

**Twelfth session**

The Hague, 20-28 November 2013

Eighth Status Report on the Court's progress regarding efficiency measures***I. Introduction**

1. In accordance with resolution ICC-ASP/7/Res.4 of the Assembly of States Parties ("the Assembly"),¹ the International Criminal Court ("the Court") makes every effort to find efficiencies. The Court has presented seven status reports on its progress regarding efficiency measures, at the twelfth, thirteenth, fourteenth, fifteenth, seventeenth and eighteenth sessions of the Committee on Budget and Finance ("the Committee").²

2. At its eighteenth session, the Committee considered the status report on the Court's progress in implementing efficiency measures and noted the efforts made by various parts of the Court to increase coordination and make more flexible use of the resources available to the Court, and underlined the importance for the Court of continuing to look for other sources of saving. The Committee further recommended that the Court submit a report on efficiency measures showing the impact of these measures on the 2012 approved budget at its twentieth session.³

3. In this report, the Court continues to describe the efforts made since its last report to improve coordination of its efficiency efforts, while focusing on showing the impact of these measures on its budget.

II. Court coordinated strategy on efficiency

4. As stated in its last report, the Court has developed a strategy focused on coordinated internal efforts to achieve greater efficiency.⁴ The Court's strategy is developed around the three major areas described below:

- (a) Managing efficiency and fairness of judicial activities:
 - (i) Finalize sequencing and planning of major activities;
 - (ii) Reengineer processes;
 - (iii) Improve definition of strategies;
 - (iv) Measure progresses and re-evaluate activities.

* Previously issued as CBF/20/16.

¹ *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/7/20/Res.4.

² ICC-ASP/8/6, ICC-ASP/8/30, ICC-ASP/9/CBF.1/13, CBF/15/13, CBF/16/15, CBF/17/5 and ICC-ASP/11/5.

³ *Official records ... Eleventh session ... 2012* (ICC-ASP/11/20), vol. II, part B.1, para. 35.

⁴ CBF/18/12, para. 4.

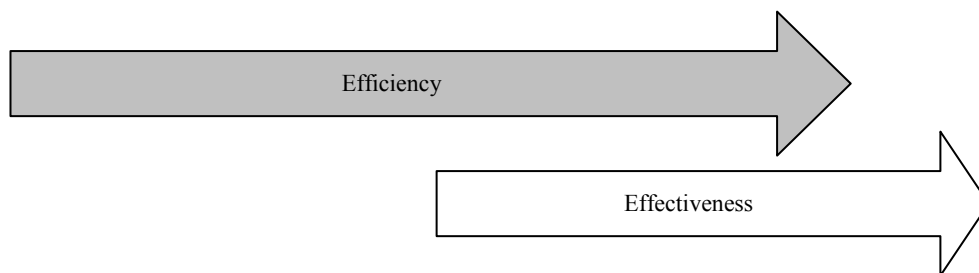
- (b) Managing efficiency for other activities of the Court:
 - (i) Streamline internal governance;
 - (ii) Review impact of external governance structure, including decisions of the Assembly;
 - (iii) Improve planning and organization of services;
 - (iv) Refer to measurable benchmarks;
 - (v) Consider premises related measures;
 - (vi) Consider productivity related measures.
- (c) Evaluate the effectiveness of major activities of the Court:
 - (i) Analyse effectiveness;
 - (ii) Monitor in the context of results-based management.

III. Update on coordinated strategy towards efficiency measures

5. As described in the Court’s previous reports on its efficiency measures, the Court’s efforts have evolved from efficiency improvements, linked to the start-up of its operations, to a stage for which measurement of progress relates to harmonization of business processes across the organization, analysis of mutual influence on the organization’s goals and implementation of ideas for improvement. The Court is moving away from strict ‘efficiency improvements’ efforts towards a review of its ‘efficiency and effectiveness’.

Figure 1: Moving towards effectiveness

<i>Inputs</i>	<i>Activities</i>	<i>Outputs</i>	<i>Outcomes/impacts</i>
Resources used	Activities undertaken	What is produced by the activities	Benefits resulting from output
e.g. money, staff, equipment	e.g. development of outreach materials	e.g. number of booklets produced, workshops held	e.g. increased knowledge/trust, etc.



