.	11.5	11.5	0.3
In the Investigation Division, as of 2018, Europe-based witnesses travel to HQ as opposed to having 2 investigators and 1 interpreter travel to the location of the witness (security permitting).	Funds required for travel reduced, resulting in a saving of €85,320 in 2018 and a reduction in the baseline of €94,800 in 2019 (on the basis of 20 interviews).	-	-	94.8
In the Investigation Division, as of 2018, investigative capacity has been created in the field (security permitting).	Funds required for travel reduced, resulting in a saving of €12,804 in 2018 and a reduction in the baseline of €209,338 in 2019.	-	-	209.3
In the Investigation Division, and since 2018, the most economical solution for staff accommodation in Bangui has been sought. Subject to security and protection requirements, staff will stay in apartments and not at the Ledger hotel.	Fund required for travel reduced, resulting in a saving of €81,300 in 2018 and a reduction in the baseline of €81,300 in 2019.	-	-	181.3
In 2018, the Office of the Director (SAP team) reviewed and renegotiated SAP licenses across all ERP applications.	Increase of €17,000 for yearly SAP licences maintenance cost avoided and brought down to an increase of only €5,000 by consolidating licences for the use of new and existing SAP software.	-	-	102.0
The Office of the Director (Occupational Health Unit - OHU) terminated a Field Paramedical Support contract with an external service provider and the annual cost of the service is being used to fund one in-house GS-PL Senior Nurse and one GS-OL Field Paramedic instead.	The difference between the yearly cost of the external contract and the cost of internal resources represents a saving of €4,900. In addition to savings, the increased internal capacity of OHU is used to cope with increased activities, which led to a reduction in the baseline in 2019.	-	-	14.9
The General Services Section expected an increase in annual costs of €30.0 thousand for supplies and stationery in 2019. This was offset by splitting the new contract	Zero increase in costs for supplies and stationery at HQ.	-	-	30.0

¹ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), ICC-ASP/15/Res.1, para. L.1.- L.2.; ICC-ASP/16/10, paras. 38-51 and annex X.; ICC-ASP/16/Res.1/Advance version, part K.2.; ICC-ASP/17/5, para. 17.

<i>Description (2020 PPB)</i>	<i>Achieved Output (2020 PPB)</i>	<i>2019 Savings (thousands of euros)</i>	<i>2020 Reduction in Baseline (thousands of euros)</i>	<i>2020 Costs Avoided (Baseline Maintained) (thousands of euros)</i>
between various vendors.				
Each year, the General Services Section reviews all applicable facilities management contracts and renegotiates them during procurement processes.	The garbage removal contract was renegotiated. Funds required for general operating expenses (GOE) reduced, resulting in a reduction in the baseline of €7,000 in 2019.	-	-	7.0
In 2019, the General Services Section switched to a new maintenance contractor, eliminating the need for one GTA Handyman (GS-OL).	Decrease in the GTA baseline of €72,900 in 2019.	-	-	72.9
The General Services Section has reviewed the process for managing freight. Where possible, several shipments will be consolidated into one.	Funds required for GOE reduced, resulting in a reduction in the baseline of €15,000 in 2019.	-	-	15.0
Following the increasing digitization of data and despite increasing activities, the General Services Section has reduced the estimated demand for paper.	Reduction in the baseline of €10,000 in 2019.	-	-	10.0
The General Services Section continuously seeks to improve energy use at HQ, constantly adjusting and recalibrating the Court's building technology.	Reduction in the baseline of €94,000 in 2019.	-	-	94.0
In 2018, the Safety and Security Section reviewed the vetting process and eliminated a number of steps that reduced the need for required outsourced services.	Funds required for vetting-related contractual services remained at a reduced level of €22,500, at the 2019 baseline level.	-	-	22.5
In 2019, taking advantage of available cross-trained staff in other Court Management Section teams and considering the low level of hearing activity, the Section will not recruit for some of its vacant Court support staff posts and will keep them vacant.	2 posts are kept vacant (1 GS-OL and 1 P-2).	122.8	-	88.5
Long-term reduction in satellite communication costs for country offices in the CAR and the DRC: leveraging more competitive pricing of UN entities in the situation countries. Long term is over the life of the 5-year contract which starts at different times for the CAR and the DRC.	From 2021, an estimated 10% in savings per year for new contract duration, approximately €95,000 over 6 years.	15.83	-	-
Consolidation and optimization of Microsoft licensing for the Court's infrastructure.	Additional costs in 2020 avoided for the annual Microsoft licensing true-up.	19.5	19.5	-
The Information Management Services Section decommissioned ISDN lines as backup for the voice services at HQ.	Reduction in the baseline of €25,000 in 2019.	-	-	25.0
The Information Management Services Section decommissioned redundant network equipment in country offices.	Reduction in the baseline of €4,000 in 2019.	-	-	14.0
The Information Management Services Section replaced the existing two-factor authentication system with a more economical one.	Reduction in the baseline of €12,000 in 2019.	-	-	12.0

