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**Report of the Court on the enhancement
of the Registry's field operations for 2010*****A. Introduction**

1. Since 2005 the International Criminal Court has established field presences in or as close as possible to the countries of situation. The field offices are essential tools in the implementation of the Court's judicial mandate. They enable the Court to carry out its mandate in the countries where the crimes under its jurisdiction have occurred. The work entails undertaking investigations, ensuring the protection of witnesses and victims, enabling the victims to exercise their statutory rights of participation and reparation, carrying out effective outreach activities directed to the affected communities, assisting counsel teams (defence and legal representatives of victims) and the Trust Fund for Victims, ensuring the security of staff working in and traveling to the countries of situation, and providing information technology (IT) services and logistical, administrative and medical support.

2. Conceived as time-bound scalable presences, the field offices are an effective way to bridge the gap between the Court based in The Hague and its operations in the four countries of situation, thousands of kilometres away from headquarters. Viable field presences have become indispensable to publicizing the Court's judicial proceedings, an integral part of delivering public and transparent justice, thus bringing the Court closer to the affected communities in the countries of situation. They are also a key element in building and maintaining cooperation and support for the Court's activities.

3. In 2008, building on the field experience to date and in light of judicial developments over the past years, the Registrar undertook a detailed reassessment of the appropriateness of dedicated field resources and of the Registry's organizational structure in support of field operations, both at headquarters and in the field. In conducting this exercise, the Registrar was also guided by the findings of experts selected to conduct a review of field operations. The experts' assessment revealed a number of critical areas requiring immediate action, such as lack of authority, coordination and planning, and conditions of service for staff in the field,¹ which needed to be addressed in order to render the Registry's work in the field more effective and to improve efficiency in its delivery of services. The experts also took into account the input provided by representatives of the Office of the Prosecutor and the Judiciary through interviews conducted at headquarters and in the field offices.

* Previously issued as ICC-ASP/8/CBF.2/10.

¹ ICC-ASP/8/10, Proposed programme budget for 2010, para. 37.

4. The review also responds to the wishes of the Committee on Budget and Finance (“the Committee”)² and the Assembly of States Parties³ in relation to enhancing the planning and management of field operations.

5. The present report outlines the results of the aforementioned reassessment and the proposed changes for 2010 in relation to the Registry’s field operations. The main adjustments relate to the establishment of clear lines of authority and communication, increasing coordination, planning and control capacities, streamlining decision-making processes, and improving the management of human and financial field-allocated resources. It is expected that this will result in increased efficiency in the operation of the various Registry functional units deployed in the field, as well as more timely and higher-quality services and stronger operational support and assistance to the Office of the Prosecutor, the Trust Fund for Victims and defence teams.

6. The proposed programme budget for 2010⁴ sets out eight priority objectives. The proposed enhancement of the Registry’s field operations relates directly to six of these (investigations, trial, public information and outreach, victims strategy, security, and human resources) and it supports priority objective number eight: efficiency. In 2010, 35.1 million euros are allocated for the Court’s field operations. The increase on account of these enhancements amounts to 150,200 euros, representing 0.43 per cent of the total proposed budget for field operations in 2010.

7. The report is divided into two main parts. The first describes the principal characteristics of field operations in relation to the Court’s activities and outlines the key features of the Registry’s work in the field to date. The second part of the document describes the proposed enhancements of the Registry’s field operations for 2010 and the efficiencies associated therewith.

B. Field operations in the context of the International Criminal Court

8. The Regulations of the Registry provide as follows: “In order to fulfill his or her obligations under the Statute and the Rules, the Registrar may, subject to the prior approval of the President and on the basis of an ad hoc arrangement or an agreement with the State concerned, maintain a presence of Registry staff in the field and, where necessary, establish a field office.”⁵

9. Bearing in mind the Court’s mandate and its unique features, different forms of field presence are required in order to best serve its mission, depending on the nature and complexities of the situation before the Court, the stage of investigations or proceedings and the particular features of the environment where the Court operates. To date five field offices have been established in or near to the situation under investigation by the Court.⁶ Field offices have been set up in the face of severe logistical and security obstacles, including the challenge of moving equipment and setting up communications networks in remote areas and carrying out a number of evacuations of Court personnel due to the volatility of the security environment in which the Court operates.

² *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* (International Criminal Court publication, ICC-ASP/7/20), vol. II.B.2, para. 85.

³ *Ibid.*, vol. I, part III, resolution ICC-ASP/7/Res.3, para. 13.