6. Evaluating and reporting on the output/outcome and impact of the Court’s operations requires an improved performance monitoring system for which the Court has initiated several activities including, *inter alia*, the review of the Court’s organizational structure, implementation of a new strategic plan improving the link between budget planning and risk management, development of analytical accountability and review of the performance appraisal system.

7. As reported at the eighteenth session of the Committee,⁵ implementing a consistent and relevant performance measurement system has proven difficult in the Court’s context and the Court has engaged and will continue to engage States Parties in dialogue in relation to tools to perform such an evaluation. In the meantime, the Court is convinced of the importance of developing the initiatives listed above in order to improve the managerial tools available for planning, monitoring and evaluating its work. Because such initiatives are implemented with limited resources, it remains difficult to quantify their impact on the

⁵ ICC-ASP/11/9, para. 6.

Court's operation. The Court nevertheless remains committed to complying with the Committee's recommendations and continues to report on quantifiable efficiency-related activities, following the previously agreed format, although some of the measures so reported will be less financially relevant in the long-term than the activities described above. The Court would welcome guidance from the Committee on the scope and format of further reports, considering the shift from efficiency to effectiveness monitoring currently taking place at the Court. The quantifiable savings reported below are also listed in a table on page 10, excluding all additional, non-quantifiable savings.

IV. Update on efficiency measures undertaken by the Court

8. For Major Programme I, personnel costs in respect of judges and staff represented approximately 97.5 per cent of the approved 2012 budget, with non-staff costs representing only 2.5 per cent. The freezing of the 2012 approved budget provision for standard staff salary costs at the 2011 level therefore confronted the Judiciary with the major challenge of mastering an increasing workload while being required to reduce actual staff resources compared to 2011. As a consequence, major efforts had to be made in the Presidency as well as in all three Judicial Divisions to identify and implement strategies to achieve high-quality, timely work output with a decreased staffing level. Solutions included requiring staff to work simultaneously on multiple cases and leaving critical vacated posts unfilled for extended periods, often at the cost of overloading those staff required to take on the extra functions involved. The short-term financial savings involved cannot be counted as efficiencies, since they are clearly not sustainable in the longer term. A number of posts left unfilled in 2012 will need to be filled again in 2013. In an environment that relies heavily on staff performance (with minimal budget provision for non-staff costs), there is, unavoidably, a limit to finding new efficiencies beyond the efficient and flexible handling of staff resources.

9. The Office of the Prosecutor (OTP) continued to strictly enforce the efficiency measures that have brought substantial savings in the past years. Thus, despite an increase in the activities performed, costs were kept within the boundaries of the approved budget. As may be reasonably expected, since the measures have now been in place for some time, it was only possible to achieve incremental efficiencies. The high rate of budget implementation (over 99 per cent) is a clear indication that resources were used to the fullest extent. As pointed out on several occasions, this has put considerable strain on OTP staff. In the light of the foreseeable workload, it is hard to imagine that it will be possible to achieve additional efficiencies in the future. Rather, the strain on current resources is likely to aggravate the incidence of negative effects, such as delays in investigations as a result of reduced staffing and lack of adequate resources, increased accrued annual leave days and increased sick leave.

A. Flexible use of resources

10. Within Major Programme I, Administrative Assistants have been grouped together in the Pre-Trial Division instead of being assigned to a particular Judge. Tasks are divided among them for the entire Division. This has increased their efficiency within the Division. Similarly, a small group of experienced P1/P2 GTA Associate Legal Officers has been created in the Pre-Trial Division and has been transferred from the *Kenya* cases to the *Gbagbo* case at the pre-trial stage. Therefore, as some judges in the Pre-Trial Division are also engaged in the work of other Divisions, the P3 Legal Officers can concentrate on the most important issues at the pre-trial stage and assist the judges in their work in other Divisions. This has increased the overall efficiency of legal support staff in the Pre-Trial Division. As a result of this measure, the need for General Temporary Assistance (GTA) was reduced in 2012 in the Pre-Trial Division (from a peak of 11 GTA staff at the end of 2011 to 4 GTA staff at the end of 2012). Likewise, the majority of legal staff assisting the Trial Chambers were required to work on several cases simultaneously, since several judges are assigned to more than one case. This has led to a more effective sharing of information and relevant practices.