<i>Description (2020 PPB)</i>	<i>Achieved Output (2020 PPB)</i>	<i>2019 Savings (thousands of euros)</i>	<i>2020 Reduction in Baseline (thousands of euros)</i>	<i>2020 Costs Avoided (Baseline Maintained) (thousands of euros)</i>
Historically, the Court has used two satellite telecommunications providers in the field. In 2017, a decision was made to use a single provider.	Reduction in the baseline of €10,000 in 2019.	-	-	10.0
The Information Management Services Section renegotiated the agreement for landline phone communications at HQ.	Reduction in the baseline of €30,000 in 2019.	-	-	30.0
The upgrade of the Court's email system no longer requires Enterprise Vault to archive emails.	The decommissioning of Enterprise Vault for email archiving results in an annual recurrent saving of €10,000.	10.0	10.0	-
Thanks to the streamlining of administrative work processes, increased use of IT technology and workflow adjustments, the need for one GS-OL in the Victims Participation and Reparations Section could be obviated through efficiency gains in the light of the projected activities in 2020.	Reduction of VPRS budget by one GS-OL. The post has been redeployed to another Registry Section with no budget impact.	-	-	68.5
In 2018, the Office of Public Counsel for Victims commenced the use of video link in Bunia, DRC, to meet victims in the <i>Katanga</i> reparations proceedings.	Funds required for travel reduced the 2019 baseline by €3,000 (on the basis of 18 interviews) in 2019. The same figure is expected for 2020.	-	-	3.0
In 2017, the Victims and Witnesses Section reviewed the contract structure established with vendors who assist with witness protection initial response systems. The new contracts no longer contain monthly retainers but focus on payments aligned with work delivered. In 2019, the estimated saving to the GOE baseline was €2,000.	The new contract structure reduces the overall costs associated with initial response systems.	-	-	52.0
The Country Office (DRC) is required to provide SSAFE training to its staff. Until recently, staff was required to travel to HQ for this training. However, negotiations with the UNDSS now enable DRC staff to attend this training in the DRC.	Increase in travel costs avoided by €30,000 for 2020.	-	-	30.0
Online English training started in 2018 eliminated the need for DRC staff members to attend classroom-based courses for which the costs were comparatively higher and which staff were not always able to attend on account of workload and operational priorities. Flexibility offered by the online training sessions in terms of time management is highly appreciated by staff members.	Flexible training delivery schedule has increased participation rates: close to 100% attendance. Given that training is online, time is saved commuting from the country office to the training venue. The overall cost of online training is lower than that provided by DRC-based institutes.	-	-	6.8
Registry to rent a multi-bedroom apartment (as is already done by OTP) for mission travellers. This apartment can also be used as a business continuity alternative office location, if necessary, or sublet if not occupied for a period of time. The alternative currently used is the Ledger hotel.	The rental cost of a 3-bedroom apartment is estimated at €6,000 per month. The DSA for the current alternative hotel is €271. Considering the high volume of missions planned in 2020, it is estimated that the apartment would be utilized at full capacity for 10.5 months (or 945 nights, for	-	97.6	-

<i>Description (2020 PPB)</i>	<i>Achieved Output (2020 PPB)</i>	<i>2019 Savings (thousands of euros)</i>	<i>2020 Reduction in Baseline (thousands of euros)</i>	<i>2020 Costs Avoided (Baseline Maintained) (thousands of euros)</i>
	3 travellers, 30 nights per month). This leads to a saving of €7,564 for the whole year with the apartment, while providing a continuity alternative.			
Bangui has a number of UNDSS security-cleared hotels. One hotel, the Ledger, has a DSA rate that is considerably higher than other security-cleared hotels. When staff are posted to Bangui, their settling-in allowance is calculated on a rate for accommodation other than at the Ledger, since other hotels can be used while searching for permanent accommodation. The Country Office (CAR) in Bangui will now recommend that, unless there are specific validated reasons why accommodation other than the Ledger cannot be used, mission DSA rates to Bangui are paid at a rate based on accommodation other than at the Ledger.	Expected reduction of DSA rate is €86. According to historical trends and planned number of missions for 2020, this measure is expected to be applicable to about 350 missions (taking into account the 945 nights planned in the rented apartment, not affected by this DSA reduction), leading to a saving of approximately €30,530.	-	30.5	-
The Country Office (Côte d'Ivoire) implemented a new strategy of pooling vehicles to minimize mileage and better coordinate the use of vehicles.	Funds required for maintenance of and fuel for vehicles, calculated at €15,000, on average, have been reduced by 10%.	-	-	15.0
The Country Office (Côte d'Ivoire) implemented a change in process for coordinating joint in-country missions for Outreach, VPRS, OPCV and TFV, which provides economies of scale in relation to fuel and vehicle maintenance costs.	Overall number of missions was halved, resulting in a saving of €1,250 in fuel and vehicle maintenance costs.	-	-	11.3
The Country Office (Côte d'Ivoire) is implementing new approaches by which UN presences in-country and managers of sub-offices of the National Human Rights Council of Côte d'Ivoire are used to undertake prior in-country mission evaluations and market surveys before outreach campaigns.	Reduction of about €15,000 per year in mission costs such as fuel, maintenance and DSA for in-country pre-mission assessments (usually carried out by Court staff).	15.0	15.0	-
With the co-location of the Country Office (Mali) with MINUSMA (UN Peacekeeping Mission) in Bamako, it is anticipated that MINUSMA's Mission Support will successfully replace the third party contracted previously by the Court, to ensure anonymity representation, for the provision of major operating services on a cost recovery basis + 14% administrative fees/commission, as opposed to the 20% commission paid to the third party. In addition, the third party was paying 18% VAT, which was claimed and reimbursed by the Court. MINUSMA is exempted from paying taxes, resulting in saving the 18% VAT for most operating services, which will represent an administrative efficiency.	Saving of €25,000 on operating costs as compared to when the Court was relying on a third party.	25.0	25.0	-
		219.6	209.1	1,220.1

B. Efficiencies

<i>Description (2020 PPB)</i>	<i>Achieved Output (2020 PPB)</i>	<i>2019 Efficiencies (thousands of euros)</i>	<i>2020 Costs Avoided (Baseline Maintained) (thousands of euros)</i>
Commencing in July 2019, a new automated workflow system is being introduced for submitting and managing translation and transcription requests.	Time taken processing language requests and extracting data for reporting purposes reduced across multiple posts by a cumulative equivalent of 5 days of a GS-OL per month, starting October 2019.	4.2	16.8
Commencing in April 2019, a centralized Contacts Database was introduced to manage all of LSU's external contacts (e.g. language experts, academics, examiners).	Time taken sourcing experts and managing contact information reduced by 6 days per year (typically at P-2). Enhanced sharing of information and eliminated risk of duplicate contacts.	1.4	2.2
In 2018, the Office of the Director (SAP team) automated SAP support requests through existing software used by the IMSS.	Time taken to generate, track and close SAP service requests has been reduced by 10 days per year (GS-OL) resulting in an efficiency allowing the Court to avoid a cost increase of €2,732.2.	-	2.7
In 2018, the Office of the Director (SAP team) and the Finance Section automated aspects of IPSAS reporting. This improved the process for reconciling budget results and accounting results and removed the need to manually combine data from 2 different sources within SAP's financial and budget modules.	Time taken to generate reports for auditing has been reduced by 10 days per year (GS-OL) resulting in an efficiency allowing the Court to avoid a cost increase of €2,732.2.	-	2.7
In 2018, the Office of the Director (SAP team) and the Finance Section automated DSA deductions in the SAP travel module.	Calculations are more accurate. In addition, time taken to generate DSA deductions has been reduced by 10 days per year (GS-OL) resulting in an efficiency allowing the Court to avoid a cost increase of €2,732.2.	-	2.7
In 2018 the Finance Section, in line with the External Auditor's recommendation, implemented the automation of IPSAS-compliant financial statements in SAP, providing a full and transparent audit trail from financial statements to the underlying data, integrating internal control inherent in the system, and reducing manual work required to prepare financial statements.	Time taken to administer this process for 2 staff (P-3 and GS-OL) has been reduced by a total of 5 days each per year.	-	3.6
The General Services Section has reviewed the maintenance contract for the HQ building.	Zero nominal growth was achieved in the review from 2018 to 2019 through competitive procurement of services, whereas an estimated increase of 5% was expected for the same period.	90.0	90.0
Expertise retention: continuous promotion of mobility, optimization of human resources directly linked to hearing support during periods of low hearing activity in particular through assistance from Court Management Section staff to other teams in the Section, within the Registry, within the Court or with other international organizations (through staff exchanges).	In 2019 the Court Management Section will lend a G-4 Text Processor (French) to VPRS from 30 April until 31 December, thereby incurring efficiencies and savings for VPRS not having to recruit and in expertise retention for CMS. The Section will also assist another organization (ICJ), by way of a reimbursable loan, with a G-4 Text Processor (French) (30 days over Q1 and Q2).	-	-
Multi-year Judicial Workflow Platform (JWP) project: the Court Management Section is taking advantage of reduced hearing activity to mobilize staff resources on this cross-organ project (resource intensive phase for the user group consisting	In 2019 the Court Management Section will benefit from assistance (11 weeks) for the JWP by way of a staff exchange with the Kosovo Special Chambers.	2.0	2.0