⁴ ICC-ASP/8/10, para.11. Objective for 2010: investigations, trials, public information and outreach, cooperation, victims strategy, security, human resources and efficiency.

⁵ See Regulations of the Registry, regulation 8: Presence in the field.

⁶ Uganda - Kampala; Democratic Republic of the Congo - Kinshasa and Bunia; Central African Republic - Bangui; and Chad - Abéché, in relation to the situation in Darfur/Sudan.

10. The initial period of a Registry field operation is primarily dedicated to the establishment of the necessary infrastructure on the ground, following the announcement by the Office of the Prosecutor that he is opening an investigation. At the same time, a number of key field policies and practices have been set up to guide the operation in its early days.

11. It should be stressed that the life span of a field office is dictated by the progress of the Court's judicial proceedings in a given situation and/or case. The climax of a field operation will normally be reached during the trial phase of a case in a given situation. There are various developments in a situation which may trigger a review of operations on the ground and, as a consequence, the scaling up or down of field offices, such as, for example, where an investigation had been opened, but has not resulted in the issuance of arrest warrants, or where arrest warrants have been issued but not implemented for a number of years. The delivery of a judgment in a case could also represent a key indicator for the commencement of a scaling down of a field office and implementation of the completion strategy, including dealing with field residual functions and legacy.

12. In order to rationalize its activities, with the experience accumulated in the early years of field operations and bearing in mind that a field office has to be fully functional in the shortest time possible after the Prosecutor has announced that he is opening an investigation, the Registry has developed a "generic model"⁷ of a field office. This model has proved to be useful in the setting up of new offices and providing them with the necessary equipment and resources to support judicial activities in relation to a given situation. It has enabled the streamlining of processes, including identifying suitable premises for the Court's operations, with potential to expand or downsize if need be. Thus, in 2007 the Field Office in the Central African Republic became operational just five months after the Prosecutor's announcement of the opening of an investigation.

13. Another area of critical importance to the success of field operations is the recruitment and retention of staff with field experience and expertise. It has been very difficult over the years to recruit qualified staff for the Court's field-based positions without thoroughly reviewing the conditions of service for this category. To address this matter, an inter-organ working group was established in February 2009. The group reviewed different models applied by United Nations common system organizations operating in the field and examined in depth the question of compensation for the Court's internationally recruited professional field staff, with particular reference to the nature of the Court's work in the field. Through this review it is hoped that qualified professionals with the field expertise to carry out critical work under often difficult living and working conditions can be attracted and retained.

14. To enable the Registry to carry out its specific statutory responsibilities, seven functional units have been deployed, at various stages, in each field office: Victims and Witnesses Unit (VWU), Victims Participation and Reparations Section (VPRS), Public Information and Documentation Section (PIDS), Security and Safety Section (SSS), Field Operations Section (FOS), Information and Communication Technologies Section (ICTS) and Medical Unit (MU). The work of the Registry on the ground has also focused on providing logistics and administrative support to the teams of the Office of the Prosecutor, Trust Fund for Victims and all of the above-mentioned units/sections of the Registry. Additionally, as the Court's judicial proceedings have evolved, the field offices have become essential in providing assistance and support to teams of counsel for the defence, and for legal representatives of victims traveling regularly to the field. In each field office a wide range of IT, medical, logistical and administrative services are being provided on a daily basis, both to