11. Throughout 2012, the Security and Safety Section (SSS) has continued its established practice of pooling its staff resources and using them in a holistic fashion as

opposed to a strict regime of operational use in line with specific post allocation. All security personnel at Headquarters, including security personnel in administrative functions, have been trained to allow staff to fulfil subordinate or peer roles in the event of unplanned and inadequately resourced operational requirements. The Protective Security Unit (PSU), responsible for security and safety services for buildings and hearings, has only six GS-OL positions to support hearing activities at the Court's Headquarters. This is based on a scenario of a single hearing during working hours with a single accused. In reality, and Courtroom dependent, eleven GS-OL staff are required. Overall in 2012, SSS/PSU delivered support in all circumstances for 123 hearings, requiring an average of eleven staff per day throughout the year. Through the measures indicated above, and with the use of backfilling positions and flexibility in scheduling, the actual staffing shortfall between need and provision was alleviated. It is noted that in effect, this approach removed staff from core functions. That has a business impact elsewhere, which was accepted as a consequence so as to ensure hearing support. This action can be equated to a monetary figure through conversion of the staffing deficiency of five persons to GS-OL costs. At the Court's Headquarters, the basic level security and safety functions are conducted by Security Support Assistants (SSA) who are hired at G-2 level on a GTA basis. Since 2005, PSU has had a contingent of 22 GTA funded SSA positions engaged on a 24/7 work cycle. Prior assessment of the workload indicator for the role, considering rotational duties and operational tasks, has defined that in real terms, PSU requires 29 SSA staff to meet standard requirements. On a continual basis, the shortfall is met through the holistic staffing approach and backfilling by staff at higher levels. This equates to seven full-time G2 level positions, the annual cost of which is lower than regular GS-OL level posts.

12. In summary, the holistic approach and cross-training ensured that during 2012, savings on staffing costs of circa €700,000 were achieved. It must however be noted that in achieving this, a substantial negative effect was experienced by all staff due to a poor capacity for work projection and loss of continuity, particularly at supervisory levels. It should also be clarified that the staffing levels mentioned do not take account of anticipated shortfalls due to annual leave and training requirements, the effects of which are increased exponentially as staffing numbers increase when dealing with a 24/7 service cycle and pool staff.

13. With regard to field offices, following the closure of the Abeche field office, the Court redeployed a number of assets, namely cars, satellite dishes, equipment and furniture, to the newly established field presence in Côte d'Ivoire. This flexible use of resources by the Field Operations Section has enabled the Court to operate in new situations without the need for heavy investment.

The Office of the Director of the Division of Court Services was assigned the Amendments to the Regulations of the Registry project and allocated pro-bono resources, making possible the timely submission of the Amendments to the Regulations of the Registry to the Presidency for approval in October 2012. Similarly, the Division continued to reallocate its internal resources by using English and French court reporter teams for activities other than hearings. The Division further authorized Special Leave Without Pay without replacement for one Court Clerk for six months and one Head of Unit for twelve months, in light of lower than expected judicial activity and in order to participate in the Registry's collective solidarity effort to cater for lack of funding for staff costs.

14. When recruiting translators, the Court's Interpretation and Translation Section (STIC) tries as far as possible to consider the additional language skills of potential candidates. As a result, in 2012, one French translator, fully proficient in French and Arabic, helped the Arabic Unit as it is not always possible to identify available translators/revisers. Helping staff translators develop another language is useful in the long run and whenever possible, internal translators are used for languages other than English and French (translation from Dutch for example).

15. In the first three months of 2012, the Office of Public Counsel for the Defence (OPCD) assisted the Bemba team, as per the instructions of Trial Chamber III, in reviewing 1,149 victim applications disclosed at the trial stage. Without the OPCD's assistance, it might have been necessary for the Defence to request an adjournment of the trial or to request more staff in their team. Indeed, if the calculation were based on the findings of the

report on the operation of the Court's legal aid system and proposals for its amendment,⁶ the Defence team would have been entitled to five legal assistants, or one associate counsel and two legal assistants.