<i>Description (2020 PPB)</i>	<i>Achieved Output (2020 PPB)</i>	<i>2019 Efficiencies (thousands of euros)</i>	<i>2020 Costs Avoided (Baseline Maintained) (thousands of euros)</i>
of extensive testing and finalizing user requirements).			
The Court Management Section added a new functionality to the eCourt Operating System (ECOS) to automate the distribution of documents to participants in proceedings. This also eliminated the need to enter various information into three different databases that have since been decommissioned.	Time taken to administer this process by 6 staff (GS-OL) has been reduced by 29 hours per month.	7.9	7.9
The Court Management Section added a new functionality to ECOS to automate the administration of access, security controls and notification of Court documents.	Time taken to administer this process by 6 staff (GS-OL) has been reduced by 29 hours per month.	7.9	7.9
Automation of application deployment sequences reduces the time to implement change requests and new software releases by 80%.	This frees up staff to focus on developing solutions and reduces the time for deployment to the clients. Efficiencies have reduced the staff time from 5 hours per month to less than 1 hour. The end result is that the team has re-allocated staff to activities such as improvements in the infrastructure, including information security.	1.7	1.7
Implementation of telephone communication manager (CUCM) system which automates the provision of the Court's desk phones.	Reduced time to deliver the service and re-allocation of team members to support network improvements. IMSS saves 4 days per month of GS-OL and this time is now allocated to performing preventive maintenance on the network systems that would otherwise require support from an external vendor.	13.1	13.1
Implement remote out-of-band management to troubleshoot and manage IT infrastructure in country offices from HQ.	Reduction in time required for IMSS from HQ to address IT infrastructure issues remotely. Allows IMSS to improve services without requiring additional missions.	-	-
Use of free inter-library loan for requests of materials not in the Court library, which allows the library to obtain more materials for its users at no additional charge to the Court.	In the absence of the service and to meet the research needs of the users, the library would need to purchase the materials rather than borrow from another library.	-	-
Mandatory information security training for all Court staff and phishing awareness campaign.	Reduction of information security incidents due to malware and viruses, allowing the Information Security team to focus on more value-added activities such as implementing security controls in the Court network and systems. This efficiency is difficult to quantify as it depends on the types of incidents, with very different time savings.	-	-
Process improvements which has allowed the IMSS application support team to support 28 applications (25% increase from the 21 applications in 2015).	The increase in workload has been accommodated without a need for additional staff resources. It is estimated that 1 additional GS-OL would have been requested without these improvements.	-	68.5
The VPRS Victims Application Management System (VAMS) has been (a) Made accessible to the Trust Fund for Victims for reparations/victim assistance activities in a total of three cases; and (b) Adjusted to the TFV's special needs per case.	While the most important efficiency gains from this lie with the TFV, the adjustment of VAMS has also led to a more efficient handling of the tool for Registry-specific tasks. This has led to work-time gains of 2 hours per week (GS-OL and P-2).	-	7.9

<i>Description (2020 PPB)</i>	<i>Achieved Output (2020 PPB)</i>	<i>2019 Efficiencies (thousands of euros)</i>	<i>2020 Costs Avoided (Baseline Maintained) (thousands of euros)</i>
VAMS continues to be upgraded gradually from a Windows-based to a web-based platform: this will result in better accessibility for field staff and easier information extraction for relevant stakeholders (Chambers, legal representatives, OPCV).	Workflows between HQ and the field are becoming more effective through relevant time gains as information access does no longer has to be requested and becomes increasingly automatic. Time reduced by 1 hour (GS-OL and P-2) per week. As this is a gradual process, further time gains are expected in 2020/2021.	-	3.9
The online application system for victims in Court proceedings has been approved in the Mali situation and the CAR situation; victims can now carry out the application process completely online.	For applications thus received, their electronic format facilitates processing. Time reduced by 2 hours (GS-OL) per month (owing to comparably low response rate in 2019 at the time of writing).	3.3	3.3
The Public Information and Outreach Section has implemented an Online Visits Registration System which will provide an efficient way for visitors to book visits to the Court online and receive immediate confirmation. It simplifies the process of receiving management information on a number of requests received and declined and number of visitors received as well as the information on geographical representation and profile.	Improved service to external visitors and efficiency in the time and effort to book a visit at the Court. It is estimated that approximately 6 hours less will be spent by staff members (GS-OL) per month on visit registrations.	2.6	2.6
The Country Office (Côte d'Ivoire), in cooperation with the UNDP, improved its capacity to gain favourable procurement terms, conditions and rates.	Funds required for contractual services reduced, resulting in a reduction in the baseline of €5,000 in 2019.	-	5.0
The Country Office (Mali) increased its use of videoconference facilities.	Funds required for travel reduced by €1,810 in the 2019 baseline.	-	4.8
The Country Office (Mali) reviewed its cooperation with service providers for the procurement of goods and services.	Funds required for contractual services reduced by €4,950 in the 2019 baseline.	-	5.0
Respective TFV reports have different reporting periods: (i) "Annual Report of the Board to the Assembly of States Parties" (1 July Year 1 until 30 June Year 2) (ii) TFV Annual Progress Report (1 Jan - 31 Dec) The reporting periods for both reports will be aligned from 1 Jan until 31 Dec, reducing time spent preparing the data.	Reduced time to prepare the reports for Secretariat staff. The time spent by staff differs depending on the task, but it is estimated that the time required will be reduced, leading to an efficiencies improvement of €31,000.	31.3	31.3
		165.6	285.7