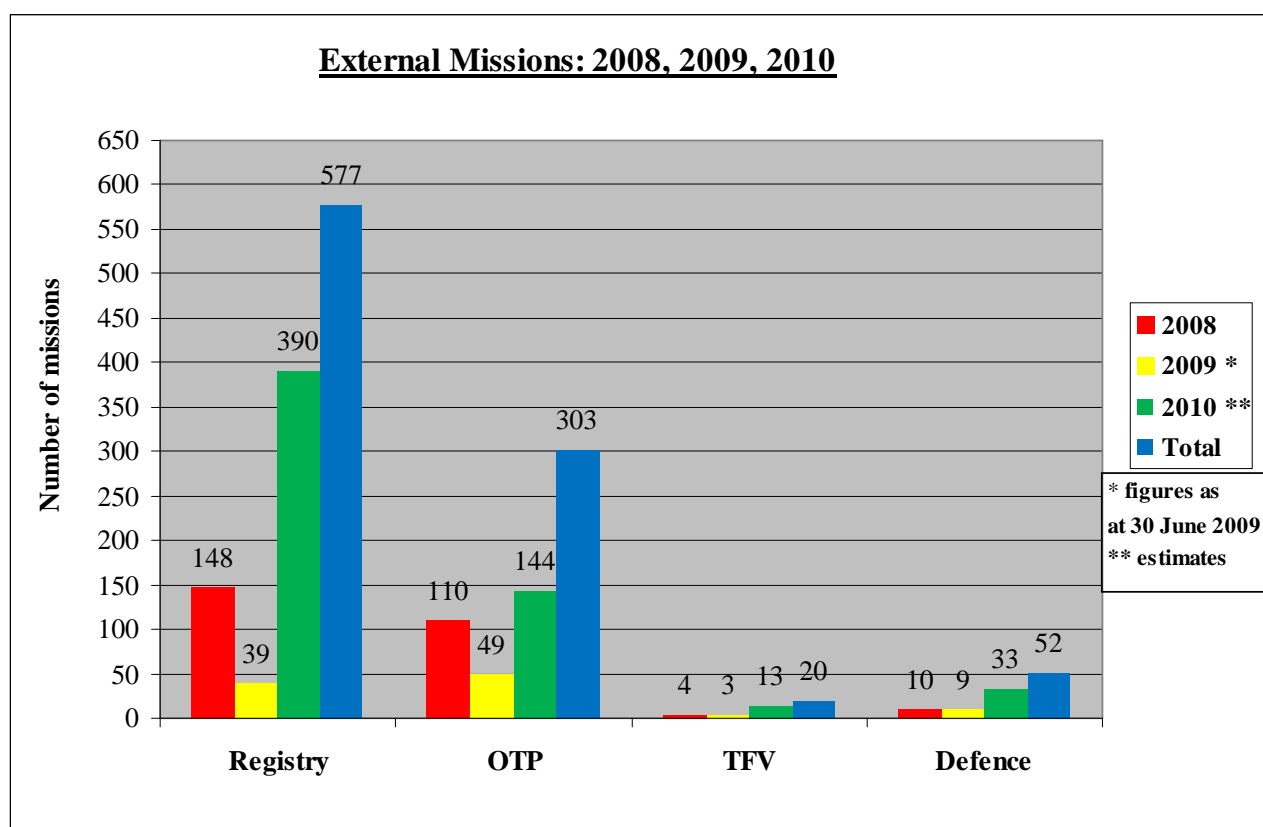
⁷ See annex I.

the field-based staff as well as to Court staff on mission from headquarters. To date, 73 local staff and 31 international staff are working in the four field offices.⁸