B. Review and standardization of procedures

16. The practice of regular inter-organ meetings on external relation matters has been resumed. This has led to better coordinated travel schedules for the Heads of Organs and increased resource sharing when preparing for external commitments. At the same time, the Appeals Division developed and adopted working methods for the first final appeals, which reached the Appeals Chamber in late 2012. Those working methods draw on experience with interlocutory appeals and include a team-based approach to the use of legal staff. The working methods ensure that resources are also used efficiently in respect of final appeals.

17. The Office of the Prosecutor has continued to review its travel arrangements, with fewer missions of longer duration, since it was estimated that greater cost savings could be achieved. It is worth noting that in 2012, the number of trips increased by 9 per cent over 2011, but the average cost of a mission decreased by 5.5 per cent.

18. The OTP has also been renting a house in Abidjan at a cost of €3,400 a month. During 2012, there were 41 missions with an average of 2.5 travelers per mission. Cost savings of €44,250 were achieved as a result of reduced DSA, which is the main travel cost driver.

19. In 2012, the Counsel Support Section (CSS) substantially reduced its mission-related travel in connection with working with national and regional bar associations to, *inter alia*, promote the work of the Court and encourage lawyers to apply for admission to the different lists maintained by the Registrar. Resources were instead focused on processing applications already received by the Section from interested candidates. Only targeted travel was undertaken to carefully selected events, where maximum effect could be achieved with minimum impact on the Section's budget and human resources.

20. The procedure for redactions of court records filed in the situation and case records has been reviewed to ensure that a single methodology and tool will be used in future. The standardization is in progress. Although not directly translatable in monetary terms, the gains in information security are significant as it is more efficient to prevent unwarranted dissemination of sensitive information than to implement costly damage control measures potentially involving human cost in terms of high risk for witnesses/victims cooperating with the Court, the Court's reputation, investigation, or subsequent requests for information providers to remove faulty material.

21. In preparation for judicial activities in Kenya and Côte d'Ivoire, STIC established a local pool of accredited field interpreters, thereby saving the cost of using international interpreters on mission.

22. The Court's Victims and Witnesses Section (VWS) reviewed various operational procedures regarding the renting of vehicles and of safe/Immediate Response System houses, resulting in significant savings.

23. A collective victims' applications system was partially implemented following a decision of the Pre-Trial Chamber in the *Gbagbo* case at the pre-trial stage. This allowed for faster processing of applications by the Victims Participation and Reparation Section (VPRS) in The Hague. However, more VPRS staff were required in the field to administer the process. As it remains unclear whether the same approach will be adopted by other Chambers in future, it is difficult to quantify net savings overall based on this one experience.

24. Work processes and methods in the VPRS Legal Unit have been standardized, leading to greater flexibility for members of the Unit to work on any situation and case as needed. While a focal point is still designated for each situation, the measures have enabled other staff to quickly step in and provide support.

⁶ ICC-ASP/6/4 of 31 May 2007

25. Following the official decision to open investigations in Côte d'Ivoire, the Security and Safety Section redeployed one P3 Field Security Officer to establish effective liaison with local authorities and with the UN mission and simultaneously, to ensure security support to all local field missions. At the same time, the Field Security Officer in Côte d'Ivoire continued to maintain oversight in CAR.

26. The Court continued to review the cost-effectiveness of the current modalities for assignment of Security Lieutenants (field) from Headquarters to field locations in the different situation countries. The Field Service staff category is based on UN practices, which the UN is currently considering abolishing, and the Court is monitoring developments.

C. Efficiencies resulting from cooperation from States and other international organizations

27. External evaluation of the Office of Internal Audit has to be performed every five years. Different options were considered to achieve this objective. The use of external consultants is costly and no budget is available for this purpose. The Director of the Office has therefore taken advantage of the opportunity available under International Internal Audit Standards to have the evaluation performed by peers. The external evaluation is performed on a pro-bono basis by two evaluators (Council of Europe and Court of Human Rights). The Office will cover the accommodation and travel costs of the two evaluators.

