

**Tenth session**

New York, 12-21 December 2011

**Report of the Court on human resources management\*****I. Introduction**

1. At its fourteenth session held in May 2010, the Committee on Budget and Finance (“the Committee”) “welcomed the progress made in the area of human resources management” by the International Criminal Court (“the Court”) in 2009.<sup>1</sup> In 2010, further progress was achieved in key areas of the strategic priority of human resources management. Recruitment and staff turnover rates stabilized at satisfactory levels, improvements were introduced to conditions of service of staff, strategic learning and training plans were developed and implemented in all organs, performance management continued to be a focus and new human resources policies, applicable to all staff of the Court, were negotiated and promulgated.

2. Human resources management in the Court continued to be guided by its Strategic Plan, notably objective 10, which stipulates that the Court endeavour to “attract, care for, and offer career development and advancement opportunities to a diverse staff of the highest quality”, as well as the nine objectives set forth in the institution’s human resources strategy.

3. While the objectives of the human resources strategy, which was first presented to the Committee in April 2008, remain valid, the Court has also been mindful of the need to address new and emerging requirements brought about by the fact that its establishment phase is ending, as the Committee noted at its fourteenth session.<sup>2</sup> An important consideration in this regard has been the recommendation of the Committee, provided at its fifteenth session, that the Court freeze the number of permanent posts at its approved 2010 level until a comprehensive justification of all posts had been conducted.<sup>3</sup> De facto, this implies that the Court perform its range of functions, including newly emerging ones, within the parameters of the currently approved staffing levels. Organizational design and development, which include key areas such as vacancy management, re-engineering and restructuring exercises, therefore have taken on, and will continue to take on, greater importance than was the case in the establishment phase. At the same time, activities in this regard must be balanced carefully with the Court’s strategic objectives of providing career development and employment advancement opportunities to its current workforce.

4. In reporting on the developments in the area of human resources management, the present report highlights the major achievements in key areas relating to the human resources strategy objectives, provides indications, where appropriate, for envisaged future activities and includes responses to requests for information made by the Committee at its fourteenth and fifteenth sessions.

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\* Previously issued as CBF/16/8.

<sup>1</sup> *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. II, part B.1, para. 50.

<sup>2</sup> *Ibid.*, para. 52.

<sup>3</sup> *Ibid.*, part B.2, para. 81.

5. The key areas, for the purpose of this report, are
- (a) Recruitment and staffing;
  - (b) Conditions of service, including human resources policy development;
  - (c) Staff wellbeing;
  - (d) Performance management;
  - (e) Learning and training;
  - (f) Other matters:
    - (i) Reclassification of posts
    - (ii) Operational support to human resources management.
6. The objectives of the 2008 human resources strategy are provided in annex I for reference purposes.
7. The requests and recommendations made by the Committee that are addressed in this report are the following:
8. At its fourteenth session, the Committee
- (a) Requested that the Court provide, in its future reports, as a matter of course, the estimated cost of staff salary increases, further information on approved and unapproved General Temporary Assistance (GTA), as well as detailed information on the use of consultants;<sup>4</sup>
  - (b) Recommended that the Court consider the costs and benefits of mechanisms to ensure the transparency of its recruitment processes such as developing a confirmation board that would include staff representatives as is the practice in other international organizations. The Committee also recommended that the Court take appropriate steps to provide for equitable geographical representation on the recruitment boards to the extent possible;<sup>5</sup>
  - (c) Recommended that the Court develop a special proposal on the Junior Professional Officer (JPO) Programmes, including new guidelines to be submitted to the Committee at its sixteenth session;<sup>6</sup>
  - (d) Recommended that the conditions of service applicable to staff are clearly established and applied evenly in all organs. The Committee further requested that the Court establish clear guidelines in order to establish appropriate application of service benefits;<sup>7</sup>
  - (e) Recommended that, to further build on this progress; i.e., performance appraisals, the general appraisal criteria be more broadly circulated, that systems be reinforced to ensure consistent and uniform application of the appraisal system throughout the Court, that the appraisal process be reinforced and that appraisals be further linked to the strategic objectives and the contract renewal process.<sup>8</sup>
9. At its fifteenth session, the Committee
- (a) [Noted that it] [H]ad also raised some concerns with the proposed process for reclassification and had asked to review the legal bases for the process at its last session [and that] this information had not yet been provided;<sup>9</sup>
  - (b) Recommended that the Court freeze the number of permanent posts at its approved 2010 level until a comprehensive justification of all posts had been conducted;<sup>10</sup>
  - (c) Requested the Court to report [...] on the directives for use of GTAs and on the criteria used in such recruitment;<sup>11</sup>
  - (d) Requested the Court to address in its report on human resources the question of the application of the rules on gratis personnel to the Secretariat of the Trust Fund.<sup>12</sup>

<sup>4</sup> Ibid., part B.1, para. 51.

<sup>5</sup> Ibid., para.55.

<sup>6</sup> Ibid., para.60.

<sup>7</sup> Ibid., para.61.

<sup>8</sup> Ibid., para.63.

<sup>9</sup> Ibid., part B.2, para. 108.

<sup>10</sup> Ibid., para.81.

<sup>11</sup> Ibid., para. 69

10. In reporting on progress made in the five key areas listed above, cross-references are provided to the respective objectives of the human resources strategy and the requests and recommendations of the Committee made at its fourteenth and fifteenth sessions.

## II. Recruitment and staffing

11. The human resources strategy objectives in the area of recruitment relate to systematic, fair and transparent selection processes, ensuring the highest quality of external recruitment and internal placement, the strengthening of the capabilities of staff with hiring responsibilities, and increased external awareness of the Court's employment opportunities. The Committee's recommendations and requests for reports by the Court dealt with under this heading relate to recruitment performance, transparency of the recruitment processes, including the establishment of a confirmation board, GTA, the use of consultants, gratis personnel and the establishment of the JPO modality. The Committee's decision to freeze staffing at the 2010 level will have an impact on the Court's staffing policies and approaches in the medium-term, as explained below.

### A. Recruitment performance for established posts: external recruitment, internal placements and staff turnover

12. The recruitment of a diverse staff of the highest quality continued to be a cornerstone of the Court's human resources management activities. In 2010, the Court filled a total of 93 vacancies in established posts. Of these, 65 (or about 70 per cent) were external appointments, whereas 28 vacancies (or about 30 per cent) were filled by internal candidates. This represents an increase of the number of internal placements over 2009, when the percentage of staff filling new vacancies was 20 per cent.

13. For the second consecutive year, the staff turnover rate decreased in 2010: A total of 58 staff left the Court in 2010. This represents a turnover rate for the year of 8.4 per cent and is thus below the rates of 9.8 per cent in 2009 and 12 per cent in 2008, and yields a retention rate of 91.6 per cent. The Court considers this a satisfactory retention rate.

14. Given internal placements and staff turnover, the net increase of staff at the end of 2010 over 2009 was seven additional staff. As of 31 December 2010, the Court thus had 696 staff in established posts. The vacancy rate, for the year, was 9 per cent. It can be noted that the vacancy and turnover rates are at almost the same levels. This thus signals that the Court has stabilized its recruitment performance to the level expected of an organization that has accomplished the hiring goals of its establishment phase. Without the addition of new established posts, future recruitment will focus on the filling of vacancies created by departures of staff due to resignation or retirement. At the same time, a further reduction of staff turnover, a not uncommon trend in organizations that are moving towards the stage of maturity, would also lead to a further reduction in the vacancy rate.

15. Tables 1 and 2 below summarize the recruitment performance, appointments, internal placement and turnover by major programme as at 31 December 2010.

**Table 1: 2010 Recruitment Performance\***

	<i>Budgeted Posts</i>	<i>Headcount</i>	<i>Vacancy Rate</i>	<i>Spot-Check Rate</i>	<i>Under Recruitment**</i>	<i>Separations (2010)</i>	<i>Separation (%)</i>	<i>Gender Balance (Female)</i>
<b>ICC</b>	<b>763</b>	<b>696</b>	<b>9%</b>	<b>9%</b>	<b>40</b>	<b>58</b>	<b>8.39%</b>	<b>47%</b>
Judiciary	50	45	8%	10%	2	3	6.48%	67%
OTP	215	199	7%	7%	9	21	10.47%	52%
Registry	477	437	9%	8%	27	33	7.65%	42%

\* Above figures include five budgeted posts for elected officials (three in OTP and two in the Registry).

\*\* Vacant posts for which recruitment activity has been initiated following closing of advertisement.

<sup>12</sup> Ibid., para. 126.

**Table 2: 2010 ICC appointments and resignations**

	<i>External appointments</i>	<i>Internal appointments</i>	<i>Resignations</i>	<i>Movements to GTA</i>	<i>Secondment</i>	<i>Non-extensions/dismissals</i>	<i>Net increase</i>
Judiciary Major Programme I	8	0	3	0	0	0	5
Office of the Prosecutor Major Programme II	16	6	18	1		2	-5
Registry Major Programme III	36	21	27	2	0	4	3
Secretariat of the ASP Major Programme IV	4	0	0	0	0	0	4
Secretariat of the TFV Major Programme VI	1	1	0	0	0	0	1
Proj Office Perm Premises Major Programme VII	0	0	1	0	0	0	-1
<b>Total ICC</b>	<b>65</b>	<b>28</b>	<b>49</b>	<b>3</b>	<b>0</b>	<b>6</b>	<b>7</b>

16. An update on recruitment, internal placement and turnover against established posts during the first three months of 2011 will be presented separately to the Committee at its sixteenth session.

17. In connection with recruitment performance, the Court wishes to advise that the e-recruitment system went live in October 2010. The system will offer opportunities for efficiencies; for the time being, enhancements and improvements will still need to be made in 2011 and 2012.

18. With respect to geographical representation, the Committee will be provided with updated information prior to its sixteenth session. Overall, the situation did not change significantly in 2010. While the Court had planned to undertake missions to under-represented and non-represented countries to raise awareness of employment opportunities with the Court, which had been welcomed by the Committee, this plan could not be realized due to budgetary and staffing constraints of the human resources section. A strategy for alternative measures to raise awareness of employment opportunities with the Court in under-represented regions and under-represented or non-represented countries will be presented to the Committee in the Court's next annual report on human resources management. Such measures may include the production of information materials on employment opportunities, the combination of staff travel on mission with employment awareness-raising events in relevant countries, and the increased engagement of relevant embassies/government offices in the publicizing of ICC employment opportunities. In addition, the increased utilization of the Court's Internship and Visiting Professionals Programme for the purpose of raising awareness of employment opportunities will be considered.

## **B. Transparency of the recruitment processes and establishment of a confirmation board**

19. At its fourteenth session, the Committee recommended that the Court consider the costs and benefits of mechanisms to ensure the transparency of its recruitment processes, including the establishment of a confirmation board, with the participation of staff representatives, as well as taking appropriate steps to provide for equitable geographical representation on recruitment boards.<sup>13</sup>

20. Until 2007, the Court operated with a Selection Committee. The Selection Committee reviewed all recommendations made by interview panels for the filling of established posts. Its primary mandate was to review the recommendations from the point

<sup>13</sup> Ibid., part B.1, para. 55.

of view of gender and geographical distribution. When the Court streamlined its recruitment processes in order to accelerate the filling of vacancies, which was then seen as too slow, the Selection Committee was suspended, as it was seen as a major cause for recruitment delays. Following three years of operating without this additional layer in the recruitment process, the Court is of the view that its re-establishment would not add to the quality of the existing selection processes. The costs of doing so would be, on the one hand, additional workload for both hiring managers, committee members and the human resources section, and inefficiencies caused by unnecessary delays in the filling of vacancies. Moreover, in the Court, unlike in other organizations, the appointing authorities personally review and approve, or not, each recommendation by interview panels thereby adding the oversight and review brought by a Selection Committee.