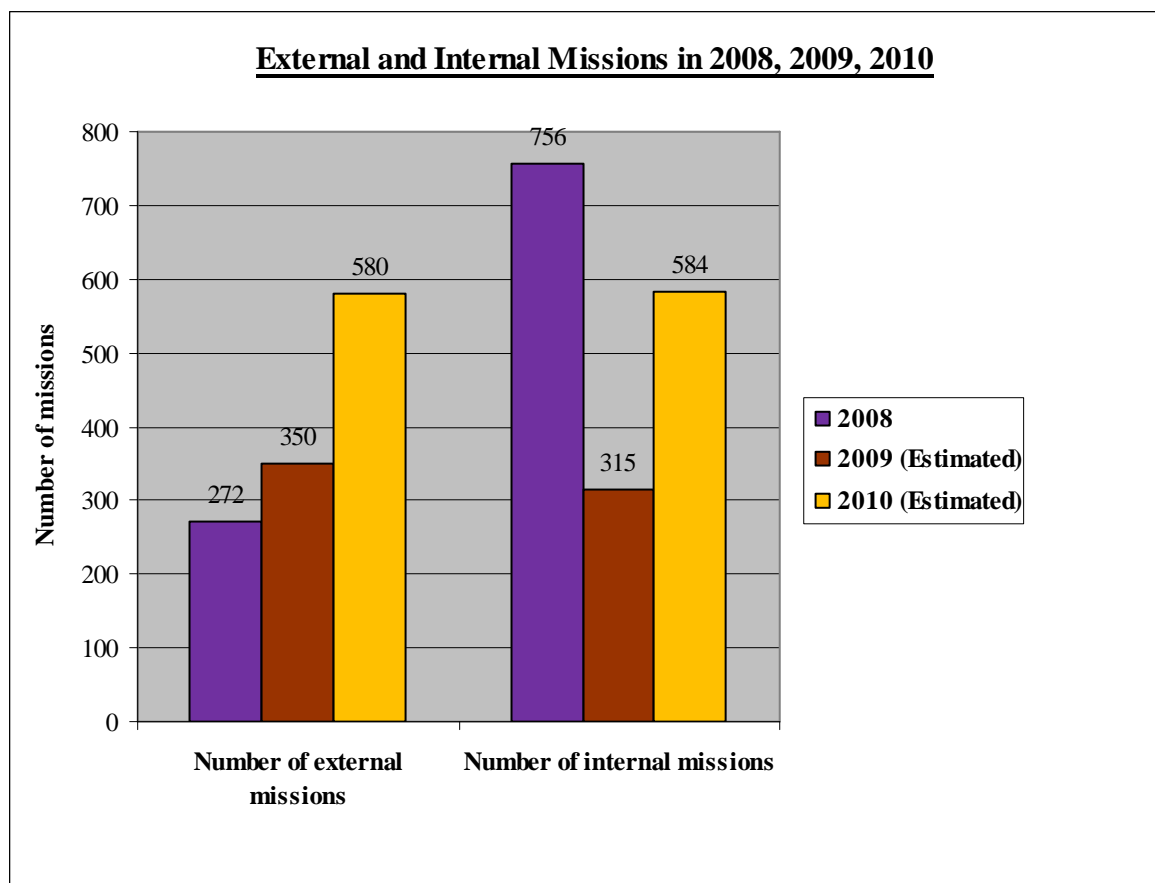
15. Since the establishment of the field offices, the deployment of the above-mentioned Registry staff has been driven by immediate necessities. Witnesses and victims had to be protected without delay or risks to their safety; the Court’s mandate and judicial proceedings had to be well understood by the affected communities; victims, often living in remote areas, had to be given the opportunity, as soon as possible, to exercise their rights under the Statute, while the security of staff had to be fully guaranteed. Throughout this period, the work of the Registry’s functional units on the ground has been coordinated exclusively by their respective sections or units at headquarters in The Hague. There has been no Registry authority on the ground to ensure the operational coordination of its teams. The coordination of logistical and administrative support of the Registry’s field activities has been undertaken at headquarters by the Field Operations Section (FOS).

C. Proposed enhancement of the Registry’s field operations in 2010

16. As mentioned above, the Registry has gained in-depth insight into the complexities of field operations over the past four years. Currently, the Registry is supporting the work of 104 field-based staff members and a large number of missions. The two tables below illustrate the volume of external and internal missions requiring assistance and support from the field offices. Missions from headquarters to the field are considered external missions, whereas missions within the territory of the country of situation are internal missions.



⁸ See annex II.



17. In its report on its eleventh session, “[t]he Committee noted that the field offices of the Court had grown rapidly over the past two years, mostly in an unplanned manner as the Court responded to immediate pressures”.⁹

18. In response to the Committee, with a view to optimizing the field presence in light of growing field needs and in order to ensure a strategic policy-driven development of field operations, the Field Operations Section has been strengthened. The Registrar has presented to the Presidency a comprehensive plan focused on enhancing authority, coordination and planning, and streamlining decision-making and communication lines, thereby increasing efficiency in the Registry’s operations on the ground and the provision of services to the Office of the Prosecutor, defence teams and the Trust Fund for Victims. The plan will assist the Registry in its operations in the countries of situation by ensuring coherence and consistency in its approaches and improved management of field resources. The Presidency fully supports the plan presented by the Registrar.

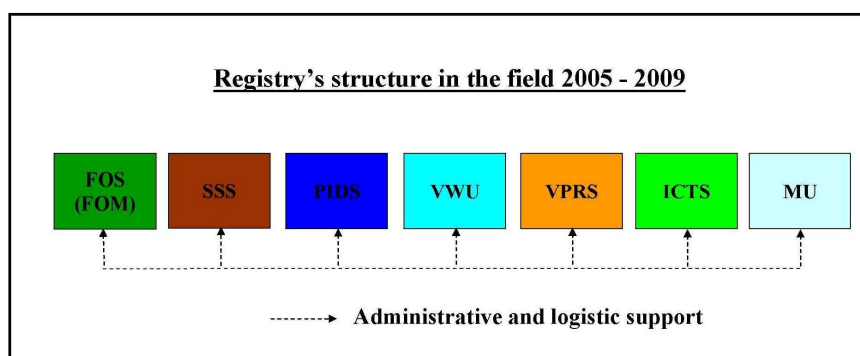
1. Field-related enhancements

19. The proposed enhancements relating to the Registry’s operation in the countries of situation aim at addressing the following key areas: authority, coordination and planning, management and control of field-related human and material resources, and provision of services.