C. Non-recurrent costs

<i>Description (2020 PPB)</i>	<i>Achieved Output (2020 PPB)</i>	<i>2020 Impact to Baseline (thousands of euros)</i>
Temporary savings for PPB 2020 as the Strategic Optimizing IT initiative to replace the SAN storage removes the need to purchase additional storage in 2020.	Annual storage expansion not required for 2020. This will be included in the lights on forecast from 2021 onwards.	120.0
Decrease in Contractual Services due to the nineteenth session of the Assembly being held at the United Nations Headquarters in New York.	Reduction of Contractual Services due to the Assembly being held in New York, for €100,000.	100.0
		220.0

D. Additional cost reductions

<i>Description (2020 PPB)</i>	<i>Achieved Output (2020 PPB)</i>	<i>2020 Impact to Baseline (thousands of euros)</i>
Following the expected end of the <i>Gbagbo and Blé Goudé</i> and the <i>Ntaganda</i> cases in 2019, two judges will be leaving the Court and will not be replaced.	Cost of two judges who were extended in 2019 will not be required in 2020: €237,000.	237.0
As a result of the reduction in expected hearing days thereby requiring less support in the security of the courtrooms, the Security and Safety Section reduced its related staff resources.	Reduction in GTA staffing (7 GTA posts) and in overtime (€38,800).	347.5
Taking advantage of the assumed low level of judicial hearing activity the Court Management Section will defund some of its posts related to courtroom support and will redeploy as many as possible of the incumbents of the unfunded posts to other functions, if necessary in other Sections of the Court. In 2019, taking advantage of the low level of hearing activity and thanks to available cross-trained staff in other Court Management Section teams, the Section will not recruit some of its vacant Court support staff and will keep posts vacant.	For 2020, 4 posts are unfunded (3 established posts GS-OL and 1 GS-OL GTA), 3 posts are discontinued (3 GS-OL GTA) and TAM is reduced, for 72.9 thousand.	488.4
Taking advantage of the assumed low level of judicial hearing activity the Information Management Services Section will defund some of its posts related to courtroom support and will redeploy as many as possible of the incumbents of the unfunded posts to other functions, if necessary in other Sections of the Court.	1 post is unfunded (1 GS-OL).	68.5
Taking advantage of the assumed low level of judicial hearing activity the Language Services Section will defund some of its posts related to courtroom support and will redeploy as many as possible of the incumbents of the unfunded posts to other functions, if necessary in other Sections of the Court.	3 posts are unfunded (3 P-3).	329.7
Taking advantage of the decrease in judicial activities, the Languages Services Section has reduced its provision for TAM services in support of courtroom hearings.	Reduction of TAM used for judicial hearings of €443,000.	443.0
Taking advantage of the decrease in judicial activities, the OPCD has reduced the level of judicial support provided.	Reduction of 6 months of a P-3.	61.1
Taking advantage of the assumed low level of judicial hearing activity, the Victims and Witnesses Section will defund some of its posts related to courtroom support and will redeploy as many as possible of the incumbents of the unfunded posts to other functions, if necessary in other Sections of the Court.	2 posts are unfunded (2 GS-OL).	137.0
Taking advantage of the decrease in judicial activities, the Victims and Witnesses Section has reduced its provision for TAM witness assistant services in support of courtroom hearings.	Reduction of TAM used for judicial hearings of €106,400.	106.4
The Secretariat of the Assembly has reduced the estimated demand for GOE.	Funds required for GOE in 2020 reduced, resulting in an additional cost reduction of €2,000.	2.0
		2,220.6

Annex XVII

ICC Five-Year Time-Series Assumptions and Parameters:
2016-2020

Comparison of assumptions and parameters: 2016-2020

Parameter	2016 Approved and Actuals		Description	2017 Approved and Actuals		Description	2018 Approved and Actuals		Description	2019 Approved		Description	2020 Proposed		Description
	Approved	Actuals		Approved	Actuals		Approved	Actuals		Approved	Actuals		Proposed	Actuals	
1 Number of Court hearing days	465	276	Before the approval of the 2016 Proposed Programme Budget, the number of trials planned was reduced from 3 to 2 (owing to the Trial Chamber's decision in <i>Ruto and Sang</i>), which resulted in a decrease from the original number of planned Court hearing days of 465 to 310	440	298	<i>Gbagbo and Blé Goudé</i> (103), <i>Ntaganda</i> (77), <i>Ongwen</i> (113), <i>Bemba et al.</i> (1), <i>Katanga</i> (1), <i>Al Bashir</i> (1), <i>Al Mahdi</i> (1) and <i>Lubanga</i> (1)	400	93	2 courtrooms CIV: 160 days; Uganda: 160 days; DRC: 80 days for the end of the Defence case	294	2 courtrooms <i>Gbagbo and Blé Goudé</i> (CIV): 124 days; <i>Ongwen</i> (Uganda): 160 days; <i>Al Hassan</i> ¹ (Mali II): 10 days		0		
2 Number of situations under investigation	8	9	Georgia was added as a new situation country in 2016	11	11	CAR I, CAR II, CIV, DRC, Georgia, Kenya, Libya, Mali, Uganda and Comoros	10	11	CAR I, CAR II, CIV, DRC, Georgia, Kenya, Libya, Mali, Darfur and Uganda	11	Burundi, CAR I, CAR II, CIV, DRC, Darfur, Georgia, Kenya, Libya, Mali and Uganda		11	Burundi, CAR I, CAR II, CIV, DRC, Darfur, Georgia, Kenya, Libya, Mali and Uganda	
3 Number of active investigations	5	6	A new investigation in Georgia was added in 2016; budget resources were equivalent to 4.5 teams, although they were deployed in 6 situations; Georgia was covered by the Contingency Fund.	6	6	CAR II.a (Séléka), CAR II.b (anti-Balaka), Libya III, CIV II, Georgia and Darfur	6	7	CAR II.a (Séléka), CAR II.b (anti-Balaka), CIV II, Georgia, Libya III and Mali	8	Burundi, CAR II.a (Séléka), CAR II.b (anti-Balaka), CIV II, Darfur, Georgia and Libya (III and IV)		9 ²	Burundi, CAR II, CIV II, Darfur, ³ DRC, ⁴ Georgia, Libya III, Libya IV and Mali ⁵	
4 Number of article 70 investigations	-	-	N/A	-	-	N/A	-	-	N/A	-	N/A		-	N/A	
5 Unsealed warrants of arrest pending execution ⁶	9	9	Libya I; Libya II; Darfur I, II and IV; Darfur III (Banda); CIV I <i>bis</i> (SG); Mali I (Aguelok); DRC IV (Mudacumura); Kenya article 70; and Uganda (Kony)	13	14 ⁷	Libya I (1); Libya II (1); Libya IV (1); Darfur I (2); Darfur II and IV (2); Darfur III (1); CIV I <i>bis</i> (SG) (1); DRC III and IV (1); Kenya article 70 (3); and Uganda (1)	14	15	Libya I (1); Libya II (1); Libya IV (1); Darfur I, II and I V (4); ⁸ Darfur III (1); CIV I <i>bis</i> (1); DRC III and IV (1); Kenya article 70 (3); and Uganda (1)	-	CIV I <i>bis</i> (1); Darfur I (2), II, IV and V (2) and III (1); DRC IV (1); Kenya article 70 (3); Libya I (1), Libya II (1); Libya III (2); and Uganda (2)		16	CIV I <i>bis</i> (1); Darfur I (2), II, IV and V (2), III (1); DRC IV (1); Kenya article 70 (3); Libya I (1), Libya II (1); Libya III (2); and Uganda (2)	