21. With regard to the composition of interview panels, the Court pays fullest attention to the greatest possible equitable geographical representation, as well as gender balance. Interview panels comprise between three and five members, and the Court can confidently state that they never consist of representatives of only one geographical region. Hiring managers at all levels are fully aware of the need to ensure appropriate representation; and this is also monitored by the human resources section. The “Recruitment Guidelines for Established Posts”, promulgated in 2009, provide specific instructions in this regard.

22. In 2010, the Court organized its first assessment centre exercise for a senior position, on a pilot basis. A second one is planned to take place in 2011. Assessments, conducted by external providers specialized in this area; provide useful information regarding a candidate’s competency profile, including leadership and decision-making skills. A review of the pilot experience will be conducted in order to determine the future use of assessment centres for senior positions at the Court.

### C. General Temporary Assistance (GTA)

23. As of 31 December 2010, the Court employed 215 staff funded from GTA. Of these, only eleven staff were performing functions not foreseen at the time of the preparation of the 2010 programme budget. An updated list of staff against “non-approved” GTA as of 31 March 2011 will be provided to the Committee at its sixteenth session.

24. At its fifteenth session, the Committee observed that there was no standard policy for the recruitment of GTA staff by the Court.<sup>14</sup> The Court wishes to advise the Committee that it operates with a fully standardized policy with regard to the principles for determining the use of GTA. These principles, first presented to the Committee at its twelfth session, are recaptured in Table 3 below.

**Table 3: GTA categories and descriptions**

<i>Category</i>	<i>Description</i>
Approved function	GTA is performing a function as approved by the Assembly in the budget. The function is considered to be of a temporary nature and therefore does not warrant creation of an established post.
Replacement function	GTA is performing the tasks of an established post: <ol style="list-style-type: none"> <li>(a) which is vacant,</li> <li>(b) of which the regular incumbent is on extended unpaid leave, secondments or loan.</li> </ol>
New/changed function	GTA is performing tasks for which a need arises that were not foreseen in the budget document.
Specific function	GTA requiring separate reporting, e.g.: <ol style="list-style-type: none"> <li>(a) appointments funded from the Contingency Fund,</li> <li>(b) in support of Trust Fund projects or other extra-budgetary funded functions.</li> </ol>

25. The above principles for the use of GTA have been communicated to all managers and are applied uniformly across the Court. It should be noted that requests for GTA within

<sup>14</sup> Ibid., part B.2, para. 69.

the first category, approved function, need to be made and justified at the time of the preparation of the proposed programme budget. If the head of organ approves their inclusion in the proposed programme budget, they are reviewed by the Committee at its August sessions. Final approval rests with the Assembly of States Parties (“the Assembly”). Requests for GTA in the other three categories are made at the time when the need arises and need to be fully justified in writing and approved at that time, subject to availability of funding. Prior to any recruitment activity, a request form indicating the relevant category of GTA is completed, and this is used uniformly across the Court.

26. With regard to the recruitment of staff against GTA, unlike in the earlier years of the Court’s operations the normal recruitment and selection processes governing the hiring against established posts have been followed for the last two years. GTA positions with duration of more than two months are advertised, interview panels are established, candidates are shortlisted and the final selection decision is made by the respective head of organ. This policy is applied in all organs. Very limited exceptions to the competitive selection process requirement may be authorized by the head of organ under specific circumstances, such as an unexpectedly arisen urgent need for rare language skills. These are fully in line with the “desirability for flexibility in the recruitment of GTA staff”, and the relevance of the “operational and functional needs of the Court”, both noted by the Committee at its fifteenth session.<sup>15</sup>

27. The Court has also introduced a performance appraisal system for staff funded by GTA.

#### **D. Use of consultants**

28. Consultants are not staff of the Court and they do not occupy established posts. Consultants are employed by the Court under the Special Services Agreement (SSA) modality. A policy on SSA is currently under preparation and is expected to be promulgated as an Administrative Instruction (AI) in 2011.

29. Annex II provides detailed information about the use of consultants by the Court in 2010.

#### **E. Junior Professional Officers (JPO)**

30. The need for JPOs, serving at the P-1 to P-3 levels, exists in many functional areas of the Court, for example, the junior legal officer functions in Chambers and Registry, functions relating to Victims and Witness Protection and the Trust Fund for Victims, as well as in the administrative areas. In view of the increasing workload in many parts of the Court, there exists an urgent need for additional support, particularly at the more junior professional levels.

31. The concept and principles underlying the JPO modality, which has existed for almost fifty years across the United Nations system, were described in the Court’s report on human resources management submitted to the Committee at its fourteenth session.<sup>16</sup> JPOs are young professionals who become staff of the organization for a limited duration (usually two years). JPOs are recruited under bilateral agreements between the organization and donor countries (“sponsoring countries”). JPOs do not occupy established posts and thus do not impact on the geographical representation. Also, as noted in the previous submission, the Court applies the principle of mandatory competitive recruitment to all established posts, and former JPOs wishing to apply for regular established posts following their JPO service would have to participate in the competition like any other competing candidate.

32. At its fourteenth session, the Committee generally welcomed the Court’s intention to establish this programme,<sup>17</sup> and recommended that the Court develop a special proposal on the JPO programme. The Committee also discussed the relationship of the JPO programme with regard to the existing guidelines on gratis personnel<sup>18</sup> and emphasized that the

<sup>15</sup> *Idem*.

<sup>16</sup> ICC-ASP/9/8; paras. 27 to 31.

<sup>17</sup> *Official Records ... Ninth session ... 2010* (ICC-ASP/9/20), vol. II, part B.1, para. 58.

<sup>18</sup> *Ibid*, para. 59.

implementation of the JPO programme should not in any way have a negative effect on geographical representation of regular professional posts.<sup>19</sup>

## **1. Proposal for establishment of a JPO programme at the Court**

33. In order to establish a JPO programme in the Court, the following steps are envisaged:

### **(a) Identification of sponsoring countries and bilateral agreements**

34. As a first step, the Court will ascertain the willingness of sponsoring countries to participate in its JPO programme. More than 30 countries are currently sponsoring JPO programmes in the United Nations system, and the Court will contact all States Parties to the Court with a view enquiring on their possible participation. Where willingness to participate is obtained, a Memorandum of Understanding (MOU) will be prepared. A generic draft sample MOU, based on similar agreements existing in the United Nations system, is attached as annex III. At this stage of the process, the Court will also seek to obtain an indication of the number of JPOs sponsoring countries are likely to fund.

### **(b) Creation of JPO posts in the Court, including (generic and specific) job descriptions**

35. Concurrently with the above, the Court will identify JPO posts at the Court and develop job descriptions. Generally, JPOs are carrying out functions at the P-2 level, although in some cases sponsoring countries are also willing to fund a P-3 JPO position. It is envisaged that JPOs could work in all major programmes. Given the Court's core mandate, the emphasis would be on legal positions; typical profiles would be Associate Legal Officers or Associate Trial Lawyers at the P-2 level. However, other areas within the Court may also furnish employment opportunities of mutual interest, such as work with victims and witnesses, court services, investigations or general administration. The Court will establish internal procedures for the establishment of JPO posts.

### **(c) Establishment of mechanisms for annual selection and recruitment processes**

36. Mechanisms for the recruitment of JPOs may vary, based on specific sponsoring country provisions. In most instances, however, countries carry out an initial pre-selection process, as JPO assignments are usually subject to intense competition at national levels, and provide the receiving organization with a shortlist of qualified candidates. The final selection decision; however, will rest with the Court.

### **(d) Establishment of provisions for management of JPOs during their assignments, including supervision, orientation, training and evaluation**

37. It will be critical that the young professionals joining the Court as JPOs obtain maximum benefits from their assignments with the institution in terms of quality supervision and development. Every JPO will be assigned an immediate supervisor, who will be required to guide and assist the young professional as necessary. JPOs will also participate in the Court's orientation programmes and may receive special training geared to their particular needs. Regular feedback in terms of performance evaluation will be mandatory for all managers supervising JPOs.

### **(e) Preparation of detailed guidelines governing the JPO programme describing (b) to (d) above**

38. In preparation for the introduction of the JPO programme, the Court will prepare guidelines that provide detailed information on the management of the programme. Preparation of such guidelines will be subject to the identification of sponsoring countries and the elaborations of specific provisions; however, for the purpose of this special proposal, an outline of these guidelines is provided in annex IV to this report.

<sup>19</sup> Ibid. para. 60.

**(f) Timeline**

39. The Court aims at commencing the JPO programme in 2012. The Committee's guidance is sought with respect to the commencement, in the course of 2011, of the implementation activities described above, bearing in mind that the arrival of the first JPOs would be subject not only to Assembly approval of the programme as such, but also to the timely allocation of funding for JPO positions in the Court in the sponsoring countries' respective national budgets.

**2. JPO and gratis personnel guidelines**

40. At its fourteenth session, the Committee noted that the existing guidelines on gratis personnel, adopted by the Assembly at its fourth session, did not seem to be applicable to JPOs as they only applied to "specialized functions".<sup>20</sup> This approach is also followed by organizations across the United Nations system which have JPO programmes in place while adhering to gratis personnel guidelines similar to those applicable to the Court. The current guidelines already make it explicit that they do not apply to interns and visiting professionals.<sup>21</sup> The Court therefore proposes that the Committee recommend to the Assembly the adoption of revised guidelines which add "Junior Professional Officer programme" to this category.

**F. Use of gratis personnel and application of gratis personnel guidelines to the Trust Fund for Victims ("the TFV")**

41. In its report on human resources management, submitted to the Committee at its fourteenth session, the Court advised that it had not availed itself of any gratis personnel.<sup>22</sup> The same holds true for 2010.

42. Subsequent to the submission of the report, a legal expert funded under a bilateral agreement, joined the TFV. At its fifteenth session held in August 2010, the Committee requested further information on the application of the guidelines to the TFV.<sup>23</sup>

43. The use of gratis personnel is regulated by article 44, paragraph 4, of the Rome Statute and by the guidelines for the selection and engagement of gratis personnel, adopted by the Assembly at its fourth session.<sup>24</sup> Both article 44 of the Rome Statute and the guidelines are fully applicable to all parts of the Court, including the TFV. In particular, for very specialized functions and on an exceptional basis, as set out in section 2 of the guidelines, the TFV may accept gratis personnel in the spirit of article 44 of the Rome Statute and the guidelines. However, to date the Trust Fund has not engaged any such gratis personnel.

44. A distinctive feature of the TFV as compared to other parts of the Court is that it may and does receive voluntary contributions to fulfill its mandate. Such voluntary contributions are guided by different rules from those that apply to assessed contributions by State Parties. In particular, in December 2007, the Assembly approved resolution ICC-ASP/6/Res.3, amending regulation 27 of the Regulations of the TFV pertaining to voluntary contributions so that the restriction on earmarking voluntary contributions, including those of governments, may be waived "when the funds have been raised at the initiative of the members of the Board of Directors and/or the Executive Director".<sup>25</sup>

45. With regard to the particular case that may have given rise to the request for clarification by the Committee, it is important to note that the TFV currently does not have any established post provision for a legal capacity within its Secretariat. The Board has considered legal support to the TFV's operations to be a special requirement, not least in regard of the start-up of activities in support of eligible victims and their communities.

<sup>20</sup> Ibid., para. 59.

<sup>21</sup> *Official Records ... Fourth session ... 2005* (ICC-ASP/4/32), resolution ICC-ASP/4/Res.4, annex II, section I, p. 342.

