

**Eleventh session**

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

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

2. At its seventeenth session, the Committee welcomed the status report of the Court on its progress regarding efficiency measures and observed that the Court had made considerable progress in its efforts to find and quantify possible efficiency savings. The Committee also reiterated its recommendation to the Court that it be provided at its eighteenth session with a status report on its progress towards quantifying the efficiency gains.³

3. The last overview of monetary savings resulting from efficiency measures was presented to the Committee at its seventeenth session.⁴ The present report provides an update of the efficiency gains achieved by the Court since this last quantification and mainly reflects the outcome of the measures taken by the Court during the second semester of 2011. The report also refers to efficiency measures reported for the first semester of 2011 in its previous report in order to give a full picture of efficiency gains during 2011.

A. The Court's coordinated strategy on efficiency

4. While maintaining its efforts to achieve efficiencies through cooperation with States, as described in its most recent report on efficiency gains, the Court has developed a strategy focused on coordinated internal efforts to achieve greater efficiency. The Court's strategy is developed around the three major areas described below.

B. Managing efficiency and fairness of judicial activities

5. The cost-effectiveness of the Court is related to all aspects of its mandate and its work. Each phase of the Court's activities—preliminary examination, investigation, trial, appeals and reparations—has been designed to respect fairness towards all parties in terms

* Previously issued as CBF/18/12.

¹ *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Seventh session, The Hague, 14-22 November 2008* (ICC-ASP/7/20), vol. I, part III, ICC-ASP/7/20/Res.4.

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

³ *Official Records ... Tenth session ... 2011* (ICC-ASP/10/20), vol. II, part B.2, para. 48.

⁴ CBF/15/13.

of its judicial activities, which, in the long term is the measure that will produce a most efficient institution while fully respecting the rights of all parties, as described in a previous report of the Court.⁵ The Court is constantly seeking methods to improve or standardize its judicial procedures. The efficiency and fairness of the proceedings are influenced by the way the Judiciary and parties perform their activities (for example, a narrowly focused investigative approach of the Office of the Prosecutor versus a broad investigative strategy; calling relatively few numbers of witnesses to the Court rather than large numbers; different ways in which the representation of victims could be organized). The Judiciary and the parties are developing principles targeted towards incorporating efficiency and fairness into their processes, while respecting the specific nature of each case.

6. Implementing a consistent and relevant performance measurement system has nevertheless proven difficult in the Court's context. For example, pursuant to the Court's complementarity principle, much of the work done to achieve the goals of the Statute may take place in national judiciaries around the world. Thus, the number of cases that reach the Court is not a positive measure of effectiveness. Regardless of these difficulties, the Court remains dedicated to implementing transparent and relevant benchmarks for its activities. In order to reach its goal, the Court is considering refining the definitions of steps in the judicial process and their sequencing. This approach, together with the benchmarking of key support processes, will allow identification of possible efficiency improvements in court hearings. The model created will be used to plan certain and reasonably foreseeable activities, in order to avoid over- or under-capacity across different parts of the Court.

7. The International Criminal Court cannot be efficient without being effective. The Court will therefore engage States Parties in further dialogue in relation to tools to perform such an effectiveness evaluation. The creation of a monitoring and evaluation function at the Court will also be considered, especially in the context of results-based management, and will be linked to the Court's risk management and internal control framework.

8. The Court will expand the scope of its current reengineering exercise as described in previous reports on efficiency savings, in order to include activities directly related to the judicial process. The objective will be to assess whether every activity or output is needed, and if there are more efficient ways of performing them. In particular, areas where judicial decisions have had a significant cost impact in the past will be reviewed.

C. Managing efficiency for other activities of the Court

9. Along with its review of activities related to the judicial process, the Court will continue its scrutiny of other activities. The focus will be on streamlining coordination mechanisms in order to avoid inefficiencies, and assessing the impact of the current external governance structure in terms of cost, efficiency and effectiveness.

10. The Court is planning to assess on a periodic basis, through the budget process, whether the output of each unit is still required. This will be done from both a Court-wide and a section-specific perspective. The Court is also looking into the possibilities for refining the process of defining the best value for money through internal consultation on the volume, quality and actual cost of the services offered. In that context, in 2012 the Court will monitor the impact of the reductions that have been made to its 2012 Proposed Programme Budget in order to determine whether all the proposed projects and activities leading to efficiency saving can be implemented given the shortfall in available resources.