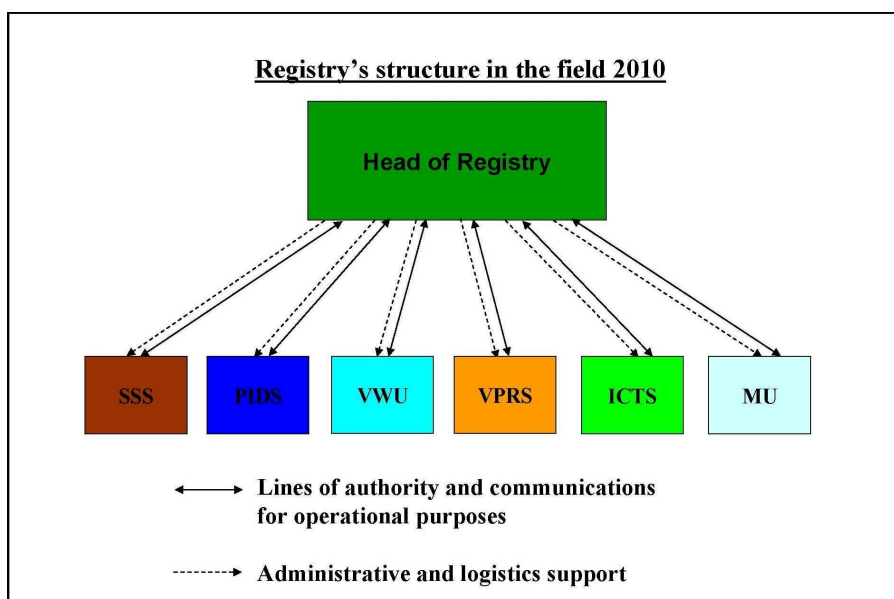
⁹ *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Seventh session, The Hague, 14-22 November 2008* (International Criminal Court publication, ICC-ASP/7/20), vol. II.B.2, para. 85.

a. Authority, coordination and planning

20. To date, the structure of the Registry’s field-based units/sections in each field office is horizontal, meaning that each Registry functional unit is headed by a coordinator. There is no overall Registry authority on the ground. The Field Office Manager (FOM) is primarily responsible for the coordination of support activities, namely logistical and administrative, for the Office of the Prosecutor, counsel teams, the Trust Fund for Victims and all of the Registry’s sections or units represented on the ground. He/she exercises no coordination and control function with respect to the work of the Registry’s teams represented in the field office. Each functional Registry unit represented on the ground reports back on all aspects of its work to its respective section or unit in The Hague. A considerable amount of time, energy and resources is spent while awaiting decisions from headquarters, particularly when conflicting and/or competing requests from other Registry sections based in the field arise.



21. With the proposed enhancement, the profile of the four Field Office Managers will be changed. As Heads of Registry Teams in the Field (“Heads of Registry”), they will be provided with sufficient authority to ensure the effective coordination of Registry field-based staff and financial resources. Better coordination will ensure a unified approach vis-à-vis external actors, including United Nations peacekeeping missions, local and central authorities, representatives of various United Nations agencies and other regional bodies whose support is indispensable for the conduct of efficient operations on the ground. It will also increase the capacity to deal with unforeseen and/or critical situations locally at country level, such as coordinated response to deteriorating security situations and the coordination and implementation of complex evacuation plans. Overall, it will reflect positively on the credibility of the Registry’s actions on the ground.



b. Management and control of field-related human and material resources

22. As regards the administrative and logistical functions currently performed by the Field Office Manager, their planning, monitoring and control will be retained in the portfolio of the Head of Registry. In turn, local national staff with expertise in these areas will ensure the daily implementation of these functions.

23. Bearing in mind the limited resources of each field office, further efficiencies will be achieved in the management of the Registry's human and financial resources through the proper planning and prioritization of field needs. A judicious, centralized and rigorous control of the limited resources of the field offices will also be ensured. This process will be facilitated through the direct operation from the field office of a number of systems, such as SAP, which will allow the Heads of Registry to establish and monitor the performance of field activities by means of key performance indicators. This system will assist in centralizing key administrative functions in the field such as procurement, human resources and finance, currently performed by each Registry-based section. Control layers are ensured both at field level through the Head of Registry, and at headquarters through the Operational Support Unit of the Field Operations Section.