<sup>22</sup> ICC-ASP/9/8, para. 26

<sup>23</sup> *Official Records...Ninth session... 2010* (ICC-ASP/9/20), vol. II, part B.1, para. 126.

<sup>24</sup> See footnote 21 above.

<sup>25</sup> *Official Records ... Sixth session ... 2007* (ICC-ASP/4/32), resolution ICC-ASP/6/Res.3, vol I, p. 342.

Accordingly, in June 2009, at the sixth annual meeting of the Board of Directors of the TFV, after the then Executive Director had approached various State Parties with a view to contributing towards the provision of legal expertise to the TFV at this defining early stage in its existence, the Board took a decision to accept an earmarked contribution for a project entitled “Legal Start-up for the Secretariat of the Trust Fund”.

### **G. Freezing of established post level and re-justification of existing posts**

46. At its fifteenth session, the Committee recommended that the Court freeze the number of permanent posts at its approved 2010 level until a comprehensive re-justification of all posts had been conducted.<sup>26</sup> A re-justification of existing posts will be undertaken for two sub-programmes in Registry and presented to the Committee at its seventeenth session. This is connected to the Court’s feasibility study on “zero-based budgeting”, as well as a report on the staff needed to run Court proceedings and the “skeleton” staff required to operate the Court without Court proceedings, which will be presented to the Committee in separate reports at its sixteenth session.

47. For the purpose of this report, the Court wishes to note that the potential new “zero-budgeting” approach to managing its human resources would present both opportunities and challenges. A review of existing structures, including the distribution of responsibilities and reporting levels, may present opportunities for efficiencies and flexibilities with regard to addressing newly emerging requirements for the Court’s operations. This could be a timely undertaking as the Court approaches the end of its first decade. At the same time, due regard would need to be paid to considerations relating to employment security and advancement of staff. This may imply internal redeployments and re-tooling exercises. If such route is chosen, it will be important that the Court develop a comprehensive approach and dedicate sufficient resources to the exercise.

### **H. Committee queries on vacant and other specific posts**

48. The Court received queries on the post of Senior Administrative Officer (P-5), Immediate Office of the Registrar (IOR), the post of Head, Staffing Unit (P-4), Human Resources Section (HRS) and the post of spokesperson (P-4), Public Information and Documentation Section (PIDS). At its fifteenth session, the Committee had not allocated funding for 2011 for these three posts. It was, however, clarified that if funding could be identified within the Registry, these posts could be maintained.

49. The following update is provided in respect to the three positions:

50. The post of Senior Administrative Officer was never vacant. It had been loaned from the IOR to the Trust Fund for Victims in 2009. In 2010, when the new Director of the Trust Fund assumed his functions, the post of Senior Administrative Officer was returned to the IOR with a new job description addressing new requirements within Registry. At its fifteenth session, the Committee recommended that a full justification for this post be provided in the proposed programme budget for 2012.<sup>27</sup>

51. With regard to the post of Head, Staffing Unit, the Committee expressed the view<sup>28</sup> that the post had been vacant for a significant amount of time. In fact, the post was advertised and recruitment activity started before the then incumbent had even left the Court. At the time of the fifteenth session in August 2010, the recruitment process was almost concluded and did therefore not fall in the category of vacant. The post is now filled.

52. Spokesperson, PIDS. This post has been advertised and the selection process will be completed in March 2011. It is a key position which continues to be required. The Court has identified funding for this post for 2011.

<sup>26</sup> *Official Records ... Ninth session ... 2010* (ICC-ASP/9/20), vol. II, part B.2, para. 81.

<sup>27</sup> ICC-ASP/9/15 para. 100.

<sup>28</sup> *Official Records ... Ninth session ... 2010* (ICC-ASP/9/20), vol. II, part B.2, para. 112.

### **III. Conditions of service**

53. Objective 4 of the human resources strategy aims at ensuring attractive conditions of service for all Court staff serving at headquarters and field duty stations. In this regard, the Committee recommended that conditions of service applicable to staff are clearly established and applied evenly in all organs. The Committee further requested that the Court establish clear guidelines in order to establish appropriate application of service benefits.<sup>29</sup> A related request of the Committee is a report on annual salary increases.<sup>30</sup>

#### **A. Development and applicability of human resources policies**

54. In addition to the administrative instruction on performance rebuttals (see para. 58 below), the Court has promulgated several policies governing the revised conditions of service for internationally-recruited professional field staff. Other important new policies issued through the first quarter of 2011 relate to the administration of medical and emergency leave, attendance recording and staff development leave. The Code of Conduct is expected to be finalized in the first quarter of 2011. Projects under development include administrative instructions on performance appraisals, duration of appointments, the use of the probationary period, special service agreements and retiree health insurance; these are expected to be finalized in the course of 2011. In 2012, policies on compensatory time off and overtime payment, short-term appointments and various benefits-related matters are expected to be prepared.

55. To ensure Court-wide applicability, human resources policies are developed through inter-organ consultative mechanisms, with the participation of the staff representatives, and approved by the heads of organs. Generally, benefits and entitlements are those of the United Nations common system of salaries, allowances and benefits and are stipulated in the Court's Staff Regulations and Rules and these are uniformly applied across organs. Administrative Instructions, promulgated by the Registrar, in consultation with the Prosecutor, also apply to all organs. An exception has been the Administrative Instruction on Performance Rebuttal, which includes a differentiation in the final decision-making process. Within Registry, the findings of the Rebuttal Panel are considered final; in the Office of the Prosecutor, they are subject to the authority of the Prosecutor.

56. In contrast to Administrative Instructions, Standard Operating Procedures (SOP) or Guidelines may apply, as appropriate, on an organ, division or section basis. At times, such SOP may also serve a pilot function to test a new approach with a view to being formalized as a policy at a later stage. An example is the policy on staff development leave, first introduced by the Office of the Prosecutor on a trial basis as an SOP. A Court-wide policy on staff development leave was subsequently prepared to apply to all organs and is currently being finalized as an Administrative Instruction.

57. It should be noted that the development of a solid human resources policy framework, in the form of administrative instructions covering all relevant areas of human resources management, is still a work in progress. To a significant extent, this is due to the fact that, in the early years of its operations, the Court intentionally placed little emphasis on the development of administrative instructions. Moreover, unlike other independent international organizations of comparable size, the Court does not have a dedicated human resources policy unit, staffed with professional-level posts. As a result, progress in the development of an adequate framework has been slow and, in the absence of any possibility to create the required capacity, this is not expected to change in the near future.

#### **B. Internationally-recruited Professional staff serving at field locations**

58. In 2010, the Court implemented improved conditions of service for Professional staff serving at field duty stations, in line with the conditions applied by the United Nations funds and programmes. The introduction of these improved conditions followed a two-year review process, of which the Committee was informed at its tenth, twelfth and fourteenth

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<sup>29</sup> *Ibid.*, part B.1, para. 61.

<sup>30</sup> *Ibid.*, para. 51.

sessions.<sup>31</sup> Staff at locations classified by the United Nations as “family duty stations” now have the possibility for families to join them at the duty station. Staff at locations classified as “non-family duty stations” may install families at another family duty station. The compensation for staff serving at non-family field offices now includes post adjustment and a special operations living allowance. The increase in compensation as explained is part of the Common staff cost component as in the UN system, and therefore has always been included into the staff cost budget calculations.

### C. Salary increases

59. The Court applies the United Nations common system of salaries, allowances and benefits. The rationale for applying the system, and its implications, were presented to the Committee at its thirteenth session in a report entitled “Report of the Court on its salary framework”.<sup>32</sup>

60. Increases in annual salary costs are due to the following:

(a) Annual within-grade step increases: In accordance with Staff Rule 103.8, staff receive one additional step within their respective grade level on an annual basis. This is applicable to all staff and subject to satisfactory performance. It is difficult to estimate the annual costs of these increases, as the effective date of a step increment depends on the individual staff member’s appointment dates rather than the budgetary cycle.

(b) Increases in the salary scale for locally-recruited General Service staff. Salary scales for locally-recruited staff are established for each official duty station. Comprehensive local salary surveys are conducted every five years; interim adjustments are made on an annual basis. The most recent adjustment, effective October 2010, led to a 2.5 per cent increase in salaries, corresponding to an amount of €570,000.

61. As regards the salary scale for internationally-recruited Professional staff (which includes gross and net salaries, but not the location-specific post adjustment allowance), it should be noted that no real increase in this salary scale has taken place since 2002. The salary scale of the United Nations applies to internationally-recruited Professional staff worldwide, and is approved by the General Assembly of the United Nations. In line with the requirements of the methodology for establishing professional salary scales with respect to the national comparator of the United Nations, an annual increase in the salary scale is offset by a reduction in post adjustment on a “no loss no gain” basis. There is no budgetary impact of these adjustments.

### D. Implementation of improvements in social security provisions

62. In its report on human resources management presented to the Committee at its fourteenth session, the Court highlighted the need to improve several aspects of its health insurance package<sup>33</sup>. In particular, the Court pointed out that it had not yet introduced a subsidy scheme for health insurance premiums of long-serving staff who retire from the organization. The Court noted that such subsidies were provided by all international organizations that did not limit employment duration and ranged in the order of 50 to 80 percent, with more than half of common system organizations subsidizing 75 or 80 per cent. Provisions for affordable health care for long-standing former civil servants were also an integral part of social security provisions of national administrations. The Court therefore informed the Committee of its intention to introduce a two-thirds (67 per cent) subsidy as of 1 January 2011 for eligible staff who might have reached retirement age (62, or 55 for early retirement). The Court had carefully examined the financial implications of the proposed subsidy scheme and was satisfied that, for the next 10 to 15 years, the costs could be absorbed within the budget and would not require an increase in the budget.

63. At its fourteenth session, the Committee discussed the retiree insurance subsidy scheme and was provided with detailed additional information on the envisaged modalities of the scheme and the estimated cost implications. In its report on the fourteenth session,

<sup>31</sup> ICC-ASP/7/6, para. 15 (b) Rationale, and annex II; ICC-ASP/8/8, paras. 24-29, ICC-ASP/9/8 paras. 34-36.

<sup>32</sup> ICC-ASP/8/32.

<sup>33</sup> ICC-ASP/9/8, paras. 43-47.

the Committee did not specifically refer, in the summary of its discussion of the report on human resources, to this matter. The Court, therefore, reiterates its intention to offer the subsidy scheme to eligible staff who retire in or after 2011. Additional information, provided to the Committee at its fourteenth session, is provided in annex V.

#### **IV. Staff well-being**

64. Objective 5 of the human resources strategy aims at increasing staff well-being by enhancing existing support programmes and developing new ones. In 2010, the Court conducted group sessions, workshops, trainings and awareness information sessions in the area of staff health and welfare for a total of 237 staff members. These included secondary traumatization awareness raising sessions, stress management workshops, team counseling sessions, work-life balance training and an information session on depression.

65. At the individual level the staff welfare office of the Court conducted 427 consultations for a total of 90 clients. 90 per cent of those staff members who were on sick leave for reasons such as burn-out, stress or workplace problems had returned to work full-time following short term coaching/counseling with the staff welfare office.

66. On the medical side, the Court improved and developed further its services and carried out health and safety risk management activities, which included advising managers on managing sickness absences and early back-to-work reintegration, providing internal training in CPR and First Aid to all floor wardens and organizing a number of information sessions relating to women's health issues.

67. As in previous years, a number of the Court's health-related activities focused on staff in the field and staff travelling to the field on mission. Support activities included pre-travel health briefings, malaria prophylaxis, travel medical kits, vaccinations and travel medical clearances to 263 travellers to the field; missions to field offices by health and welfare staff to DRC, Uganda and the Central African Republic. The Medical Officer of the Court also participated in a reconnaissance mission to Kenya, with a view to ensuring adequate medical access for staff to be posted there. The Court provided HIV/AIDS and tuberculosis awareness training to staff in the field and put emphasis on improving staff's access to health and psychological care in the field

68. The Environment and Health System module was implemented as part of the Court Enterprise Resources Planning (ERP) system.