11. Other specific non-judicial activities will continue to be considered for efficiency savings, in particular premises-related measures and productivity-related measures. While in some cases productivity of certain activities might be improved by implementing new tools rather than reviewing processes as envisaged in the above measures, the Court is bound to observe that the budgetary measures decided on by the Assembly at its last session in December 2011 have significantly impacted the planning of the Court in several efficiency-related projects, which will have to be postponed. Investments in consultancy the risk management project, for example, is no longer possible. Similarly, investments in new software solutions, such as a budget and planning module for SAP, have been put on hold

⁵ See *Third Status Report on the Court's progress regarding efficiency measures* (ICC-ASP/9/CBF.1/13).

for the time being. Where possible, the Court will nevertheless try to perform a cost analysis of possible investments in productivity-related tools. It should be noted, nonetheless, that, at time of writing of this report, the main focus of the Court was to manage the impact of the budgetary reductions imposed by its governing bodies: the main short-term “efficiencies” to be implemented in the next months will be of a reactive nature rather than the proactive activities described in the Court’s previous reports on efficiencies. The Court will have to assess and report on potential long- and medium-term inefficiencies caused by these short-term cost reductions.

II. Update on efficiency measures undertaken by the Court

A. Flexible use of resources

12. The Court has continued its flexible approach to redeployment of staff so as to best meet the changing needs of the organization. The Court’s efforts in this regard have been both proactive and reactive, and include the activities described below.

13. Through efficient allocation of resources, the Court has absorbed in 2011 a substantial part of the costs associated with a nineteenth (extended) judge, Judge Blattman, and his supporting Legal Officer (P-3), as well as 50% of an Administrative Assistant servicing the judge. These costs, which amount to €320,442, were not included in the 2011 programme budget. The Court is continuing to absorb these costs in 2012 until the end of mandate of the judges constituting Trial Chamber I hearing the Lubanga case (Judges Fulford (presiding), Odio-Benito and Blattmann) in March 2012. Furthermore, costs for the relocation of a judge who joined the Court for full-time service in February 2011, amounting to €66,000, have been absorbed by the Court. The Court continues to temporarily deploy judges in judicial divisions other than those to which they were originally assigned in order to optimize judges’ workload through a flexible, demand-driven deployment system.

14. In July and December 2011, the field office in Abeche and the field presence in N’djamen were closed. As a consequence, several savings have been achieved. For example, the closing of Chad operations negates the need for additional purchases, as the resources for that country will be re-deployed/absorbed into other areas of operation in the field as required. Similarly, the assets recovered as a result of the closure of the Abeche Field Office are still presently stored at no cost to the Court thanks to the assistance of the French Government in N’Djamena. These assets and supplies are ready for redeployment and use wherever practicable and economical in line with judicial developments in the new situations. Thus, there is likely to be a significant reduction in initial investment costs for any new field office set-up as a result of said judicial developments. Following the closure of the Abeche office, the Security and Safety Section (SSS) has also redeployed one Field Security Officer, P-3, and one Security Lieutenant (field) to Kenya instead of creating a new post for the new situation. The section also cancelled the recruitment of another Security Lieutenant (field) position for the Sudan situation following the resignation of the previous incumbent. The actual efficiencies achieved by these measures amount to a total of €72,000 in reallocation of resources.

15. In terms of the redeployment of staff at Headquarters and in the field, the Court’s efforts to accredit more local field interpreters in all the necessary language combinations (wherever/whenever security and safety recommendations allow) are ongoing, since deploying locally based field interpreters is less costly (fees are lower and no trip allowance or DSA is involved). Similarly, by transferring one Associate Protection Officer (APO) P-2 from the Kampala Field Office, to Headquarters, where the APO was responsible for the Uganda and Kenya situations, savings of salary costs of one P-2 for 6 months were achieved. The workload for the different situations that the Court is dealing with generates a need to manage and assess witnesses for each situation. In addition, APOs fulfill a role of case manager when several witnesses are relocated outside the situation countries where the Court does not have any presence. The coordination of all situations and the management of these witnesses and victims can be made far more efficient by pooling the limited staff resources (some of the Associate Protection Officers) at Headquarters, thereby ensuring business continuity and flexibility in providing services to the relevant parties, and in