28. The Counsel Support Section carried out consultations with other international organizations such as the ICTY, as regards the preparation of legal aid policy papers in 2012. The technocratic expertise received from, *inter alia*, the ICTY, helped CSS to table proposals to the Committee for amendments to the Court's legal aid system, which were ultimately adopted by the Assembly. Some efficiency gains were implemented in 2012, but the main cumulative impact of the changes will be seen in subsequent years and will amount to millions of Euros.

29. The Court co-ordinated assistance from ICTR, which provided a staff member speaking a situational language for participation in role-play exercises, in the screening and testing of candidate field interpreters. The exercise saved the cost of contracting a consultant for approximately 20 days. The Court also co-ordinated assistance from the United Nations in Nairobi (UNON) in providing a training facility and volunteers for field interpretation role-play exercises, thus saving the cost of hiring a conference room and presentation equipment.

D. Review of services and operations

30. With the establishment of the Registry Task Force Coordinator in Kenya, improved coordination allowed for (1) the pooling of resources to cater for increased workload, such as an increased number of missions of the various Registry Sections and (2) maximization of the UNON cooperation cost savings in relation to:

- (a) procurement of a number of services;
- (b) use of the UNON fuel tracking system for the Court's fuel consumption, saving the Court the cost of having to put in place a similar system;
- (c) negotiation of a Service Level Agreement allowing ICT support from UNON for the Court Field Office, thus dispensing with the need for an ICT support post.

31. 2012 saw full cooperation between STIC, the Common Administrative Services Division (CASD) and the Secretariat on the editing and translation of budget documents for the Committee and Assembly meetings. CASD met the costs when STIC did not have the funds to recruit an external translator to edit reports for the Committee meetings, and the Assembly worked directly with translators recruited by STIC for translation of the Budget Programme proposal. Direct contact between the STIC and Assembly teams allows for harmonisation of terminology and changes to documents during the translation process, which, in turn, brings efficiency gains for all concerned.

32. Additionally, when staff court interpreters have been available for the language combination Swahili - English / French, they have been deployed for operational interpretation assignments at Headquarters, saving the cost of local fees and travel for non-local field interpreters to the Court. In 2012, staff interpreters were able to satisfy approximately 10 days of field and operational interpretation requests.

33. Special task forces were hired on a temporary basis (six months, October 2011 to March 2012) to enhance the Victims Participation and Reparation Section's capacity to intensively process victims' applications to participate in trial proceedings received in the *Bemba* case and to assess applications received from Kenya (seven masters-level students at a cost of €1,000 per person per month). This was a pilot project for a new way of meeting short term needs that enables rapid hiring on short term contracts to process large numbers of applications over a short period of time without having to recruit new staff.

34. The Public Information and Documentation Section (PIDS) was able to find efficiencies through modifying practices, revisiting contractual agreements with external service providers, rationalizing printing, and finding external partners to promote the 10th anniversary of the Court. Some changes introduced included producing a bi-annual rather than an annual Outreach Report; redefining conditions in contracts with external service providers for dissemination of press releases and other materials; adjusting the visitor centre at the Court's public building to meet increasing demands from clients; and ensuring in-house capacity to produce high quality photographs through internal training and acquisition of equipment.

35. A tender for the selection of a new mobile telephone operator was completed in 2012. With the new operator, the Court has ensured the same level of service at a significantly lower price. Savings over five years will be in the order of €1.2 million.

36. Through effective energy and maintenance planning, the Court has reduced its energy consumption and costs compared to 2011, with savings in excess of €50,000.

37. With the implementation of regular independent third party inspection of cleaning services, the Court increased the quality and effectiveness of the cleaning services from under 60 per cent in 2011 to over 75 per cent in 2012. This additional activity, which ensures efficient service provision, has led to a reduction in additional cleaning service requirement and structural savings.

38. New coffee machines have been installed at the Court's Headquarters, operated at zero cost to the Court, saving a total of €10,000 in the second half of 2012. Savings of €20,000 per annum are expected from 2013.

39. Courier and postage service costs have decreased by approximately 40 per cent as a result of increased synergy with host State contracts, resulting in a saving of €19,000 over the next three years.

40. The introduction of a new streamlined process for the use of official local headquarters transportation has led to savings in overtime due to more flexible use of taxi services out of office hours.

41. More efficient monitoring of supplies ordering, the use of lower cost items and improvements in the supplies delivery system at Headquarters have led to savings..