#### **V. Performance management**

69. Objective 7 of the human resources strategy relates to the institutionalization of a well-functioning performance management system. The Committee, at its fourteenth session, made a number of recommendations in this regard.<sup>34</sup>

70. In its last annual report on human resources management, the Court provided the Committee with detailed information on its performance management system.<sup>35</sup> Since then, further progress was noted with regard to the institutionalization of the system. A performance rebuttal system was formalized through an administrative issuance. An administrative instruction on the performance appraisal process will be prepared in 2011, replacing the current guidelines as a more formal tool. An electronic monitoring system that measures compliance with the appraisal process is under preparation.

71. Annual individual workplans continue to be linked to section and division plans, which in turn are guided by the strategic priorities and budget assumptions of the Court as a whole. Due regard to satisfactory performance is paid at the time of the renewal of appointments. Where performance is less than satisfactory, managers are required to establish clear objectives and performance indicators for improvement and to provide regular feedback, both orally and in writing. In a few cases, appointments were not extended due to unsatisfactory performance. In such cases, care is taken to ensure that the

<sup>34</sup> *Official Records ... Ninth session ... 2010* (ICC-ASP/9/20), vol. II, part B.1, para.63.

<sup>35</sup> ICC-ASP/9/8, paras. 56-64.

process leading to non-extension is thoroughly documented and complies fully with the jurisprudence established by the International Labour Office Administrative Tribunal (ILOAT).

## VI. Learning and training

72. Objective 8 of the human resources strategy aims at the provision of learning and training opportunities that contribute to the achievement of the Court's goals and address individual development needs. In its 2010 report on human resources management, the Court presented to the Committee its new strategic approach to learning, including the methodology for determining learning needs and its 2009 Strategic Learning Plan.<sup>36</sup> In 2010, the same approach was pursued, encompassing the key strategic areas of

- (a) Leadership, management and organizational development;
- (b) Substantive and technical knowledge;
- (c) Information technology;
- (d) Languages;
- (e) Staff well-being;
- (f) Human resources and financial management; and
- (g) Induction and career support.

73. In order to take into account learning needs identified through the annual performance management process, which has a cycle from March through February, the Strategic Learning covers the period April through March. An update on the implementation of the 2010 Plan will therefore be provided to the Committee at its sixteenth session.

74. It should be noted that access to developmental opportunities continues to be a priority for staff and has been highlighted as such by staff representatives on a number of occasions, not only with regard to immediate learning needs that target performance enhancements in a staff member's current job, but also with a view to addressing medium- and longer-term career development objectives. At the present time, the Court's resources for training and learning suffice only to address certain of the immediate needs.

## VII. Other matters

### A. Reclassifications

75. At its fifteenth session, the Committee requested information on the legal bases of the process for reclassifications in the Court.<sup>37</sup>

76. The legal bases for reclassifications are Staff Regulation 2.1 and Staff Rule 102.1, entitled "Classification of Posts", which stipulate that posts in the Court shall be classified according to the nature of their duties and responsibilities, in conformity with the United Nations common system of salaries, allowance and benefits. Conformity with the common system in this case implies the application of the job evaluation standards of the International Civil Service Commission developed for the General Service and the Professional and higher categories.

77. In this context, the Court wishes to draw the attention of the Committee to the detailed information provided to the fourteenth session of the Committee in the context of its report on human resources management.<sup>38</sup> The report described the purpose and rationale for reclassification, the required justifications, the procedures for requesting a review, the evaluation criteria, approval process and the implementation of reclassifications. In respect of the selection of consultants to evaluate requests for post

<sup>36</sup>Ibid., paras. 69-81 and annexes II and III.

<sup>37</sup>Official Records ... Ninth session ... 2010 (ICC-ASP/9/20), vol. II, part B.2, para. 108.

<sup>38</sup>ICC-ASP/9/8, paras. 84-103.

reclassification, the Court highlighted that these consultants are chosen from a list of qualified consultants who are familiar with the ICSC methodology. There are not too many of such experts and selection is often subject to availability. To-date, the Court has worked with four different consultants.

78. All of these elements to the policy have also regularly been communicated to managers and staff within the Court and constitute the institution's policy with regard to reclassification. Such policy is now being formalized through an Administrative Instruction.

79. The Court has noted that the Committee did not recommend approval of most of the Professional posts proposed for reclassification in the 2011 programme budget. In most of these cases, the Committee expressed a lack of conviction that the responsibilities of the respective post had increased significantly enough to warrant a reclassification. The Committee has also communicated to the Court its concern that reclassifications may be used for the purpose of promotion of individual incumbents. While the Court has assured the Committee that this has not been the case, in light of the concerns expressed by both the Committee and the Assembly, the Court wishes to propose that the issue of reclassifications be addressed with a new and different approach, guided by the following principles:

(a) The Court will not make new requests for reclassifications in the context of the 2012 programme budget; a separate submission will be made by the Office of the Prosecutor regarding the previously submitted request for the classification of the post of Prosecution Coordinator;

(b) In 2011, the Court will review its approach to reclassification in the context of its revised human resources strategy with regard to the freezing of the overall number of posts and the requirement for re-justification of existing posts in the case of requests for additional posts. The underlying concept in this regard will be the consideration of reclassifications within the framework of overall organizational structures and responsibilities at section, division and organ levels;

(c) Based on this review, the Court will submit to the Committee at its eighteenth session a proposal for a future approach to reclassifications. Once this approach is agreed, an administrative instruction will be developed.

80. In proposing the above, the Court is mindful of the concerns expressed by the Committee with regard to reclassifications as well as of the organizational imperatives to adjust structures assigned to organizational units and responsibilities assigned to individual staff in accordance with the institution's strategic and operational requirements. Such requirements are subject to change at all times, and like any other organization, the Court needs to have the possibility of balancing organizational stability with organizational flexibility. If flexibility drivers lead to a significant shift in job contents and level of responsibilities of staff, post levels need to be reviewed and, if necessary, reclassified. The Court therefore remains of the view that reviews of classified levels of posts are necessary at times and that reclassifications are an essential tool for organizations to adjust to changing requirements and strategic as well as operational demands.

## **B. 2010 Staff Survey**

81. In the fall of 2010, the Court conducted its second staff survey, the results of which will be provided to the Committee at its sixteenth session. Heads of organs and senior management have been reviewing the results and started to consider suitable follow-up actions, geared to addressing specific areas and tailored to specific needs. Funding will be requested to support the follow-up actions; including for the leadership development programme, which has not yet been implemented.

## **C. Operational support to human resources management**

82. At its fifteenth session, the Committee decided not to allocate funding in 2011 for the position of P-4, Head of Staffing Unit.<sup>39</sup> The Court is of the view that the position,

<sup>39</sup> *Official Records ... Ninth session ... 2010* (ICC-ASP/9/20), vol. II, part B.2, para. 112.

which also functions as Deputy to the Chief of the Section, is a key one, without which many of the planned and required activities of the human resources section cannot be carried out or need to experience significant delay. The Head of the Staffing Unit will be expected to provide critical support to managers across the Court as they review their organizational structures and provide re-justifications for existing posts in the context of the revised human resources strategy that envisages the freezing of established posts at 2010 levels. The incumbent of the post will also be responsible for preparing the above-mentioned strategy with regard to geographical representation.

83. With regard to the overall staffing of the human resources function in the Court, the Court considers that the number of established posts in the human resources section is not sufficient to deliver the results and tasks expected in an independent organization of the size of the Court. While the section has 22 established posts, the actual headcount at any given time over the last four years has been between 30 and 35. As noted in para. 47 above, unlike in similar institutions of comparable size, there are no professional-level posts dedicated to human resources policy development and implementation.

84. The Staffing Unit has operated for several years with GTAs, individual contractors and posts borrowed or funded from other parts of the Registry. It should be noted that the Staffing Unit is not merely responsible for recruitment but also for a range of other staffing matters, including career advice to staff. The Staff Administration Unit, which is responsible for the processing of contracts and benefits and entitlements, has remained at the same staffing levels for years, despite the fact that the overall staff of the Court has doubled. This Unit thus also depends on support from GTA and individual contractors. The training function is supported by only two established posts, one at the Professional and one at the General Service level. This is insufficient to cope with the workload related to training and learning, and the Unit has thus had to employ an individual contractor, and this will need to continue in order to implement the leadership development programme, which was commenced in 2010.

85. The Court is currently undertaking a benchmark study of human resources departments in comparable international organizations and will provide the findings to the Committee at its seventeenth session.

## **VIII. Summary and conclusions**

86. Throughout 2010, the Court continued to work towards the achievement of its human resources strategy, and progress could be noted in key areas. Recruitment activities were on target and the number of staff leaving the Court was lower than in previous years. Internal candidates filled about one third of vacant posts, which represents an increase over 2009 and is indicative of career development opportunities that exist for Court staff. Staff welfare and development were supported through ongoing activities and learning programmes and performance management was further strengthened throughout the Court. Several new human resource related policies were promulgated or are nearing finalization. The conditions of service of the Court's internationally-recruited professional field staff were improved.

87. Challenges for the future remain. As a permanent institution, the Court has yet to define a comprehensive career development framework; policy development in the area of human resources management should usefully be accelerated; access to training and developmental opportunities continues to be seen as limited by staff. A particular challenge, however, stems from the institution's move from its growth and establishment phase towards a stage of maturity and the decision of the Assembly to maintain the Court's number of established posts at 2010 levels. Unless a re-justification of existing posts is made, the number of established posts will remain at 2010 levels and the Court will need to manage its range of functions, including new ones, within existing staffing levels. This will require greater focus on organizational design efforts, including re-engineering, restructuring and redeployments, and, where required, reclassifications.

88. Within this challenge, however, also lies opportunity: the opportunity for the Court to achieve stability and maintain internal flexibility while providing for employment security and advancement for its well-performing staff.