24. The Head of the Registry in the field will also act as a primary interlocutor for the Office of the Prosecutor's Field Operations Officer and counsel teams traveling to the countries of situation, with a view to ensuring timely and qualitative support services.

c. Provision of services

25. The Head of Registry, with appropriate seniority, skills and competencies, would be far better placed to act, under the delegated authority of the Registrar, as the interface with a number of local interlocutors on matters pertaining to the areas of responsibility of the Registry. Through coordination with these interlocutors, he/she will help enhance communication and coordination with such actors in relation to the assistance lent to the field operations. In turn, this will have a positive effect on the quality of services and the timely support and services provided by these actors to the Court's field activities. Furthermore, he/she will ensure that these interlocutors are not approached by different Registry field-based units in an uncoordinated manner, thus ensuring consistency in the Registry's external approaches, centralization of requests and needs, their prioritization and timely resolution through appropriate channels. Hence, clear lines of authority and communications will be established, eliminating redundancies and duplication in operations, while ensuring sufficient and timely cooperation with local actors.

26. Having an overview of the Registry's operations in the country and with wider responsibilities than those currently enjoyed by Field Office Managers, the Head will be better placed and equipped to establish and implement contingency plans and deploy effectively the necessary support resources in order to deal with unforeseen developments. He/she will be in a position to provide critical information to inform completion strategies and collect pertinent data so as to enable a thorough assessment of the timing and scaling up or down of field presences.

2. Headquarters

27. Coordinated and effective interaction between the field offices and the Field Operations Section based in The Hague is key in achieving further efficiencies. The coordination of logistical and administrative support for field operations is ensured through the Operational Support Unit of the Field Operations Section.

28. The Head of the Operational Support Unit was originally recruited as a Logistics Officer. With the development of field operations over the years, the post's functions have been expanded to address key areas such as mission implementation, monitoring, support and oversight within workable operational frameworks. The Head acts as focal point on all field logistic and administrative matters.

29. As stated in paragraph 17, development of policy-driven field operations and enhancement of planning capacity were identified by the Committee on Budget and Finance as main areas which require further improvement.

30. With policy formulation and development taking place increasingly in the field, capacity will be required to collect, analyse and develop cross-situation good practices. Field experience and expertise accumulated to date needs to be captured, preserved and used in the subsequent development of field operations. Enhancing responsiveness to communications received from the field by headquarters is an effective tool in advancing work. Distilling field experiences and draft communications so as to ensure consistency in the approaches by the Heads of Registry across all situations is essential. Capacity to develop guidelines on ways to promote proper consultation and decision-making and adapt field practices and policies to the development of the judicial proceedings will contribute to the advancement of the field work - in particular guidelines for the support provided to defence teams and legal representatives of victims. Currently, this capacity does not exist.

31. In 2010, it is proposed to address the aforementioned issues and strengthen the Coordination and Planning Unit of the Field Operations Section through the establishment of a new position: Head of the Strategic Planning and Coordination Unit. The incumbent will be responsible for the provision of overall guidance and coordination of all substantive aspects of the field work undertaken by the Heads of Registry. He/she will be responsible for drafting field policies, guidelines and strategies to achieve coordination amongst the Registry's field-based teams and the Field Operations Section and other Registry sections as required. In cooperation with field offices and relevant sections of the Registry, he/she will be responsible for ensuring proper planning of field activities and promoting proper consultation and decision-making. The consolidation of field experience and expertise and its integration into subsequent development of Registry's field operations, including scaling of field offices and field residual functions, are also part of the portfolio.

32. The Coordination and Planning Unit is also responsible for collection of field operations management indicators, delivery of statistics, trends and impact analysis, which will be key factors informing the internal discussions relating to the scaling and completion strategies of the field offices.

33. Establishing a training scheme for field-based Registry staff and promoting a culture of best practices and lessons learned within the field offices will be coordinated through this unit.

3. Allocated resources

34. The Registry's enhancements for field operations amount to 150,200 euros, broken down as follows:¹⁰

- One new post: P-4 Head of the Strategic Coordination and Planning Unit.
- Two conversions from GTA to established posts: one P-2 Strategic Planning Officer and one GS-OL (Administrative Assistant), reducing general temporary assistance by 109,800 euros.
- Six re-classifications: one P-4 to P-5 (Head of Field Operations Section), one P-3 to P-4 (Head of Operational Support Unit) and four P-3 to P-4 (Heads of Registry in the Field), part of the Court-wide reclassification exercise.
- Common system costs: 59,300 euros.