particular in-court protection measures and special advice to the Chambers, which is a mandated function. Furthermore, two APOs, from Headquarters and the Kinshasa Field Office respectively, were temporarily redeployed at different times to Kenya to cover operational requirements, resulting in savings equivalent to two months salary of one P-2. The Associate Support Officers in the DRC and at Headquarter also continued to be responsible for two situations each. One ASO is usually responsible for one situation, providing support services in relation to trial and the preparation of witnesses and simultaneously providing case management for ICCPP participants and support referrals. So far the VWU has managed to have one ASO cover for two situations: one with active trials and the second in the pre-trial phase. With two ongoing simultaneous trials in 2011, this would have justified the recruitment of an additional ASO. The VWU has instead managed to absorb the workload by using resources efficiently and making savings, resulting in savings equivalent to one P-2 position for 12 months (for the period July to December 2011). Finally, reassignment of the Field Witness Officer from Uganda (UGA) to Headquarters, who simultaneously coordinated activities in Uganda and Kenya resulted in savings corresponding to one P-3 for a period of 6 months.

16. Throughout 2011, the Security and Safety Section (SSS) has continued its established practice of pooling its staff resources and using them in a holistic fashion, as opposed to a strict regime of operational use in line with specific post allocation. All security personnel at Headquarters, including security personnel in administrative functions, have been cross-trained to allow staff to fulfill subordinate or peer roles in the event of unplanned or inadequately resourced operational requirements. This structure has allowed the section, with only three additional GS-OL staff for the year, to support simultaneous hearings that would normally require a total of 20 GS-OL staff on a daily basis. At Headquarters, the basic level security and safety functions are conducted by Security Support Assistants (SSA), who are hired at G-2 level on a general temporary assistance basis (GTA). Since 2005, the section has had a contingent of 22 GTA-funded SSA positions engaged on a 24/7 work cycle. Prior assessment of the workload indicator for the role, considering rotational duties and operational tasks, calculated that, in real terms, the unit needs 29 SSA staff to meet standard requirements. The shortfall is met through the holistic staffing approach and backfilling by staff at higher levels. This represents a saving of seven full-time G-2 level positions, at circa €43,000 per year each, or a total of €301,000.

17. Temporary efficiencies were also achieved by making use of vacated posts while looking at possible structural reviews. Although these measures cannot be sustained in the long-term, they allow for temporary savings: in the Victims and Witnesses Unit (VWU), the acting Head of Protection continued to perform the duties of Associate Protection Officer, which resulted in savings equivalent to six months' salary for one P-4. Two full-time Support Assistants (SA) were also lent to another unit to assist with confidential accounting relevant to the expenses of witnesses who are in the ICC Protection Programme (ICCPP), and to assist with case management of such witnesses, which is the equivalent to 2 GSOL staff on a full-time basis. One of the existing Support Assistants was acting Senior Support Assistant and at the same time continued to perform the duties of SA, saving the equivalent of six months' salary for one GSOL. The Trial Operations Assistant provided substantial assistance to the administration in the last quarter of the year, saving three months' salary for one GSOL. Operations and Field Coordination Assistants covered three situations and were deployed to field locations to assist with the management of field operations during the absence of Field Witness Officers, which translated into savings equivalent to one P-3 for a period of three months.

18. Similar temporary measures were put in place by the Security and Safety Section, which delivered support for 191 hearing days, requiring an average of 14 (13.7) staff per day during the year. Through the measures indicated above (see para. 18) and with the use of backfilling positions and flexibility in scheduling, the actual staffing shortfall between needs and provision was alleviated. It is noted that this effectively removed persons from core functions, with a resultant business impact elsewhere, which was considered an acceptable consequence in order to ensure hearing support. Though not sustainable as a standard business approach, this action can be equated to a saving of five GS-OL staff, for a total of €301,000.

19. Given the number of cases and consequent high courtroom activity and workload for both the French and English Court-Reporter teams, the Court Management Section could provide only very limited support for events other than hearings. During the period running from the seventeenth session of the Committee to the tenth session of the Assembly, one judges' plenary meeting was absorbed using internal resources. At the same time, in periods of low judicial activity one Court Records Assistant was loaned to the VPRS section (for a period of approximately three months). This enabled saving of approximately €17,000, excluding the additional resources and time that would have been needed to carry out a recruitment process.