## Annex I

### HR Strategy Objectives

#### ICC Strategic Plan Objective 10

**Attract, care for and offer career development and advancement opportunities to a diverse staff of the highest quality**

<i>Key areas</i>	<i>Specific HR Objectives</i>
Recruitment	<ol style="list-style-type: none"> <li>1. Define and apply a systematic, fair and transparent selection process to ensure the highest quality of (external) recruitment and (internal) placement;</li> <li>2. Strengthen the capabilities of staff with hiring responsibilities;</li> <li>3. Increase external awareness of ICC employment opportunities;</li> </ol>
Caring environment	<ol style="list-style-type: none"> <li>4. Ensure attractive conditions of service and compensation systems for all Court staff at headquarters and field duty stations;</li> <li>5. Increase staff well-being by enhancing existing support programmes and developing new ones;</li> <li>6. Enhance and develop further the administration of internal justice systems;</li> </ol>
Career Development	<ol style="list-style-type: none"> <li>7. Institutionalize a well-functioning performance management system, including performance-based incentives;</li> <li>8. Provide learning and training opportunities that contribute to the achievement of the Court's goals and address individual development needs;</li> <li>9. Develop and implement approaches and systems for career management and advancement of staff.</li> </ol>

## Annex II

### Use of consultants

#### SSA overview 2010 - Judiciary

<i>Short Text</i>	<i>Matl Group</i>	<i>Fund</i>	<i>Funds Ctr</i>	<i>G/L Acct</i>	<i>Net price in EUR</i>	<i>Justification</i>
Legal Assistance	Indiv. Contractor	ICC2010	1100	3190	<b>Total 9,750.00</b>	To assist during staffing shortage in Presidency
Legal Assistance	Indiv. Contractor	ICC2010	1200	3190	<b>Total 9,000.00</b>	Coverage in relation to SLWOP
Legal Assistance	Indiv. Contractor	ICC2010	1200	3190	<b>Total 6,000.00</b>	Assist with peak workload in Pre-Trial - as indicated in budget
Legal Assistance	Indiv. Contractor	ICC2010	1200	3190	8,082.71	To assist during paternity leave (approved funding in Chambers budget) and then during period of recruitment for Contingency-Funded posts
		CON1001	1200	3190	3,000.00	
					<b>Total 11,082.71</b>	
Clerk assistant	Indiv. Contractor	ICC2010	1200	3190	<b>Total 8,400.00</b>	Assist with peak workload in Pre-Trial - as indicated in budget
Legal Assistance	Indiv. Contractor	CON1001	1200	3190	<b>Total 15,105.00</b>	To assist during period of recruitment for Contingency-Funded posts
Legal Assistance	Indiv. Contractor	ICC2010	1200	3190	<b>Total 2,100.00</b>	Assist with peak workload in Pre-Trial - as indicated in budget
Legal Assistance	Indiv. Contractor	SRF2010	1200	3190	<b>Total 6,858.00</b>	To assist during staffing shortage in Presidency
Legal Assistance	Indiv. Contractor	SRF2010	1200	3190	<b>Total 6,858.00</b>	To assist during staffing shortage in Presidency
Legal Assistance	Indiv. Contractor	ICC2010	1200	3190	<b>Total 20,981.06</b>	Coverage in relation to SLWOP
Legal Assistance	Indiv. Contractor	ICC2010	1200	3190	<b>Total 7,793.09</b>	To assist during period of recruitment for Contingency-Funded posts
Legal Assistance	Indiv. Contractor	ICC2010	1200	3190	<b>Total 18,661.75</b>	To assist during period of recruitment for GTA legal officer support for judge Ozaki
<b>Grand total 122,589.61</b>						

#### SSA overview 2010 - Office of the Prosecutor

<i>Short Text</i>	<i>Category</i>	<i>Funds Total Fee</i>		<i>Justification</i>	
		<i>Fund</i>	<i>Ctr (EUR)</i>		
Consultant Legal Tools	Consultant	T202-2010	2110	<b>72,000</b>	Project consultant/coordinator and legal assistant for the ICC Legal Tools Project. Project funded by extra budgetary contributions (EU, Fin, DE, NL) and in accordance with approved allocations for consultancy.
Legal/Administrative Assistant	Consultant	T202-1002	2110	<b>7,500</b>	
<b>Sub total consultants (Extra-budgetary donations)</b>				<b>79,500</b>	
Consultancy services	Consultant	SRF2010	2110	<b>6,000</b>	Consultant will conduct an evaluation and produce a report on how to encourage the continued cooperation and support from states parties and at the same time preserve the independent mandate of office of the Prosecutor of the ICC.
UN Consultants	Consultant	SRF2010	2110	<b>14,820</b>	Provide necessary consultancy services concerning the release of UN documents relating to OTP cases relating to article 5(3)(e)
Legal Adviser	Consultant	SRF2010	2110	<b>12,314</b>	Legal advice on DRC1 case
OTP Consultant	Consultant	SRF2010	2110	<b>13,495</b>	To evaluate the effectiveness of OTP communication efforts in respect of francophone media
Consultancy contract	Consultant	SRF2010	2110	<b>1,115</b>	Consultant/Advisor to Prosecutor's Office on interacting with mediators

Short Text	Category	Funds		Total Fee	Justification
		Fund	Ctr	(EUR)	
Consultant for workshop	Consultant	SRF2010	2110	<b>1,524</b>	Familiarization of Investigators and Trial Lawyers in regard to cultural issues in the context of the Kenya case
Consultant for workshop	Consultant	SRF2010	2110	<b>1,861</b>	Familiarization of Investigators and Trial Lawyers in regard to cultural issues in the context of the Kenya case
Consultancy services	Consultant	SRF2010	2110	<b>21,175</b>	Providing specific advice and training on investigation techniques
Consultancy services	Consultant	SRF2010	2110	<b>15,494</b>	Expert witnesses for the CAR case
Consultancy services	Consultant	SRF2010	2110	<b>10,868</b>	
Consultancy services	Consultant	SRF2010	2110	<b>4,304</b>	
<b>Sub total consultants (Regular Budget)</b>				<b>102,970</b>	
PIU Liaison Officer	Indiv. Contractor	ICC2010	2110	<b>6,000</b>	PIU Liaison Officer
Translator	Indiv. Contractor	SRF2010	2120	<b>6,245</b>	Translation services
Translator	Indiv. Contractor	SRF2010	2120	<b>2,803</b>	Zaghawa translation work for Darfur cases
Translator	Indiv. Contractor	SRF2010	2120	<b>42,118</b>	English- Arabic translation in relation to Darfur cases
Translation work	Indiv. Contractor	SRF2010	2120	<b>13,734</b>	To replace French-English Translator/Reviser who deputized for Head of LSU during extended sick leave (9 weeks)
Glossary work	Indiv. Contractor	SRF2010	2120	<b>701</b>	Glossary work
Translation work	Indiv. Contractor	SRF2010	2120	<b>2,570</b>	Translation work
Translation work	Indiv. Contractor	SRF2010	2120	<b>2,102</b>	To prepare terminology for Kenya Swahili and Luo in preparation for Kenya case
Language Adviser	Indiv. Contractor	SRF2010	2120	<b>3,387</b>	To assist the LSU staff in testing and recruiting Zaghawa language contractors (field interpreters) for Darfur cases
Field Interpretation	Indiv. Contractor	SRF2010	2120	<b>674</b>	All individual contractors in this group have been selected from the LSU roster to provide interpretation for witness interviews conducted by OTP investigators in place of mission or at headquarters. Multiple contracts have been issued to a number of these rostered candidates reflecting the small pool of trained interpreters available for some language combinations. Allocation is ASP approved for these functions.
Field Interpretation	Indiv. Contractor	SRF2010	2120	<b>584</b>	
Field Interpretation	Indiv. Contractor	SRF2010	2120	<b>3,971</b>	
Field interpretation	Indiv. Contractor	SRF2010	2120	<b>4,205</b>	
Field interpretation	Indiv. Contractor	SRF2010	2120	<b>79</b>	
Field Interpretation	Indiv. Contractor	SRF2010	2120	<b>3,753</b>	
Field Interpretation	Indiv. Contractor	SRF2010	2120	<b>4,760</b>	
Field Interpretation	Indiv. Contractor	SRF2010	2120	<b>1,608</b>	
Field Interpretation	Indiv. Contractor	SRF2010	2120	<b>916</b>	
Field Interpretation	Indiv. Contractor	SRF2010	2120	<b>2,336</b>	
Field Interpretation	Indiv. Contractor	SRF2010	2120	<b>8,877</b>	
Field Interpretation	Indiv. Contractor	SRF2010	2120	<b>3,504</b>	
Field interpretation	Indiv. Contractor	SRF2010	2120	<b>1,243</b>	
Field Interpretation	Indiv. Contractor	SRF2010	2120	<b>1,603</b>	
Field Interpretation	Indiv. Contractor	SRF2010	2120	<b>2,860</b>	
Psycho-social Expert	Indiv. Contractor	SRF2010	2320	<b>500</b>	
Psycho-social Expert	Indiv. Contractor	SRF2010	2320	<b>750</b>	
Psycho-social Expert	Indiv. Contractor	SRF2010	2320	<b>750</b>	
Psycho-social Expert	Indiv. Contractor	SRF2010	2320	<b>250</b>	
Provide 4 days training	Indiv. Contractor	SRF2010	2320	<b>852</b>	Forensic photography training (360 degree imaging and presentation); trainer specialized in technology and software development

<i>Short Text</i>	<i>Category</i>	<i>Funds Total Fee</i>			<i>Justification</i>
		<i>Fund</i>	<i>Ctr</i>	<i>(EUR)</i>	
Intermediary services	Indiv. Contractor	SRF2010	2330	<b>54</b>	All individual contractors in this group have been selected by the OTP Joint Teams to provide intermediary services in support of the investigations in the field where there is risk-benefit analysis to warrant engaging an intermediary. Multiple contracts have been issued to some of these intermediaries where need for services continued. The Intermediaries work under the supervision of an official handler (investigator) to facilitate contact between the OTP or any other source of information
Intermediary services	Indiv. Contractor	SRF2010	2330	<b>1,508</b>	
Intermediary services	Indiv. Contractor	SRF2011	2330	<b>435</b>	
Intermediary services	Indiv. Contractor	SRF2012	2330	<b>87</b>	
Intermediary services	Indiv. Contractor	SRF2010	2330	<b>353</b>	
Intermediary services	Indiv. Contractor	SRF2010	2330	<b>2,104</b>	
Intermediary services	Indiv. Contractor	SRF2010	2330	<b>1,332</b>	
Intermediary services	Indiv. Contractor	SRF2010	2330	<b>403</b>	
Intermediary services	Indiv. Contractor	SRF2010	2330	<b>84</b>	
<b>Sub total contractors (Regular Budget)</b>				<b>130,096</b>	
<b>Total consultants and contractors</b>				<b>312,566</b>	

### SSA overview 2010 - Registry

<i>Short Text</i>	<i>Matl Group</i>	<i>Fund</i>	<i>Funds</i>	<i>Ctr</i>	<i>G/L Acct</i>	<i>Net price in EUR</i>	<i>Justification</i>
SSA Contract	Consultant	ICC2010	3120	3410	<b>Total</b>	<b>2,000.00</b>	Stipend and travel fees covered for the eAudit Committee.
SSA Contract	Consultant	ICC2010	3120	3410	<b>Total</b>	<b>2,000.00</b>	
SSA Contract	Consultant	ICC2010	3120	3410	<b>Total</b>	<b>2,000.00</b>	
SSA Contract	Consultant	ICC2010	3120	3410	<b>Total</b>	<b>2,000.00</b>	
Asst.Leg.Officer	Indiv. Contractor	ICC2010	3130	3190	<b>Total</b>	<b>19,478.60</b>	The SSA was engaged to fill the gap resulting from the temporary deployment of a P4 as Interim Head of VWU. Given the uncertainties regarding finalization of the recruitment and possible return of the incumbent, SSA was considered to be the best option for enabling LASS to manage its heavy workload.
SSA fees	Indiv. Contractor	ICC2010	3160	3190	<b>Total</b>	<b>32,249.32</b>	Provide necessary administrative support to POPP and support contact between ICC users and architect for the permanent premises project. Support analysis of the architectural design Gather and distribute information regarding user requirements Create drawings/ schemes to illustrate user requirements. Communicate status of design to user group representatives. Assist in facilitating workshops between involved stakeholders in order to communicate user requirements and test design concepts. Further develop and maintain database containing permanent premises user requirements.
Cleaning Services	Indiv. Contractor	SRF2010	3180	3190	<b>Total</b>	<b>486.60</b>	Hired from a previously security -vetted pool for limited periods of time to cover for staff leaves/illnesses
Cleaning Services	Indiv. Contractor	SRF2010	3180	3190	<b>Total</b>	<b>327.04</b>	
Cleaning Services	Indiv. Contractor	SRF2010	3180	3190	<b>Total</b>	<b>2,078.08</b>	
Cleaning Services	Indiv. Contractor	SRF2010	3180	3190	<b>Total</b>	<b>1,200.96</b>	