¹ Without prejudice to the decision on confirmation of charges.

² Nine active investigations, but Darfur and DRC account for 12 months in total.

³ Only for the first quarter of 2020.

⁴ Starting in the second quarter of 2020.

⁵ Not included here is the situation of CAR II.a. As discussed in the document containing the High Level Budget Priorities and Cost Drivers, the situation is likely to be reclassified, e.g. to Investigations Pending Arrest, depending on developments in 2019.

⁶ This parameter was called "Number of hibernated investigations" in 2015 and 2016.

⁷ The increase from 13 to 15 is attributable to: Libya I – Saif Al-Islam Gaddafi and Abdullah Al-Senussi (the latter warrant remains outstanding although the case has been ruled inadmissible); Libya II – Al-Tuhamy Mohamed Khaled; and Libya IV – Mahmoud Mustafa Busayf Al-Werfalli.

⁸ This is the joinder of Darfur I with Darfur II and IV.

Comparison of assumptions and parameters: 2016-2020

Parameter	2016 Approved and Actuals		2017 Approved and Actuals			2018 Approved and Actuals			2019 Approved		2020 Proposed				
	Approved	Actuals	Approved	Actuals	Description	Approved	Actuals	Description	Approved	Description	Proposed	Description			
6 Number of preliminary examinations	9	10	3	10	3 new preliminary examinations were added: Burundi, Comoros and Gabon; the examination in Honduras was closed; Georgia was moved to the next phase as a new active investigation	10	10	Afghanistan, Burundi, Colombia, Gabon, Guinea, UK/Iraq, Nigeria, Palestine, Comoros and Ukraine	8-10	11	Afghanistan, Colombia, Gabon, Guinea, Iraq/UK, Nigeria, Palestine, Ukraine and 9 and 10 TBD	9	Colombia, Gabon, Guinea, Iraq/UK, Nigeria, Palestine, Philippines, Ukraine and Venezuela ⁹	9	Colombia, Guinea, Iraq/UK, Bangladesh/Myanmar, Nigeria, Palestine, Philippines, Ukraine and Venezuela
7 Number of trial teams ¹⁰ (Chambers)	6	9	3 for trial hearings; 1 for sentencing; 3 for reparations	3 for trial hearings; 1 for sentencing; 3 for reparations	Trial Chamber I (<i>Gbagbo and Blé Goudé</i>); Trial Chamber II Reparations (<i>Lubanga, Katanga and Ngudjolo</i>); Trial Chamber III (<i>Bemba</i>); Trial Chamber V(A) (<i>Ruto and Sang</i>); Trial Chamber VI (<i>Ntaganda</i>); Trial Chamber VII (<i>Bemba et al.</i>); Trial Chamber V(B) (<i>Kenyatta</i>); Trial Chamber VIII (<i>Al Mahdi</i>); Trial Chamber IX (<i>Ongwen</i>)	5	7	Trial Chamber I (<i>Gbagbo and Blé Goudé</i>); Trial Chamber VI (<i>Ntaganda</i>); Trial Chamber IX (<i>Ongwen</i>); Trial Chamber II Reparations (<i>Lubanga</i>); Trial Chamber III Reparations (<i>Bemba</i>)	6	6	Trial Chamber I (<i>Gbagbo and Blé Goudé</i>); Trial Chamber VI Reparations (<i>Ntaganda</i>); Trial Chamber IX (<i>Ongwen</i>); Trial Chamber II Reparations (<i>Lubanga and Katanga</i>); Trial Chamber VIII Reparations (<i>Al Mahdi</i>); Al Hassan ¹	4	Trial Chamber VI; Trial Chamber IX (<i>Ongwen</i>); Trial Chamber II Reparations (<i>Lubanga and Katanga</i>); Trial Chamber VIII Reparations (<i>Al Mahdi</i>)		
8 Number of trial teams (OTP)	5	6	3	3	In 2016, 2 additional trial teams were needed to continue to support in the main trial in CAR (<i>Bemba</i>) and to cater for the new trial in Mali (<i>Al Mahdi</i>); the resources originally allocated to the trial team for Kenya were redeployed to other cases	3	3	CIV (<i>Gbagbo and Blé Goudé</i>); DRC (<i>Ntaganda</i>); Uganda (<i>Ongwen</i>)	3	3	DRC (<i>Ntaganda</i>); CIV (<i>Gbagbo and Blé Goudé</i>); Uganda (<i>Ongwen</i>)	3	CIV I (<i>Gbagbo and Blé Goudé</i>); Uganda (<i>Ongwen</i>); Mali II (<i>Al Hassan</i>) ¹	2	CAR II.b (<i>Yekatom and Ngaïssona</i>); Mali II (<i>Al Hassan</i>)
9 Number of Registry courtroom support teams	2 teams	2 teams	2 teams	2 teams	2 full courtroom teams to ensure maximum use of courtroom capacity with minimal increases in required resources	2	2	2 full courtroom teams to ensure maximum use of courtroom capacity with minimal increases in required resources	2	2	2 full courtroom teams to ensure maximum use of courtroom capacity	1			

⁹ Nine situations under preliminary examination in 2018, without prejudice to situations in 2019.