20. Thanks to the flexible approach to the redeployment of staff and flexible use of temporary resources, the Court was also able to limit requests for additional resources. Although less easily quantifiable, these efforts represent significant savings. For example, in the Victims and Witnesses Unit, the workload for two simultaneous trials — and for a short period for three trials — was absorbed using the resources available for just one trial. This necessitated adjustments and compromises to the level of services provided to witnesses and led to an increase in staff overtime hours. Similarly, the protection tasks (protection and psychosocial field missions and assessments, various security analysis reports) generated by the two new situations under investigation, Libya and Côte d'Ivoire, were absorbed by existing resources. In the Victims Participation and Reparation Section (VPRS), a special task force was hired on a temporary basis (6 months) to process the applications received in the Bemba case: seven master-level graduate students, at a cost of €1,000 per person per month. This low-cost additional capacity was hired on an exceptional basis as a temporary measure. The students had to be trained extensively and were monitored carefully by qualified professionals, but were able to enhance the capacity and thus the efficiency of the VPRS by taking care of backlogs in data-entry activities.

B. Review and standardization of procedures

21. In 2011, the Appeals Chamber saw a significant increase in its workload. Nineteen interlocutory appeals or similar proceedings were lodged, compared to seven in 2009 and six in 2010. In February 2011, the Appeals Division revised the Appeals Chamber's working methods for interlocutory appeals. Subsequently and despite the increase in the Appeals Chamber's workload, the efficiency of the Appeals Chamber continued to improve. On average, in 2011 it took 49 days from the filing of the document in support of the appeal to the delivery of the judgment/decision, compared to averages of 133 days in 2009 and 92 days in 2010.

22. Since November 2011, the Office of the Prosecutor (OTP) has been renting a house in Abidjan at a cost of €3,000 a month. By the end of January 2012, 21 staff, equivalent of 178 overnights have stayed in the house. This has enabled the Office to save €23,496 (minus rental charges) as a result of reduced DSA, which is the main travel- cost driver, and hotel accommodation.

23. In addition to the activities budgeted for by the Office of Public Counsel for the Defense (OPCD), the Office assisted the defense team in the case of the Prosecutor v. Callixte Mbarushimana to review over 105,000 documents in order to determine which items contained privileged information, and which items could be disclosed to the Prosecution as potential evidence for the confirmation hearing. Had the defense team requested legal aid instead of the assistance of the OPCD, they could have been entitled to 3.5 full-time equivalent (FTE) positions, which equates to 3.5 P-2 positions or one P-4 position under the legal aid FTE scheme. The OPCD also assisted the Bemba team, as instructed by Trial Chamber III, to review 2,287 victim applications, which were disclosed at the trial stage. Without the OPCD's assistance, it might have been necessary for the defense to request an adjournment of the trial. By intervening at the situation phase, for example in response to victim applications in the DRC situation, the OPCD also saved expenses that would otherwise have resulted from paying external counsel to perform the same task.

24. With regard to administrative costs, the Court had contracted a unit price for electricity for the three years 2009, 2010 and 2011. In 2011 it was necessary to go to tender again for an electricity contract. The constant changes in energy prices in 2011 helped the

Court to develop a strategy of leaving final price negotiations toward the end of 2011 and choosing a price that seemed at the lower end of the fluctuations according to the trends of that year. Energy suppliers were, in turn, only willing to allow the Court to lock in at the lower rate for a contract of one year in duration. This means that the Court will have to go through the procurement process again in 2012 for the year(s) starting January 2013. The benefit of this strategy is an anticipated saving of €70,000 in 2012. The General Services Section is further working on reducing energy costs by adjusting energy installations on one hand and by raising user awareness on the other. A reduction of €30,000 per year has been achieved in the past by changing the types of light bulbs used.

25. Exceptionally, the Court has had to deal with requests from detained witnesses for contacts with their families. The section involved with such requests organised a video-link rather than making the necessary arrangements to allow family members to visit. This policy applies only to the case of the detained witnesses, as they are considered to be held on a temporary basis only at the Court's Detention Centre, pending their return to the DRC.

26. Given that the Director of the Division of Court Services is heavily involved in the judicial aspects of all the situations and cases currently before the Court, staff in the various field offices also come within the remit of that division, and could normally expect to receive supervision and guidance visits. However, the Director of the Division decided to suspend supervision visits to the various field offices (as requested in the regular budget) in 2011, and to safeguard travel funds in order to implement decisions by the various Chambers. Yearly supervision visits will be spread over two years.