<i>Short Text</i>	<i>Matl Group</i>	<i>Fund</i>	<i>Funds Ctr</i>	<i>G/L Acct</i>	<i>Net price in EUR</i>	<i>Justification</i>
Driving services	Indiv. Contractor	SRF2010	3180	3190	<b>Total 1,860.78</b>	Hired from a previously security-vetted pool for limited periods of time to cover for either staff leaves/illnesses, driver overtimes and/or operational support related shortfalls. Senior Driver(s) - hired to cover operational shortfalls and until such time recruitment drives could be duly completed/finalized
Driving Services	Indiv. Contractor	SRF2010	3180	3190	<b>Total 542.35</b>	
Driving Services	Indiv. Contractor	SRF2010	3180	3190	<b>Total 542.35</b>	
Driving Services	Indiv. Contractor	SRF2010	3180	3190	<b>Total 1,063.30</b>	
Driving Services	Indiv. Contractor	SRF2010	3180	3190	<b>Total 2,689.28</b>	
Driving Services	Indiv. Contractor	SRF2010	3180	3190	<b>Total 2,689.28</b>	
Driving Services	Indiv. Contractor	SRF2010	3180	3190	<b>Total 8,126.22</b>	
Admin Assitant	Indiv. Contractor	SRF2010	3180	3190	<b>Total 1,074.61</b>	Hired to cover operational shortfalls and until such time recruitment drives could be duly completed/finalized (which has been the case)
SSA pour agent d'etretien	Indiv. Contractor	SRF2010	3180	3190	<b>Total 489.72</b>	Temporary cleaner to stand in for the G-1 when/while on leave
SSA Admin Assistant	Indiv. Contractor	SRF2010	3180	3190	<b>Total 8,075.78</b>	Hired to cover operational shortfalls and until such time recruitment drive can be duly completed/finalized
Interim Field Office Manager	Indiv. Contractor	SRF2010	3180	3190	<b>Total 282.00</b>	Hired as interim FOM to cover operational shortfalls and FOM who is on extended medical leave (approved by Registrar)
SSA Contract	Indiv. Contractor	SRF2010	3180	3190	<b>Total 1,465.78</b>	Hired from a previously security-vetted pool for limited period of time to cover for staff leave
SSA	Indiv. Contractor	SRF2010	3180	3190	<b>Total 3,823.82</b>	To replace resignation of staff member while the recruitment process is ongoing.
SSA	Indiv. Contractor	SRF2010	3180	3190	<b>Total 10,920.00</b>	Extra contractual services
Service Contract	Indiv. Contractor	SCSL	3210	3190	<b>Total 23,100.00</b>	Special Court of Sierra Leone
Consultant for HR	Indiv. Contractor	ICC2010	3210	5910	<b>Total 4,830.80</b>	Consultancy services for HR classification/re-classification, payable on satisfactory completion of services, based on actual completed work units.
SSA for HR LDU	Consultant	ICC2010	3220	3410	<b>Total 37,893.44</b>	To provide administrative support and assistance to the LDU activities
SAU contractor	Consultant	ICC2010	3220	3410	<b>Total 2,145.00</b>	To provide administrative support for internal projects in SAU
HR/SAU contractor	Consultant	ICC2010	3220	3410	<b>Total 18,947.50</b>	To provide HR / IT activities for the Staff Administration Unit
Internship contractor	Indiv. Contractor	T001-1001	3220	3190	<b>Total 16,731.00</b>	This additional expenditure was due to the request for the creation of an alumni network, this network was requested from our donors, in order to measure impact effectiveness of the programme
HR Consultant	Consultant	ICC2010	3220	3410	<b>Total 5,677.00</b>	To provide expert advice on and assistance with the change of conditions of service for internationally-recruited staff in field duty stations
HR/SAU contractor	Consultant	ICC2010	3220	3410	<b>Total 2,717.00</b>	To carry out the functions of HR Assistant until the arrival of the selected candidate.

<i>Short Text</i>	<i>Matl Group</i>	<i>Fund</i>	<i>Funds</i>	<i>Ctr</i>	<i>G/L</i>	<i>Acct</i>	<i>Net price in EUR</i>	<i>Justification</i>
Service Contract Ms. M. Sanjaya	Indiv. Contractor	ICC2010	3240	3190	<b>Total</b>		<b>23,100.00</b>	To carry out the additional support activities mainly related to Year-end, Financial Year-end reporting, CBF preparation, CoCo and other meetings preparations, periods with extraordinary high number of trips, and any other support activities.
SSA Daniel Dadon	Indiv. Contractor	ICC2010	3250	3190	<b>Total</b>		<b>6,580.00</b>	Hired to provide necessary support to the FMU help desk team.
SAP EH&S implementation	Indiv. Contractor	ICC2010	3260	5904	<b>Total</b>		<b>26,151.96</b>	Engaged to provide specialist knowledge for the IT project for the Medical Services IT system (SAP EH&S).
SSA Contract	Indiv. Contractor	ICC2010	3260	5904	<b>Total</b>		<b>5,228.10</b>	To assist with the installation of a large batch of new computers
SSA Contract	Indiv. Contractor	ICC2010	3260	5904			8,295.88	To assist with the ICT move of offices within the Arc and to the HV, to assist with IT equipment installation and IT Stockroom Inventory tasks.
							3190	
					<b>Total</b>		<b>14,123.13</b>	
ITC Med. Database consultant	Indiv. Contractor	ICC2010	3260	5904	<b>Total</b>		<b>25,000.00</b>	To deal with migration of legacy data (scanning and manual data entry), following the implementation of the new EH&S system (the Medical Services IT system).
SSA Contract	Indiv. Contractor	ICC2010	3260	5904	<b>Total</b>		<b>39,585.00</b>	Engaged to work on the ICT Asset Inventory Project, on the administration of the System Center Configuration Manager, on the creation of ICC PC images and on software packaging and automatic deployment.
TFV Project - FI/CO SSA consultant	Indiv. Contractor	ICC2010	3260	5904	<b>Total</b>		<b>6,875.00</b>	Specific programming and customization activities to be done in order for the TFV solution to comply with the overall SAP system
Intranet migration project	Indiv. Contractor	ICC2010	3260	5904	<b>Total</b>		<b>19,305.00</b>	To perform functional tests and provide first level support to assist users in testing portal software applications.
List of Expert Consultant	Consultant	SRF2010	3310	3410	<b>Total</b>		<b>540.00</b>	Expert on human resource hired to verify and check applications for the ICC list of Experts
Freezing of Assets Specialist	Consultant	SRF2010	3310	3410	<b>Total</b>		<b>3,360.00</b>	Freezing of Assets Specialist
Names and social conventions in the DRC	Consultant	SRF2010	3310	3410	<b>Total</b>		<b>8,127.00</b>	Names and social conventions in the DRC
Assistant Legal Officer	Indiv. Contractor	SRF2010	3310	3190	<b>Total</b>		<b>26,056.00</b>	To provide assistance with Legal work.
Total Eclipse training in The Hague	Consultant	SRF2010	3320	5110	<b>Total</b>		<b>11,500.00</b>	Train all the Court Reporters on the use of total eclipse.
Court Reporting Services	Consultant	CON1001	3320	3410			1,693.90	Train the French Court reporters on the use of total eclipse and provide consultancy on possible enhancements to the current working methods.
		ICC2010	3320	3410			3,264.00	
					<b>Total</b>		<b>4,957.90</b>	

<i>Short Text</i>	<i>Matl Group</i>	<i>Fund</i>	<i>Funds</i>	<i>Ctr</i>	<i>G/L</i>	<i>Acct</i>	<i>Net price in EUR</i>	<i>Justification</i>
Language assistance for 10_F033	Indiv. Contractor	SRF2010	3340	3190			768.27	Field/Operational Interpreter recruited from a pool of accredited field interpreters to provide interpretation and other language services in relation to the Lubanga case (Lendu interpretation in the courtroom) and Katanga/Ngudjolo case (special project).
		CON1001	3340	3190			15,877.58	
		CON1003	3340	3190			23,048.10	
	<b>Total</b>					<b>39,693.95</b>		
Language assistance for 10_F033	Indiv. Contractor	SRF2010	3340	3190	<b>Total</b>		<b>1,111.22</b>	TFV - Bunia - deployment of field interpreter from a pool of accredited field interpreters. Swahili, Lendu, Alur interpretation.
Language assistance for 10_F046	Indiv. Contractor	CON1001	3340	3190	<b>Total</b>		<b>1,190.59</b>	VWU request - Bunia - witness familiarization (Lingala).
Language assistance 10_F004	Indiv. Contractor	SRF2010	3340	3190	<b>Total</b>		<b>5,880.28</b>	HQ - deployment of field interpreter from a pool of accredited field interpreters. Zaghawa interpretation.
Language assistance for 10_F032	Indiv. Contractor	SRF2010	3340	3190			2,816.99	HQ - Witness familiarization - deployment of a field interpreter from a pool of accredited field interpreters. DRC languages. Implementation of Regulations 174/175 of the Regulations of the Registry.
		CON1001	3340	3190			7,426.61	
		<b>Total</b>					<b>10,243.60</b>	
Consultant for Exam ParaPro	Consultant	SRF2010	3340	3410	<b>Total</b>		<b>528.00</b>	External examiner from ESIT to participate in the examination panel for Sango para-professional interpreters.
Language assistance for 10_F076 and 10_F077	Indiv. Contractor	SRF2010	3340	3190	<b>Total</b>		<b>2,310.11</b>	Language assistance in the field
Language Assistance for 10_F039	Indiv. Contractor	CON1001	3340	3190	<b>Total</b>		<b>714.35</b>	Field/Operational Interpreter recruited from a pool of accredited field interpreters for assistance to VWU (Lendu).
Language assistance for 10_F004	Indiv. Contractor	SRF2010	3340	3190	<b>Total</b>		<b>10,500.50</b>	HQ, Kampala - Deployment of a field interpreter from a pool of accredited field interpreters. Arabic, Zaghawa.
Language expert Sango	Consultant	CON1001	3340	3410	<b>Total</b>		<b>26,966.50</b>	HQ - Invited to participate in a multilingual language expert panel for languages used for the situations and cases in ICC but do not have any case-law from international judicial organizations or have little or no written sources that would serve as a basis to compile a terminology for translation and interpretation purposes. Preparation of Sango terminology for the Bemba trial. From list of accredited STIC experts.
		SRF2010	3340	3410	<b>Total</b>		<b>735.45</b>	
Linguistic expertise	Consultant	SRF2010	3340	3410	<b>Total</b>		<b>660.62</b>	Registry language expert for Ngiti - expert testimony in court (Katanga/Ngudjolo case).
Consultant for Swahili	Consultant	SRF2010	3340	3410	<b>Total</b>		<b>2,354.67</b>	Expertise in Standard Kiswahili (SWH for situation/case language re. Kenya situation).
Language expert	Consultant	SRF2010	3340	3410	<b>Total</b>		<b>2,354.67</b>	
Language assistance for 10_F049	Indiv. Contractor	CON1001	3340	3190			79.37	Kinshasa - deployment of a field interpreter from a pool of accredited field interpreters. DRC languages.
		CON1003	3340	3190			308.70	
		<b>Total</b>					<b>388.07</b>	