¹⁰ See annex III. Sub-programme 3280: Field Operations Section - proposed budget and staffing for 2010.

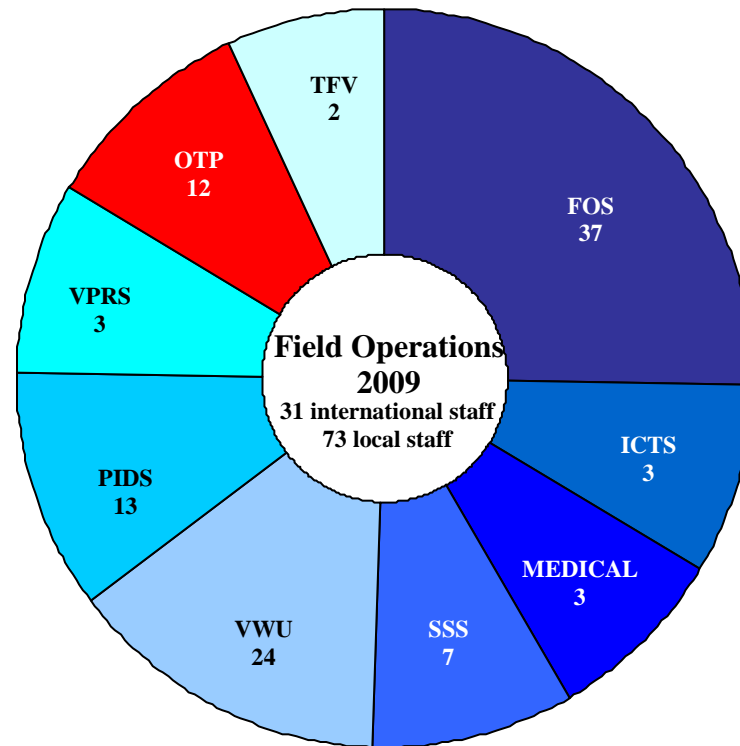
Annex I

Field office generic structure

Office of the Prosecutor (OTP): 1 P-3 1 GS-OL (Field Operations Assistant)	Registry	Field Operations Section (FOS):	1 P-3 (Field Office Manager) 7 GS-OL (1 Administrative Assistant, 5 Drivers, 1 Cleaner)
		Information and Communication Technologies Section (ICTS):	1 GS-OL IT Technician
		Medical Unit:	1 GS-OL Paramedic
		Safety and Security Section (SSS):	1 P-3 2 GS-OL (Security Lieutenants)
		Victims and Witnesses Unit (VWU):	1 P-3, 1-P2 4 GS-OL
		Public Information and Documentation Section (PIDS):	1 P-2 2 GS-OL
		Victims Participation and Reparations Section (VPRS):	1 P-2 1 GS-OL
		Trust Fund for Victims (TFV):	1 P-2 1 GS-OL

Annex II

Field offices: 2009 staff statistics and breakdown



Field Office	Field Operations Section (FOS)	Information and Communication Technologies (ICTS)	Medical Unit	Safety and Security Section (SSS)	Victims and Witnesses Unit (VWU)	Public Information and Doc. Section (PIDS)	Victims Participation and Reparations Section (VPRS)	Trust Fund for Victims (TFV)	Office of the Prosecutor (OTP)	TOTAL
Kinshasa (DRC)	1 P-3 (FOM) 7 GS-OL: 1 Admin. Assistant 5 Drivers 1 Cleaner			1 P-3 1 GS-OL (Security Lieutenant)	1 P-3 1 P-2 6 GS-OL	1 P-2 2 GS-OL	1 P-2 2 GS-OL		2 P-3 2 GS-OL: 1 Field Operations Coordinator 1 Field Operations Assistant	27
Bunia (DRC)	3 GS-OL: 1 Forward FOM 1 Driver 1 Cleaner			1 GS-OL (Security Lieutenant)	3 GS-OL	3 GS-OL		1 P-2	1 GS-OL: Field Operations Coordinator	12
Kampala (Uganda)	1 P-3 (FOM) 7 GS-OL: 1 Admin. Assistant 5 Drivers 1 Cleaner	1 GS-OL (IT Technician)	1 Nurse	1 P-3 (recruitment completed) 1 GS-OL (Security Lieutenant)	1 P-3 1 P-2 4 GS-OL	1 P-2 4 GS-OL	1 P-2 (under recruitment) 2 GS-OL	1 P-3	1 P-3 2 GS-OL: 1 Field Operations Officer 1 Field Operations Assistant	27
Bangui (CAR)	1 P-3 (FOM) 7 GS-OL: 1 Admin. Assistant 5 Drivers 1 Cleaner	1 GS-OL (IT Technician)	1 Nurse	1 P-3 (under recruitment) 1 GS-OL (Security Lieutenant)	1 P-3 2 GS-OL	1 P-2 2 GS-OL	1 GS-OL (under recruitment)		1 P-3 1 GS-OL: Field Operations Assistant	18
Abéché (Chad)	1 P-3 (FOM) 9 GS-OL: 2 Admin. Assistants 6 Drivers 1 Cleaner	1 GS-OL (IT Technician)	1 Nurse	1 P-3 (under recruitment) 1 GS-OL (Security Lieutenant)	1 P-3 1 P-2 2 GS-OL	1 GS-OL (under recruitment)	1 GS-OL (under recruitment)		1 P-3 1 GS-OL: Field Operations Assistant	20
TOTAL	37	3	3	7	24	13	3	2	12	104