27. In the context of field operations strategy, as reported to the Committee at its sixteenth session in April 2011,⁶ the Field Operations Section has achieved an overall decrease of 4.1% in travel costs reflecting a greater level of control and coordination both at field office and Headquarters level and between the two, as well as a decrease of 1.9% in General Operating Expenses, reflecting a leveling off in general operating expenses resulting from continued improvement in internal management control systems.

28. The Registrar approved a restructuring of the Court Management Section of Registry, whereby its two units were each managed by a Head of Unit. Prior to this, one unit had an acting head of unit (pro bono), while the other (which totaled 18 staff: nine at P-2, five at G-4, one at G-7, three at G-6) was directly supervised by the Chief of Section. The changes in the structure of the section helped achieve more streamlined and optimized processes. The section is operating on a more efficient level (higher output with the same number of staff); delegation and communication lines are properly assigned. This has enabled the Chief of Section to focus on the management and leadership matters which are the post's primary concern.

29. The OPCD has prepared and updated practice manuals for defense counsel in areas which are essential for counsel practicing before the Court (procedural objections, victim participation, taking witness statements, all issues relating to confirmation of charges hearings). These manuals provide all defense counsel with relevant research in a pro-active manner, and thus eliminate the time and resources which would be spent if each counsel were to request the OPCD's assistance on these matters separately.

30. Within Registry, further efforts were made to help clients/requesters plan their meetings and seminars outside court hearings, so that in-house resources are available and it is unnecessary to recruit freelance interpreters.

31. The Eurozone government debt crisis continues to bring an unstable situation to the banking sector, especially across Europe. The current risk to the European banking sector will be an ongoing situation in the foreseeable future. Strict measures have been taken by the Court to minimize the risk associated with banking in the current climate. Treasury staff keep up to date on a daily basis with the market situation, and on a weekly basis the credit ratings of each bank are checked with both Standard & Poor's and Moodys. Previously the task of monitoring the credit ratings of the banks was outsourced to Treasury-linQ. This task is now being conducted in-house (saving €5,570 per year). Furthermore, the Court has negotiated new fees for all bank transfers, excluding banking costs for correspondent bank charges and transfers by Western Union or Global Currencies. Individual transfers are now

⁶ See *Fifth Status Report on the Court's progress regarding efficiency measures*, CBF/16/15, paras. 14-15.

free of charge, and the banks compensate by having a minimum balance of €3.5 million retained on a savings account. This contract came into effect from 1 August 2011 and the average yearly saving is around €2,000.

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

32. Three GS OL staff (in total 10.5 months) and one P-2 staff (5.5 months) have been loaned by the ICTY to a Registry section of the Court. This has allowed the Court to avoid time and resources lost through recruitment and also to minimize that loss through training. For an AV assistant, the minimum training period is three to six months, which is no longer necessary under these arrangements (salary saving of 3 to 6 months at G-6 level). The length of the loan has, moreover, been tailored as far as possible to coincide with hearing activity. Similarly, for the recruitment of an AV assistant for parallel trials for the second semester of 2011, the starting date for the loan was delayed to the extent practicable to increase savings: instead of commencing on 1 July 2011, the person started after the summer recess, namely on 22 September 2011, a saving of almost 3 months at G-6 level.

33. Cooperation was also sought with international organizations such as the United Nations Office in Nairobi in testing field interpreter candidates (to be deployed in relation to the Kenya situation) in Kalenjin and Kikuyu, in order to create savings on fees, DSA and travel costs for language consultants (approximately €8,500).

D. Review of services and operations

34. Within the OTP, the integration of the Geographical Information System and infographics in the Scientific and Response Unit within the Investigation Division of the OTP has resulted in freeing one P-2 FTE, or €66,499, for the period July-March 2012.

35. In Registry, pre-screening of the English level of field interpreter candidates for recruitment at Headquarters has been conducted by telephone interview. Where candidates' level of English was assessed as not sufficient, they were not invited to come to The Hague, with savings of approximately €3,750 in travel costs and DSA.

E. Possibilities created by technology

36. The VPRS has created a database (Victims Applications Management System or VAMS) designed to enable the section to process victim applications received from field offices, intermediaries and legal representatives, or directly from victims. This new database has enabled the database team to be significantly more efficient and accurate. Consequently, the team has been able to process a larger number of victim applications in a shorter period of time. The system has greatly reduced the time needed to register, stamp and save applications in the Court's electronic management system. Where, previously, it took two minutes to process each application, the new database can handle 50 applications in the same period of time. The team has also gained in terms of reliability of information and efficiency in providing reports on applications received. Having completed this first stage of the project, the team is now developing the second stage, which will enable faster analysis and more complete reporting of victim applications. In addition, the database team has created a more effective filing system for supplementary information by clarifying processing procedures. It is now easier for the whole of VPRS to track and understand supplementary information. All of the above programmes and procedures have improved the work of VPRS by increasing the database team's capacity to produce greater quantities of accurate work.