<i>Short Text</i>	<i>Matl Group</i>	<i>Fund</i>	<i>Funds Ctr</i>	<i>G/L Acct</i>	<i>Net price in EUR</i>	<i>Justification</i>
Language assistance for 10F_062	Indiv. Contractor	CON1001	3340	3190	79.48	Bunia - Deployment of a field interpreter from a pool of accredited field interpreters. DRC languages.
		CON1003	3340	3190	1,466.98	
		<b>Total</b>			<b>1,546.46</b>	
Language assistance for 10_F047	Indiv. Contractor	CON1001	3340	3190	1,508.08	VWU request - Bunia - interpretation services (Alur, Swahili).
		CON1003	3340	3190	1,576.92	
		<b>Total</b>			<b>3,085.00</b>	
Language assistance for 10_F032	Indiv. Contractor	SRF2010	3340	3190	<b>Total</b> 2,940.14	VWU request - Bunia - witness familiarization (Lingala).
Language Assistance 10_F001	Indiv. Contractor	CON1001	3340	3190	612.69	OPCV request: deployment of a field interpreter from a pool of accredited field interpreters, Sango interpretation.
		SRF2010	3340	3190	995.62	
		<b>Total</b>			<b>1,608.30</b>	
Language assistance for 10_F001	Indiv. Contractor	CON1001	3340	3190	<b>Total</b> 612.69	Aptitude testing for Sango para-professional interpretation programme at HQ.
Language assistance for 10_F001	Indiv. Contractor	CON1001	3340	3190	382.93	OPCV request: deployment of a field interpreter from a pool of accredited field interpreters, Sango interpretation.
		SRF2010	3340	3190	765.86	
		<b>Total</b>			<b>1,148.79</b>	
Language assistance for 10_F010	Indiv. Contractor	SRF2010	3340	3190	<b>Total</b> 4,373.84	Kenya - deployment of a field interpreter from a pool of accredited interpreters. Arabic.
Language assistance for 10_F073	Indiv. Contractor	SRF2010	3340	3190	<b>Total</b> 374.36	Language assistance in the field
Language lessons	Consultant	SRF2010	3340	3410	<b>Total</b> 3,520.00	Language lessons
Language assistance for 10_F007	Indiv. Contractor	SRF2010	3340	3190	<b>Total</b> 12,381.33	HQ - Witness familiarisation - deployment of a field interpreter from a pool of accredited field interpreters. DRC languages. HQ - Implementation of Regulations 174/175 of the Regulations of the Registry. DRC languages. Bunia and Lubumbashi - Deployment of a field interpreter from a pool of accredited field interpreters. DRC languages.
Language assistance for various requests	Indiv. Contractor	CON1001	3340	3190	<b>Total</b> 46,800.00	HQ - Witness familiarisation - deployment of a field interpreter from a pool of accredited field interpreters. DRC languages. implementation of Regulations 174/175 of the Regulations of the Registry. DRC languages.
Language assistance for 10_F002	Indiv. Contractor	CON1001	3340	3190	31,146.60	HQ - Witness familiarisation - deployment of a field interpreter from a pool of accredited field interpreters. DRC languages. implementation of Regulations 174/175 of the Regulations of the Registry. DRC languages.
		CON1003	3340	3190	20,087.30	
		<b>Total</b>			<b>51,233.90</b>	
Language assistance for 10_F032	Indiv. Contractor	SRF2010	3340	3190	<b>Total</b> 3,990.19	Deployment in Kinshasa of a field interpreter from a pool of accredited field interpreters, VWU request.
Language assistance for 10_F064	Indiv. Contractor	SRF2010	3340	3190	<b>Total</b> 840.04	Deployment of field interpreter from a pool of accredited field interpreters - Arabic.

<i>Short Text</i>	<i>Matl Group</i>	<i>Fund</i>	<i>Funds Ctr</i>	<i>G/L Acct</i>	<i>Net price in EUR</i>	<i>Justification</i>
Language Assistance for 10_F001	Indiv. Contractor	CON1001	3340	3190	<b>Total</b> 612.69	Aptitude testing for Sango para-professional interpretation training programme at HQ.
Language Assistance for 10_F001	Indiv. Contractor	CON1001	3340	3190	612.69	Aptitude testing for Sango para-professional interpretation training programme at HQ.
		SRF2010	3340	3190	612.69	
					<b>Total</b> 1,225.37	
Language Assistance for 10_F036	Indiv. Contractor	SRF2010	3340	3190	634.98	Field/Operational Interpreter recruited from a pool of accredited field interpreters to provide interpretation and other language services in relation to the Lubanga case (Lendu interpretation in the courtroom) and Katanga/Ngudjolo case (special project).
		CON1001	3340	3190	10,358.96	
		CON1003	3340	3190	6,064.63	
					<b>Total</b> 17,058.57	
Language assistance for 10_F048	Indiv. Contractor	CON1002	3340	3190	<b>Total</b> 1,215.74	PIDS request - deployment of a field interpreter from a pool of accredited field interpreters - Swahili interpretation.
Administrative assistance May	Indiv. Contractor	CON1001	3340	3190	11,261.60	Coordinating special transcription projects for the section - recruited from a pool of HR roster of administrative assistants.
		CON1003	3340	3190	11,100.72	
					<b>Total</b> 22,362.32	
Language assistance for F_048	Indiv. Contractor	CON1002	3340	3190	<b>Total</b> 1,122.32	VPRS request: deployment of a field interpreter from a pool of accredited field interpreters - Swahili interpretation.
Language assistance for 10_F067	Indiv. Contractor	CON1003	3340	3190	<b>Total</b> 536.10	OPCV request: Deployment of field interpreter from a pool of accredited field interpreters - Sango and Arabic.
Language assistance for 10_F066	Indiv. Contractor	CON1003	3340	3190	<b>Total</b> 158.96	OPCV request: Deployment of field interpreter from a pool of accredited field interpreters - Swahili.
SSA contract	Consultant	SRF2010	3350	3410	<b>Total</b> 6,552.00	To assist on the workload of VWU
Consultant	Indiv. Contractor	SRF2010	3350	5910	12,491.51	The designated individual is required to conduct extensive research in the preparation of the filings and hearings as well as drafting of the submissions and speaking notes and ensuring that the necessary cooperation within the Registry occurs. Different Judges have been frequently asking for the VWU reports to be submitted to the attention of the Chamber. The involvement of this individual is to ensure coherent and consistent approach in the implementation of the Unit's mandate. With two ongoing trials, the workload of the Associate Legal Officer, both during recess and during the court sessions, has increased to an extent whereby the presence of legal staff in the Unit is required at any given time and throughout the entire calendar year. Also, there is a VWU legal involvement related to the negotiation of relocation agreement.
	Consultant	SRF2010	3350	3410	16,674.56	
					<b>Total</b> 29,166.07	
44 possible working days	Indiv. Contractor	ICC2010	3420	3190	<b>Total</b> 5,943.52	To assist in the absence of the Associate Library Officer on SLWOP
SSA for Protocol and Events Unit	Indiv. Contractor	ICC2010	3440	3190	5,914.00	She was supporting the Unit in daily work such as manning the reception desk between, receiving groups of visitors and answering visit requests.
		CON1001	3430	3190	6,236.00	
					<b>Total</b> 12,150.00	

<i>Short Text</i>	<i>Matl Group</i>	<i>Fund</i>	<i>Funds Ctr</i>	<i>G/L Acct</i>	<i>Net price in EUR</i>	<i>Justification</i>
SSA 30 days 1-30 Sep	Indiv. Contractor	ICC2010	3430	3190	<b>Total 7,080.00</b>	To assist with the additional workload
possible max 63 wkg days	Indiv. Contractor	ICC2010	3430	3190	<b>Total 9,660.00</b>	To assist with the additional workload
individual contractor for protocol	Indiv. Contractor	ICC2010	3430	3190	<b>Total 10,868.00</b>	Temporary Individual Contractor to cover during the recruitment process for a fixed post (10-INF-024-RF) Protocol Assistant. Full-time for 80 working days.
Recruitment of a SSA	Indiv. Contractor	ICC2010	3440	3190	23,240.00	Due to the long-term sickness of the Webcontent manager and the needed distribution of tasks assistance was required for a graphic designer to assist with the general design and formatting of new Court publications and other documents as well as the updating of publications already in production. Particular assistance was needed for the Arabic versions as well as the hand drawn illustrations made to complement the text.
		ICC2010	3430	3190	4,186.00	
					<b>Total 27,426.00</b>	
To reinforce PIDS team for Kampala Conf.	Indiv. Contractor	SRF2010	3440	3190	<b>Total 11,616.00</b>	To reinforce PIDS team for Kampala Review Conference
SSA Contract	Indiv. Contractor	T305-2010	3520	3190	4,147.00	Assistance in the preparation of the Seminar of Counsel and updating several databases of the Section
		ICC2010	3520	3190	1,430.00	
					<b>Total 5,577.00</b>	
TATAM 2010	Consultant	ICC2010	3530	3410	<b>Total 2,700.00</b>	To work on the finalization and installation of the Victims Database for VPRS. It was a project that he started with the section in 2008
RANDON CONTRACT	Indiv. Contractor	SRF2010	3530	3190	<b>Total 25,092.00</b>	To assist the section on urgent backlog of victim applications to be processed and filed with Chambers.
SSA Contract	Indiv. Contractor	SRF2010	3530	3190	<b>Total 3,960.00</b>	To assist with the additional workload
SSA Contract	Indiv. Contractor	SRF2010	3530	3190	<b>Total 12,172.02</b>	To assist the section on urgent backlog of victim applications to be processed and filed with Chambers.
<b>Grand Total 921,764.99</b>						

### SSA overview 2010 - Secretariat of the ASP

<i>Short Text</i>	<i>Matl Group</i>	<i>Fund</i>	<i>Funds Ctr</i>	<i>G/L Acct</i>	<i>Net price in EUR</i>	<i>Justification</i>
SSA for media	Consultant	ICC2010	4300	3410	<b>Total 2,737.00</b>	Review Conference: Among other responsibilities related to media, contractor's main duty was to cover the Arabic press releases.
Legal Officer	Consultant	ICC2010	4100	3410	<b>Total 17,365.00</b>	To assist with legal work, particularly Oversight Committee premises.
SSA for media	Consultant	ICC2010	4300	3410	<b>Total 7,236.00</b>	Review Conference: Contractor's main duties were in press/ media, where she was required to take the lead in establishment of media strategy and its implementation.
<b>Grand Total 27,338.00</b>						

**SSA overview 2010 - Secretariat of the TFV**

<i>Short Text</i>	<i>Matl Group</i>	<i>Fund</i>	<i>Funds Ctr</i>	<i>G/L Acct</i>	<i>Net price in EUR</i>	<i>Justification</i>
SSA Contract	Indiv. Contractor	SRF2010	6100	3190	<b>Total 33,000.00</b>	Contractor was chosen based on his experience working in the justice sector and in establishing qualitative and quantitative research systems. He has designed and led the development of the research methodology for the longitudinal impact research on 2,000 victims in DRC and Uganda who are receiving TFV assistance.
SSA - Indiv. contractor	Indiv. Contractor	SRF2010	6100	3190	<b>Total 500.00</b>	Group of local contractors hired to input survey results into a database. They will be paid €1 per survey as per agreement reviewed and approved by the Registrar. Once the job is completed, each contractor will submit the total number of surveys filled in by him.
SSA - Indiv. contractor	Indiv. Contractor	SRF2010	6100	3190	<b>Total 428.00</b>	
SSA - Indiv. contractor	Indiv. Contractor	SRF2010	6100	3190	<b>Total 70.00</b>	
SSA - Indiv. contractor	Indiv. Contractor	SRF2010	6100	3190	<b>Total 260.00</b>	
Surgeon for DRC	Indiv. Contractor	SRF2010	6100	3190	<b>Total 2,292.00</b>	The contractor has been hired as surgeon for 3 months to perform the following tasks for the Trust Fund for Victims: (a) Assess the injuries and related surgery needs of 500 identified victims in various locations within the Ituri District; (b) Identify the capacity of the medical centres in Bunia and Ituri for the surgery and medical follow-up of these 500 victims.
SSA - Individual Contractor	Indiv. Contractor	SRF2010	6100	3190	<b>Total 5,400.00</b>	In the absence of a full-time lawyer working at the Secretariat of the TFV, the Secretariat hired Ms. Wojtylak as an individual contractor to help in drafting legal documents and doing research on reparations.
<b>Grand total 41,950.00</b>						