42. Renewed negotiations with airline providers to include the Court's new destinations at preferential ticket rates have resulted in significant savings.

E. Possibilities created by technology

43. The Court has continued using technology to streamline processes and gain efficiency and effectiveness. In this regard, the Registry's Common Administrative Services Division implemented in 2012, using internal resources, automated budget reports such as the standard budget performance report per section and commitment item, the report on yearly comparison of budget performance and the Work Breakdown Structure (WBS) elements comparison report. As a result, the Court has managed to increase efficiency in preparing default reports and in the overall reporting process, making information promptly available to senior management and facilitating the decision making

process. In 2012, the Division of Court Services (DCS) participated in the pilot test for the Management Control System (MCS). By using the MCS, the Office of the Director and DCS sections are able (1) to create and administer budgets in a more effective and efficient way, and (2) to have clearer overview of the use of funds by the DCS Sections and to intervene in a timely fashion when gaps are identified. Implementation of the MCS has therefore allowed the division to save time and resources in administering the budgets of the entire Division effectively. The Registry further developed a report on unliquidated obligations in order to have a real time tool for management to visualize the amount and ageing of all open obligations and improve budget control and the efficiency of funds utilization. The report has been implemented and is currently being run by the Registry's Common Administrative Services Division. The Registry has identified other reporting needs in the areas of Budget, Accounts and Human Resources and plans to continue with the automation of additional reports in 2013.

44. Using Microsoft Sharepoint technology, request workflows have been implemented to allow service providers to receive work requests and create work tasks that are notified to team members by automatic emails. OTP implemented a variety of work processes in this way to make efficiency gains across the Office including Transcription requests (DPU); Information Security and access control administration (KBU), Information gathering and tasking for Joint teams (starting with Libya team).

45. With the Court migrating to Windows 7, a new tool was installed to allow for e-signing of leave requests, memos and filings, resulting in clear efficiency gains in both time and resources (printing/paper/scanning), although such gains are difficult to quantify at the present stage.

46. Annual leave management has also been moved from a manual process to an electronic, workflow-based process for most of the Registry. This has made the annual leave approval process more streamlined and transparent. The process will be rolled out to the rest of the Court by the end of 2013.

47. Through an interface, certain vendors are able to record invoices in SAP which saves the Disbursements Unit (DU) time in entering the invoice details themselves, giving more time to check and match invoices against purchases.

48. Technical migration of the public web site reduced hosting costs from €23,000 to €9,500 per month, allowing the Court to utilize the savings for annual enhancements to the website.

49. A new electronic Court records filing system was implemented, streamlining parties' legal filing processes. Close to 400 filings have been registered through the new e-filing module, thus contributing to Court Records processing efficiencies.

50. The Court computer and network infrastructure has undergone a program of simplification called "virtualization", allowing the Information and Communication Technologies Section (ICT) to deliver infrastructure services to its clients more efficiently.

51. Automation of a system to enable counsel and team members to directly submit access and other IT related issues to the ICT has resulted in a significant lightening of the burden on the Section's administrative staff, allowing them in turn to address other CSS issues more efficiently.

52. The implementation of the ECOS field interpretation request management module partially automated the processing of requests for field and operational interpretation. At the same time, the launch of the ECOS system for interpretation records means that statistics are now generated by the system and no longer entered manually, thus saving the cost of recruiting an additional GTA staff member to handle the workload.

53. A Terminology Bulletin on Phraseology in the Courtroom, available to all Court staff in hard copy and electronic format, as well as an English style guide posted on the Intranet, have been produced. Both documents result in efficiency gains as targeted terminology and written reports can be checked easily to avoid communication issues

54. The OPCD has prepared and updated practice manuals for defence counsel in areas which are essential when practising before the Court (procedural objections, victim participation, taking witness statements, all issues relating to confirmation of charges

hearings). These manuals provide all defence counsel with relevant research in a pro-active manner, and thus eliminate the need for the time and resources which would be spent if each counsel were to request the OPCD's assistance on these matters separately.