Note: All field offices support missions of Defence and other bodies such as Office of Public Counsel for the Defence (OPCD), Office of Public Counsel for Victims (OPCV).

Annex III

Sub-programme 3280: Field Operations Section - proposed budget and staffing for 2010

3280 Field Operations Section budget	<i>Expenditure 2008 (thousands of euro)</i>			<i>Approved budget 2009 (thousands of euro)</i>			<i>Proposed budget 2010 (thousands of euro)</i>			Resource growth 2010 vs 2008		Resource growth 2010 vs 2009	
	<i>Basic</i>	<i>Situation- related</i>	<i>Total</i>	<i>Basic</i>	<i>Situation- related</i>	<i>Total</i>	<i>Basic</i>	<i>Situation- related</i>	<i>Total</i>	Amount	%	Amount	%
Professional staff	614.0		614.0		622.0	622.0	964.4		964.4	350.4	57.1	342.4	55.0
General Service staff					417.7	417.7	510.9		510.9	510.9		93.2	22.3
<i>Subtotal staff</i>	<i>614.0</i>		<i>614.0</i>		<i>1,039.7</i>	<i>1,039.7</i>	<i>1,475.3</i>		<i>1,475.3</i>	<i>861.3</i>	<i>140.3</i>	<i>435.6</i>	<i>41.9</i>
General temporary assistance		470.5	470.5		203.0	203.0		93.2	93.2	-377.3	-80.2	-109.8	-54.1
Temporary assistance for meetings													
Overtime													
Consultants													
<i>Subtotal other staff</i>		<i>470.5</i>	<i>470.5</i>		<i>203.0</i>	<i>203.0</i>		<i>93.2</i>	<i>93.2</i>	<i>-377.3</i>	<i>-80.2</i>	<i>-109.8</i>	<i>-54.1</i>
Travel		176.6	176.6		125.4	125.4		153.2	153.2	-23.4	-13.3	27.8	22.1
Hospitality													
Contractual services incl. training		180.3	180.3		183.8	183.8		84.1	84.1	-96.2	-53.3	-99.7	-54.2
General operating expenses		505.6	505.6		640.8	640.8		577.7	577.7	72.1	14.3	-63.1	-9.8
Supplies and materials		273.1	273.1		178.9	178.9		245.8	245.8	-27.3	-10.0	66.9	37.4
Furniture and equipment		174.1	174.1		134.6	134.6		27.1	27.1	-147.0	-84.4	-107.5	-79.9
<i>Subtotal non-staff</i>		<i>1,309.7</i>	<i>1,309.7</i>		<i>1,263.5</i>	<i>1,263.5</i>		<i>1,087.9</i>	<i>1,087.9</i>	<i>-221.8</i>	<i>-16.9</i>	<i>-175.6</i>	<i>-13.9</i>
Total		2,394.2	2,394.2		2,506.2	2,506.2		2,656.4	2,656.4	262.2	11.0	150.2	6.0

3280 Field Operations Section - staffing		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	
Existing	Basic															
	Situation- related						1	5			6	1	29	30	36	
	<i>Subtotal</i>						1	5			6	1	29	30	36	
New	Basic															
	Situation- related						1		1		2		1	1	3	
	<i>Subtotal</i>						1		1		2		1	1	3	
Redeployed/Returned	Basic															
	Situation- related					1	4	-5								
	<i>Subtotal</i>					1	4	-5								
Total						1	6		1		8	1	30	31	39	

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