**SSA Overview 2010 - Project Director's Office**

<i>Short Text</i>	<i>Matl Group</i>	<i>Fund</i>	<i>Funds Ctr</i>	<i>G/L Acct</i>	<i>Net price in EUR</i>	<i>Justification</i>
Temp. Admin Assistance - Archiving Project archive activities	Indiv. Contractor	ICC2010	7100	3190	<b>Total 8,437.00</b>	Development Project Archive visual materials
					<b>Total 15,301.00</b>	
<b>Grand total 23,738.00</b>						

## Annex III

### **Sample memorandum of understanding (hereafter referred to as MOU) between the International Criminal Court and the donor country concerning the provision of junior professional officers**

#### **Article 1**

The Donor Country undertakes to provide Junior Professional Officers to support the activities of the International Criminal Court in accordance with the following principles:

- (a) Junior Professional Officers shall be provided in response to specific requests from the International Criminal Court, and shall be assigned to assist experts of the International Criminal Court;
- (b) Junior Professional Officers shall not be placed at the Headquarters of the International Criminal Court or its field offices in any established posts;
- (c) The final decision regarding the assignment of Junior Professional Officers shall rest with the International Criminal Court;
- (d) Junior Professional Officers shall, for the duration of their assignment to the International Criminal Court, be subject, as international civil servants, to the rules and regulations of the International Criminal Court, as set forth in their letters of appointment, which will be issued by the International Criminal Court;
- (e) The Donor Country shall be responsible for all identifiable costs pertaining to the employment of each Junior Professional Officer.

#### **Article 2**

The International Criminal Court undertakes to submit to the Donor Country requests for Junior Professional Officers for which, in the opinion of the International Criminal Court, suitable candidates may be found in the Donor Country. Each request shall normally be in the form of a job description, which shall be forwarded to all countries participating in the Junior Professional Officer Programme.

#### **Article 3**

The Donor Country, although not committed to the provision of any specific number of Junior Professional Officers in any given period, undertakes to make every effort to find suitable candidates for any request submitted to it in accordance with article 2 above, and to advise the International Criminal Court of the results within a reasonable period of time.

#### **Article 4**

Each Junior Professional Officer shall normally be assigned for an initial period of not more than twelve months, but this period of service may be extended by the International Criminal Court in agreement with the Donor Country.

#### **Article 5**

The Donor Country shall provide the International Criminal Court with funds to meet all identifiable costs resulting from the employment of Junior Professional Officers under this MOU and will, on an annual basis, deposit a sum for this purpose in an account designated by the International Criminal Court (*insert account number*). Such deposit shall be in freely convertible currency. Prior to the appointment of a Junior Professional Officer or the extension of his/her assignment, an estimate of costs shall be sent to the Donor Country. No appointment shall be made until after the Donor Country has acknowledged the receipt of the estimate and unless the costs thus estimated are covered by the amount

deposited by the Donor Country. All deposits to and payments from the account in currencies other than US dollars will be made on the basis of the International Criminal Court's rate of exchange in effect on the date of payment. Should the sum deposited annually by the Donor Country be greater than the total amount actually expended by the Organization during a given year, the residual and uncommitted amount shall be carried over to the next year.

#### **Article 6**

The International Criminal Court shall from this account meet all expenses connected with the assignment of the Junior Professional Officers, which include:

- (a) Salaries and allowances;
- (b) Transportation to and from the duty station and related costs and allowances;
- (c) Travel costs within the country or area of assignment agreed by the Donor Country;
- (d) Travel to and from the duty station for dependents and related costs and allowances;
- (e) Insurance of the Junior Professional Officer against sickness, disability and death as well as contributions to the International Criminal Court Joint Staff Pension Fund payable by the employing organization;
- (f) Any other identifiable but unforeseen expenses payable in accordance with the International Criminal Court Staff Regulations and Rules and/or the terms of appointment of the Junior Professional Officers;
- (g) Twelve per cent or such greater percentage as may subsequently be agreed of the total identifiable costs to cover administrative expenses for the International Criminal Court.

#### **Article 7**

Annually, as soon as audited accounts are available, and not later than 31 May, the International Criminal Court will submit to the Donor Country a statement of the financial position of the account as at 31 December of the preceding year.

#### **Article 8**

On termination of the MOU, the International Criminal Court will refund to the Donor Country any uncommitted credit balance remaining in the trust fund account; and the Donor Country will remit any amount due pursuant to article 6 above.

#### **Article 9**

In a Letter of Appointment to be given to the Junior Professional Officer, the International Criminal Court will describe the conditions of service in full detail.

#### **Article 10**

This MOU shall enter into force on the day of its signature.

#### **Article 11**

This MOU shall remain in force until terminated by the giving of three months' notice in writing, either by the International Criminal Court or the Donor Country. Notwithstanding such termination, the obligations of the International Criminal Court and of the Donor Country shall continue for the duration of any subsisting Junior Professional Officer appointment made pursuant to this MOU.

IN WITNESS THEREOF the respective representatives of the International Criminal Court and of the Donor Country have signed this MOU on day of signature.

FOR THE INTERNATIONAL CRIMINAL COURT      FOR THE DONOR COUNTRY

Date: \_\_\_\_\_ Date: \_\_\_\_\_

## **Annex IV**

### **Outline of Guidelines for the Junior Professional Officer (JPO) Programme in the International Criminal Court (ICC)**

#### **A. General**

Introduction

Purpose of the Programme

Agreements between ICC and Sponsoring Government

Administration of the JPO Programme in ICC

#### **B. Establishment of JPO posts**

Principles

Creation of JPO posts

Funding of JPO posts

Cost of a JPO

#### **C. Recruitment of JPOs**

Minimum Requirements

Application and Review Process

Medical Clearance

Visa

Offers of Appointment

#### **D. Conditions of service**

Contractual Status

Entitlements and Benefits

Participation in the Pension Fund

Disciplinary Measures

Separation from service

#### **E. Supervision, orientation and training**

Supervision and performance evaluation

Orientation

Training

#### **F. Financial management**

#### **G. Annexes**

Forms and templates

## Annex V

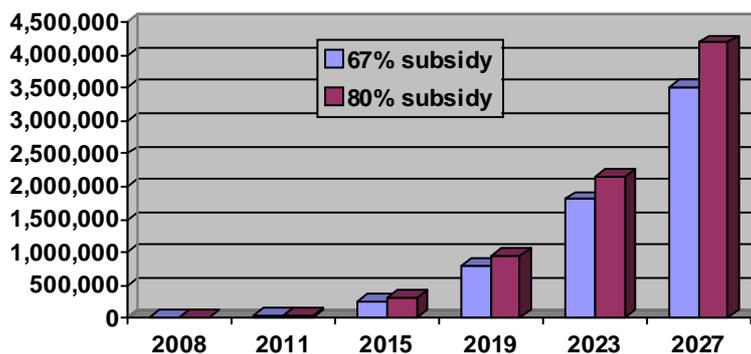
### Retiree health insurance scheme

1. The Court requested the organization's medical insurance provider, Vanbreda
2. International (VBI), to conduct a study of future projected premiums payable under the retiree medical and dental insurance plan.
3. Staff members who retire from ICC can stay insured if:
  - (a) They have reached regular or early retirement age under UNJSPF (62 or 55+, respectively); and
  - (b) They have had coverage under a group health plan with an organization that applies the common system for ten years of which at least five years in ICC.
4. The premium paid by retirees is a percentage of the retiree's last salary as an active staff member and varies according to the number of eligible dependants that are included in the coverage.
5. VBI drew on statistics of insured families at the end of 2007 as a starting point of the future projections. Marital status, child dependants, age and gender distribution and age difference between employee and spouse were based on the end 2007 population. Other assumptions, regarding mortality, retirement rates and withdrawal rates were based on the total VBI portfolio of international organizations and from UNJSPF data, while taking into account the specific retirement policy of ICC.
6. The parameters for the input of development of the projection model used by VBI can be summarized as follows:
  - (a) Medical inflation: 5%; Medical inflation is anticipated based on inflation trend of the past 36 months and average medical inflation rate for similar organizations. Medical inflation is main trigger for increases in premiums;
  - (b) Age, gender, marital status and child dependants: based on 2007 ratio's and VBI portfolio;
  - (c) Distribution of new entrants by age and gender is taken from analysis of new joiners over the year 2007;
  - (d) Initial growth for 6 years, afterwards stable population until 2027:
 

	2007	2008	2009	2010	2011	2012	2013	2014
No. active staff	663	679	679	750	750	800	879	879
  - (e) Mortality rate: taken from UNJSPF;
  - (f) Rates of retirement: taken from UNJSPF;
  - (g) Retirement age: between 55 and 65;
  - (h) Withdrawal rate: from overall VBI portfolio; and
  - (i) Over 20 year period recruit 1,200 new active staff members\
7. Table 1 and figure 1 below show the results of the study of potential subsidy cost developments for the period of 2008 – 2027. After the 20 year period, annual subsidy at 67 per cent might be in the order of approximately EUR 3 - 3.5 million.

**Table 1: Basic scenario result of retiree health insurance subsidy (in Euros)**

	2008	2011	2015	2019	2023	2027
67% subsidy	1,340	35,510	250,580	789,260	1,802,970	3,510,800
80% subsidy	1,600	42,400	299,200	942,400	2,152,800	4,912,000

**Figure 2: Basic scenario result of retiree health insurance subsidy (in Euros)**

8. It should be noted that the assumptions made by Vanbreda in the actuarial study represent a “worst case” scenario. For example, it is assumed that most staff would stay at the Court until retirement or that every eligible retiree would in fact choose the retiree insurance health plan. Obviously, this is not the case in reality. It has already been shown that the number of eligible retirees has been below the projected estimate.

9. The Court will continue to monitor expenditure developments in this regard, such as the demographics of its population, at regular intervals.

10. All UN and other international organizations provide subsidized health insurance to retirees. The levels of subsidy vary from 80 per cent to 50 per cent. The annex to this paper provides an overview of cost share of premiums in other organizations.

## Annex VI

### Comparative analysis of premium sharing - International Organizations UN System/Co-ordinated Organizations

<i>Cost share (basic plan)</i>				
<i>Organization</i>	<i>Staff</i>	<i>Organization</i>	<i>Retirees</i>	<i>Organization</i>
United Nations*	40	60	20	80
UNSMIS, Geneva	50	50	33	67
UNDP	40	60	20	80
UNICEF	40	60	20	80
UNHCR	40	60	20	80
WFP	40	60	20	80
UNFPA	40	60	20	80
UNOPS	40	60	20	80
UNV	40	60	20	80
UNIFEM	40	60	20	80
ICTY	50	50	20	80
ICTR	50	50	20	80
ILO	50	50	33	67
FAO	50	50	50	50
UNESCO	50	50	50	50
ICAO	P-65, G-50	P-35, G-50	50	50
WHO	33	67	33	67
UPU	50	50	50	50
ITU	50	50	33	67
WMO	50	50	33	67
IMO	33	67	25	75
WIPO	25 to 50	75 to 50	35	65
UNIDO	50	50	25	75
IAEA	50	50	50	50
European Co-ordinated Orgs**	33	67		
<b>ICC</b>	<b>50</b>	<b>50</b>	<b>100</b>	<b>0</b>

\* includes Regional Commissions (UNESCAP, UNECE, UNECLAC and UNECA)

\*\* includes NATO, Council of Europe, ESA