¹⁰ Trial teams are Chambers teams which may be involved in preparation for upcoming trials, trial hearings, sentence hearings and reparations hearings.

Comparison of assumptions and parameters: 2016-2020

Parameter	2016 Approved and Actuals		2017 Approved and Actuals			2018 Approved and Actuals			2019 Approved		2020 Proposed		
	Approved	Actuals	Approved	Actuals	Description	Approved	Actuals	Description	Approved	Description	Proposed	Description	
10 Number of LRV teams within the OPCV				7	Trial: <i>Gbagbo and Blé Goudé</i> (1), <i>Ntaganda</i> (2) and <i>Ongwen</i> (1); Reparations: <i>Bemba</i> (1), <i>Lubanga</i> (1) and <i>Katanga</i> (1)		7	Trial: <i>Gbagbo and Blé Goudé</i> (1), <i>Ntaganda</i> (2) and <i>Ongwen</i> (1); Reparations: <i>Bemba</i> (1), <i>Lubanga</i> (1) and <i>Katanga</i> (1)	6	Trial: <i>Gbagbo and Blé Goudé</i> (1), <i>Ntaganda</i> (2), <i>Ongwen</i> (1), <i>Lubanga</i> (1) and <i>Katanga</i> (1)	4	<i>Ongwen</i> (1), <i>Katanga</i> (1), <i>Lubanga</i> (1), and other proceedings (1) ¹¹	
11 Number of languages supported in the courtroom	9	10		10	10	1-English, 2-French, 3-Swahili (Congolese), 4-Kinyarwanda, 5-Acoli, 6-Dioula, 7-Malinke, 8-Lingala, 9-Arabic and 10-Kilendu	9	7	1-English, 2-French, 3-Swahili (Congolese), 4-Kinyarwanda, 5-Acoli, 6-Dioula, 7-Lingala, 8-Ateso and 9-Lango	10	1-Arabic, 2-English, 3-French, 4-Swahili (Congolese), 5-Kinyarwanda, 6-Acoli, 7-Dioula, 8-Lingala, 9-Ateso and 10-Lango	1	1-Acoli, 2-English, 3-French
12 Number of case-related languages supported	21	24		22	26	1-Tamasheq, 2-Zaghawa, 3-Swahili (Standard), 4-Swahili (Congolese), 5-Kinyarwanda, 6-Acoli, 7-Dioula, 8-Bambara, 9-Lingala, 10-Alur, 11-Arabic (Standard), 12-Arabic (Sudanese), 13-Ateso, 14-Guééré, 15-Fulfulde, 16-Lendu, 17-Lango, 18-Luo, 19-Sango, 20-Russian, 21-Georgian, 22-Ossetian, 23-Songhai, 24-Dari, 25-Pashto and 26-Kirundi	29	32	1-English, 2-French, 3-Acoli, 4-Arabic, 5-Arabic (Sudanese), 6-Swahili (Congolese), 7-Kinyarwanda, 8-Lingala, 9-Dioula, 10-Bambara, 11-Ateso, 12-Alur, 13-Sango, 14-Zaghawa, 15-Tamasheq, 16-Georgian, 17-Russian, 18-Songhai, 19-Lendu, 20-Guééré, 21-Lango, 22-Ossetian, 23-Fulfulde, 24-Dari, 25-Pashto, 26-Kirundi, 27-Kihema, 28-Mooré and 29-Toura	29	1-English, 2-French, 3-Acoli, 4-Arabic, 5-Arabic (Sudanese), 6-Swahili (Congolese), 7-Kinyarwanda, 8-Lingala, 9-Dioula, 10-Bambara, 11-Ateso, 12-Alur, 13-Sango, 14-Zaghawa, 15-Tamasheq, 16-Georgian, 17-Russian, 18-Songhai, 19-Lendu, 20-Guééré, 21-Lango, 22-Ossetian, 23-Fulfulde, 24-Dari, 25-Pashto, 26-Kirundi, 27-Kihema, 28-Mooré and 29-Toura	33	1-English, 2-French, 3-Acoli, 4-Arabic, 5-Arabic (Sudanese), 6-Swahili (Congolese), 7-Kinyarwanda, 8-Lingala, 9-Dioula, 10-Bambara, 11-Ateso, 12-Alur, 13-Sango, 14-Zaghawa, 15-Tamasheq, 16-Georgian, 17-Russian, 18-Songhai, 19-Lendu, 20-Guééré, 21-Lango, 22-Tigrinya, 23-Fulfulde, 24-Dari, 25-Pashto, 26-Kirundi, 27-Kihema, 28-Mooré, 29-Amharic, 30-classified (A) 31-Hebrew, 32-Ukrainian, and 33-classified (B)
13 Number of languages supported for correspondence with States Parties	25	6		10	6	1-French, 2-English, 3-Arabic, 4-Portuguese, 5-German and 6-Spanish	8	9	1-English, 2-French, 3-Arabic, 4-Spanish, 5-Dutch, 6-German, 7-Portuguese and 8-Georgian	8	1-English, 2-French, 3-Arabic, 4-Spanish, 5-Dutch, 6-German, 7-Portuguese and 8-Georgian	7	1-English, 2-French, 3-Arabic, 4-Spanish, 5-Dutch, 6-Georgian, and 7-Russian

¹¹ This team covers the residual proceedings in which the OPCV is involved (Gaddafi admissibility, Comoros appeal, etc.).