F. External relations and outreach

55. In 2012, staff members dealing with external relations matters within the Presidency, the Office of the Prosecutor and the Registry met on a regular. During those meetings, staff coordinated their actions with regard to the attendance of officials at high level events, discussed common strategies, identified priorities, organized common events and shared resources (i.e. contacts, background information on States). Within the Registry, the Special Adviser on External Relations and Cooperation works in close cooperation with the Field Operations Section (FOS) and the Division of Court Services to secure cooperation of States, including situation countries, and to ensure proper coordination as regards the Registry's communications with States. The number of visits was limited to the minimum and the Registry made the best use of the presence of delegations in The Hague during the Assembly of States Parties. However, meetings in capitals are essential in order to secure both the follow-up of cooperation requests and to obtain voluntary cooperation from States in important areas such as witness protection.

56. Through the creation of synergies between Field Offices, FOS and the Immediate Office of the Registrar, the responses of the authorities of the situation countries to the Court's requests for judicial cooperation and assistance arrived on time, thus limiting any negative impact on proceedings.

57. The Counsel Support Section participated in and helped organize the 10 year anniversary events at the Court in partnership with local bar associations and academic institutions at no financial cost to the Court or the Section's budget.

G. Training and Cross-training

58. CSS designed, implemented and arranged for training for counsel admitted to the List of Counsel, legal teams currently engaged in proceedings before the Court and newly appointed counsel. Those trainings included, *inter alia*, E-Court training, and substantive and procedural law related to practising before the Court. Such training enhances the efficiency and effectiveness of external counsel in the execution of their mandates, resulting in enhanced quality and expeditious proceedings.

59. English and French Court Reporting teams as well as a Court Clerk and a Court Records Assistant have been cross-trained and deployed for Transcript Coordination, which, in times of low judicial activity, created additional capacity for transcript coordinators. The additional capacity was used, among other things, to absorb multiple mandatory transcript reclassification projects (Lubanga and Katanga/Ngudjolo). Court Records Assistants have also been cross-trained as Court Clerks, thereby expanding the pool of potential Court Clerks, which is beneficial to the Court as the absence of a Court Clerk could prevent a hearing being held.

60. The Court Interpretation and Translation Section has taken full advantage of the training opportunities provided by its association with the International Annual Meeting on Language Arrangements, Documentation and Publications (IAMLADP) through the Joint Ventures (training on revision and translation organized by STL and by ICTY).

61. The OPCD invested in Case Map licences using its own funds and makes them available to Defence teams, accompanied by training. In this case, efficiency savings are made in legal aid.

62. The OPCD also provided ongoing training to Defence teams on Ringtail, i-Transcend, uploading and import and export of evidence. In this case, the Office assists ICT which has insufficient staff. Having trained counsel and teams will increase the efficiency and the quality of proceedings at the Court and the Court is able to avoid the cost of an external trainer.

V. Summary of efficiency gains

63. The following table provides a summary of efficiency gains (where quantifiable):

<i>Measure</i>	<i>Estimated efficiency gain (in thousands of euros)</i>
MPII – OTP	
Travel cost reduction	112.9
Housing in Abidjan	44.3
Improved Office Automation	67.4
MPIII – REGISTRY	
<i>IOR</i>	
SSS Staffing	351.5
SSS Outsourcing	343.0
SSS Opening investigation CdI	107.0
OIA	60.0
CSS travel	10.0
Legal aid review	131.5
Support in 10 year anniversary activities	70.0
<i>CASD</i>	
New mobile telephone operator	245.0
Energy and maintenance planning	50.0
Cleaning services inspection	20.0
New coffee machines	10.0
Courier and postage services	6.3
Streamlined official local headquarter transportation	3.0
Supplies ordering and delivery	10.2
Preferential ticket rates	12.0
Technical migration of public web	22.5
<i>DCS</i>	
Pro-bono – 8 months SSA	31.5
Court-clerk cross-training	35.1
SLWP	114.7
ICTR assistant screening test	4.8
UNON training facility	1.2
Local pool of field interpreters	39.7
Operational interpretation by staff interpreters	3.5
ECOS statistics	60.0
Renting of vehicles and safe houses	118.1
PIDS	€60.0
<i>OPCD</i>	
Bemba team	91.7
Practice manual	50.0
Case Map	3.0
Defence teams training	2.0
Total	2,291.9