Comparison of assumptions and parameters: 2016-2020

Parameter	2016 Approved and Actuals		2017 Approved and Actuals			2018 Approved and Actuals			2019 Approved		2020 Proposed	
	Approved	Actuals	Approved	Actuals	Description	Approved	Actuals	Description	Approved	Description	Proposed	Description
14 Number of final appeals	1	1	2 ¹²	6 ¹³	<i>Bemba et al.</i> (article 70) – conviction and sentence; <i>Bemba</i> (main case) – conviction and sentence; <i>Katanga</i> – reparations; <i>Al Mahdi</i> – reparations	9 ¹⁴	8 ¹⁵	<i>Bemba</i> (main case) – conviction and sentence; <i>Bemba et al.</i> (article 70) – conviction and sentence; <i>Ntaganda</i> (conceivable); <i>Katanga</i> – reparations; <i>Al Mahdi</i> – reparations; <i>Lubanga</i> – reparations; potentially 1 more reparations appeal	5 ¹⁶	<i>Ntaganda</i> (article 74 and article 76); <i>Gbagbo and Blé Goudé</i> (article 74 and article 76); <i>Bemba</i> article 70 (article 76)	1 ¹⁷	<i>Bemba</i> article 70 (article 76)
15 Number of witnesses appearing for testimony	100	97	81	134	134 witnesses in 3 trials: <i>Ntaganda</i> (29); <i>Gbagbo and Blé Goudé</i> (52); <i>Ongwen</i> (53)	132	39	Average time: 3 days per witness	103	Average time: 2.5 days per witness	0	Appearance of witnesses is expected to terminate by October 2019
16 Expected maximum duration of stay per witness	15	30	15	15	5 preparation days + 5 hearing days + 3 familiarization days + 2 days (1 weekend) = 15 days on average per witness	14	12	8 preparation and/or familiarization days + 3 hearing days + 3 days (weekends/possible breaks) = 14 days on average per witness	10	5 preparation and/or familiarization days + 2 hearing days + 3 days (weekends/possible breaks) = 10 days on average per witness	10	3 preparation days 2 familiarization days + 2 hearing days + 3 days (weekends/possible breaks) = 10 days on average per witness

¹² Number of trial judgments being appealed.

¹³ Number of trial judgments being appealed. In all, 16 appeals have been filed by the parties in respect of the following decisions: *Bemba* main case (Accused appealing conviction; Accused and Prosecutor appealing sentence); *Bemba et al.* article 70 case (five Accused appealing conviction; three Accused and Prosecutor appealing sentence); *Katanga* (Accused, OPCV and LRV appealing reparations decision); *Al Mahdi* (LRV appealing reparations decision).

¹⁴ Number of trial judgments being appealed. In all, 18 appeals have been filed by the parties in respect of the following decisions: *Bemba* main case (Accused appealing conviction; Accused and Prosecutor appealing sentence); one appeal against reparations decision; *Bemba et al.* article 70 case (five Accused appealing conviction; three Accused and Prosecutor appealing sentence); *Ntaganda* (conceivably one appeal); *Katanga* (Accused, OPCV and LRV appealing reparations decision); *Al Mahdi* (LRV appealing reparations decision).

¹⁵ Number of trial judgments being appealed. In all, 19 appeals have been filed by the parties in respect of these decisions: *Bemba* main case (Accused appealing conviction; Accused and Prosecutor appealing sentence); *Bemba et al.* article 70 case (five Accused appealing conviction; three Accused and Prosecutor appealing sentence; one party appealing resentencing decision); *Katanga* (Accused, OPCV and LRV appealing reparations decision); *Al Mahdi* (LRV appealing reparations decision); *Lubanga* (two parties appealing reparations decision).

¹⁶ Number of trial judgments being appealed. A given judgment may be appealed by more than one party, resulting in a higher workload.

¹⁷ The nature of the appeals process is such that, until a judgment is issued by a Trial Chamber, it cannot be said that a final appeal is certain. However, it is highly likely that a judgment of a Trial Chamber (be it a conviction or an acquittal) will result in at least one appeal from one or more of the parties. Accordingly, on the basis of a strict certainty criterion, this figure would at present be 0 but would be extremely likely to increase as trial judgments are handed down in 2019.

Comparison of assumptions and parameters: 2016-2020

Parameter	2016 Approved and Actuals		Description	2017 Approved and Actuals		Description	2018 Approved and Actuals		Description	2019 Approved		Description	2020 Proposed		Description
	Approved	Actuals		Approved	Actuals		Approved	Actuals		Approved	Actuals		Proposed	Actuals	
17	Number of victims applying for participation/ reparations	3,500	4,845	In 2016, a substantial number of applications for participation in the proceedings were unexpectedly received in relation to the Côte d'Ivoire situation, leading to a higher number of applications than initially anticipated	7,100	4,109	<i>Ntaganda</i> (7); CAR II.a (0); CAR II.b (0); <i>Gbagbo and Blé Goudé</i> (53); CIV II (1,702); Mali (183); Georgia (1); <i>Lubanga</i> reparations (323); <i>Mudacumura</i> (0); DRC (1); Libya (1); Afghanistan (1,831) (representation forms); NSRA (7)	7,400	5,624 ¹⁸	<i>Ntaganda</i> (2,100); CAR II.a (1,200); CAR II.b (1,100); CIV II (3,000)	7,500	CAR II.a (1,500); CAR II.b (1,500); CIV II (2,000); DRC (500); Mali II (1,000); Uganda (1,000)	4,250 ¹⁹	CAR II (2,000); CIV II (1,000); DRC (500); Mali I (250); Uganda (500)	
18	Number of witnesses and victims under protection	-	-	N/A	110	86	This is the number of persons under VWS protection, including ICCPP participants, assisted moves, temporary protection measures and persons under assessment; also included are 50 internationally relocated witnesses in the care of a third party and under monitoring by ICC VWS	100	130	Witnesses/victims under VWS protection include: ICCPP, assisted move assessment and other forms of protection	90	Witnesses/victims and others at risk on account of testimony who are under VWS protection, including ICCPP and other forms of protection	170	Witnesses/victims and others at risk on account of testimony under VWS protection, including ICCPP and other forms of protection	
19	Number of persons under protection	660	428	The total number of persons (witnesses/victims and dependents) under protection, including the OTP's expected new cases, led the Registry to expect that protection would be afforded to 660 individuals; owing to the lower number of cases referred by the OTP than projected, and as a result of efficiencies developed to finalize protection solutions for persons having had protection for a significant period of time, that number – encompassing witnesses, victims and their family members – was reduced to 428	575	518	This figure encompasses main recipients of protection measures and their dependants; currently, 518 persons (86 witnesses and 432 dependents) are under the protection and care of VWS in 22 countries	500	548	On the basis of current figures and assumptions, around 500 persons (100 witnesses/victims and 400 dependents) could be under the protection and care of VWS in 2018	450	Current figures and assumptions indicate that around 90 witnesses/victims and 360 dependents could be under the protection and care of VWS in 2019	650	Around 170 witnesses/victims and 480 dependents could be under the protection and care of VWS in 2020	

¹⁸ This figure includes any type of information received from victims (i.e. application forms for participation and/or reparations, representation forms and follow-up documents complementing the two categories of form).

¹⁹ The figures represent the number of individual requests expected to be received. Applications for participation and reparations are counted separately. Submissions of additional information are also counted separately where full Registry data entry and legal assessment is required (e.g. where an additional form is received).

Comparison of assumptions and parameters: 2016-2020

Parameter	2016 Approved and Actuals			2017 Approved and Actuals			2018 Approved and Actuals			2019 Approved		2020 Proposed	
	Approved	Actuals	Description	Approved	Actuals	Description	Approved	Actuals	Description	Approved	Description	Proposed	Description
20 Number of suspects/accused appearing before the Court ²⁰	11	12	Ruto; Sang; Ongwen; Ntaganda; Bemba; L. Gbagbo; Blé Goudé; Al Mahdi; Kilolo; Arido; Mangenda; Babala	9	9	Bemba; Kilolo; Arido; Mangenda; Babala; Ntaganda; L. Gbagbo; Blé Goudé; Ongwen	9	9	Bemba; Kilolo; Arido; Mangenda; Babala; Ntaganda; L. Gbagbo; Blé Goudé; Ongwen	8	Al Hassan; ¹ Bemba; Kilolo; Mangenda; Ntaganda; L. Gbagbo; Blé Goudé; Ongwen	0	
21 Number of suspects, accused or convicted persons in detention	7	6	Bemba; Ntaganda; L. Gbagbo; Blé Goudé; Ongwen; Al Mahdi	6	6	Bemba; Ntaganda; L. Gbagbo; Blé Goudé; Ongwen; Al Mahdi	6	8	Bemba; Ntaganda; L. Gbagbo; Blé Goudé; Ongwen; Al Mahdi	5	Ntaganda; L. Gbagbo; Blé Goudé; Ongwen; Al Hassan	1	Ongwen
22 Number of cells required	6	6	In addition to the 6 required cells, a witness (P-435) was held in the Detention Centre for 28 days in October 2016, and the Court was required to rent additional cells to meet this unforeseen need	6	6	Cells come in blocks of 6	6	6 ²¹	Renting model is either 6 or 12 cells; for 5 detainees: one 6-cell block	6	Renting model is either 6 or 12 cells; for 5 detainees: one 6-cell block	6	Renting model is either 6 or 12 cells; for one detainee: one 6-cell block
23 Number of defence teams financed by legal aid	15	14	Following the Trial Chamber's decision in the <i>Ruto and Sang</i> case, the Defence team for Sang left in June 2016, reducing the total to 14; the teams remaining through the end of 2016 were: Ntaganda, Bemba (article 5 and article 70), Kilolo, Mangenda, Babala, Arido, L. Gbagbo, Blé Goudé, Lubanga, Katanga, Banda, Ongwen and Al Mahdi	14	14	Ntaganda, Bemba (2 teams), Kilolo, Babala, Mangenda, Arido, Ongwen, L. Gbagbo, Blé Goudé, Banda (reduced activity), Lubanga, Katanga and Al Mahdi	12	15	Lubanga, Katanga, Bemba, Al Mahdi and Ongwen	10	Pre-Trial: Al Hassan (if declared indigent); Trial: Ntaganda, L. Gbagbo, Blé Goudé and Ongwen; Appeals: Bemba (article 70), Kilolo and Mangenda; Reparations: Katanga and Lubanga	11	Trial: Al Hassan, Yekatom and Ngaïssona; Appeals: Ntaganda, Ongwen, L. Gbagbo and Blé Goudé; Trial (reduced): Banda; Reparations (reduced): Al Mahdi, Katanga and Lubanga
24 Number of victims' representatives financed by legal aid	7	8	<i>Lubanga, Katanga, Bemba, Ruto and Sang, Banda, Al Mahdi</i> (trial and reparations), <i>Ongwen</i>	6	6	<i>Bemba</i> (1), <i>Lubanga</i> (2), <i>Katanga</i> (1), <i>Ongwen</i> (1) and <i>Al Mahdi</i> (1)	5	6	<i>Lubanga, Katanga, Bemba, Al Mahdi</i> and <i>Ongwen</i>	5	<i>Katanga, Lubanga, Al Mahdi, Ongwen</i> and <i>Al Hassan</i> ¹	7	<i>Katanga, Lubanga I, Lubanga II, Al Mahdi, Ongwen, Al Hassan</i> and <i>Yekatom/Ngaïssona</i>
25 Number of country offices/presences ²²	7	7	In 2016, the operations of the Court were facilitated by 6 field offices in the DRC, CIV, CAR, Mali, Kenya and Uganda, and 1 field presence in Bunia	8	7	2 in DRC (Kinshasa and Bunia), 1 in Uganda (Kampala), 1 in CAR (Bangui), 1 in CIV (Abidjan), 1 in Mali (Bamako) and 1 in Georgia (Tbilisi)	7	7	2 in DRC (Kinshasa and Bunia), 1 in Uganda (Kampala), 1 in CAR (Bangui), 1 in CIV (Abidjan), 1 in Mali (Bamako) and 1 in Georgia (Tbilisi)	7	1 in CAR (Bangui), 1 in CIV (Abidjan), 2 in DRC (Kinshasa and Bunia), 1 in Georgia (Tbilisi), 1 in Mali (Bamako) and 1 in Uganda (Kampala)	8	1 in CAR (Bangui), 1 in CIV (Abidjan), 2 in DRC (Kinshasa and Bunia), 1 in Georgia (Tbilisi), 1 in Mali (Bamako), 1 in Uganda (Kampala) and 1 New York Liaison Office

²⁰ For the purposes of this document only, the term "accused" includes persons who have been acquitted or convicted at first instance and whose cases are awaiting the outcome of a final appeal. Persons appearing before the Court solely for reparations proceedings are outside the scope of this definition.

²¹ As a result of a decision of a Chamber, additional cells had to be rented for almost five months; however, the year started and ended with 6 cells.

²² The "field offices" have been renamed "country offices" as of the 2019 Proposed Programme Budget.

Annex XVIII

MP II Resource Allocation by Situation