37. The automation of the scheduling of court hearings has also enhanced the Court's efficiency. The scheduling process is more accurate (with very little room for human error) and auditable. The training of new staff in charge of the scheduling is much simplified. The actual amount of time required for the scheduling process is reduced.

38. The Court has finalized, implemented and activated the "clear voice recording of witness" in the recording infrastructure for both courtrooms. Apart from a massive increase

in efficiency and flexibility and offering online access controlled by CMS (English and French Court-Reporting, text processing, and Transcript Coordination) and STIC, it has also substantially reduced the amount of internal FTR copy requests, resulting in lower use of consumables (disks and tapes), immediate access to required information (no waiting periods for copies to be made) and less man-hours required for copy assignments in CMS AV. Average numbers for copy requests for FTR and DVD clear-voice compared with previous years, for the second half-year 2011, approximately 275 fewer copies were required. At an average of 0.5 hours per copy, savings in man-hours are roughly 137.5 hours (GSOL staff).

39. The OPCV has put in place a database to manage information about victims represented and/or assisted, as well as external legal representatives supported. This tool has allowed the office to increase its efficiency, rendering the processing of information more expeditious and thus allowing the Office to respond better and more quickly to requests for assistance either by victims or by external counsel.

F. External relations and outreach

40. The Presidency continues to increase the cost-effectiveness of its external relations functions by combining, where possible, external awareness activities with existing travel arrangements (annual/home leave or official travel) of elected officials and staff. Savings created in this way from July 2011 to February 2012 totaled approximately €16,900 for the judiciary.

41. Furthermore, the judiciary continues to make every effort in requesting external organizers to cover the costs of judges' and Presidency members' participation in events, as has been done in the past. This has rendered tangible results and continues to do so in 2012: the costs of the President's travel in the first three months of 2012 was entirely covered by external organizers.

42. The Public Information and Documentation Section has continued reviewing internal working processes to enhance the number of people and groups exposed to information about the Court. During the reporting period the section greatly intensified the use of social networks, decreasing distribution time and resulting in an improved relationship with media representatives worldwide. Through the use of Twitter, journalists were quickly alerted to important judicial developments, whilst new groups, predominantly younger people, were engaged through Facebook. A significant increase in the number of specialized and non-specialized groups participating in study visits to the seat of the Court was recorded, while the number of staff remained the same. Lastly, the section has continued to minimize the printing of hard copies and increased the use of digital copies, enabling the dissemination of such materials on USB sticks at a lower cost.

G. Training and cross-training

43. One Court Records Assistant has been fully trained in the duties of transcript coordinator and was temporarily reassigned to assist the transcript coordinators on a major priority project with a strict deadline (reclassification of transcripts in the context of the impending judgment in the Lubanga case), thus enabling the deadline to be met.

44. French Text Processors (FTPs) underwent cross-training and limited deployment over various parts of the summer recess of 2011 to enable them to be deployed as French proofreaders in the French Translation Unit. The Court Management Section was thus able to loan one or more FTPs to the Translation and Interpretation Section during times of reduced courtroom activity. In November and December of 2011, these arrangements were intensified (as hearing activity reduced), until the end of contract for two staff members.

45. The OPCD organised training for OPCD staff and all defense teams on interviewing witnesses and taking witness statements. It further provided ongoing training to defense teams on Ringtail, i-Transcend, downloading and uploading of evidence, and CaseMap. Having trained counsel and teams will increase efficiencies and the quality of proceedings at the Court.

III. Summary of efficiency gains

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

<i>MPI - Judiciary</i>	
Absorption 19 th judge (Judge Blattmann) in 2011	€20.4
Relocation Judge Fernandez	€66.0
Travel efficiencies	€16.9
<i>MPII – OTP</i>	
Pooling of administration staff	€6.0
Outsourcing and transcription	€139.5
Reduced field presence and centralized hub under (15-9 FTE) review	€49.5
Revised travel procedures	€79.5
Revised composition of Pre-trial, Trial and Joint Teams	€116.7
CIV/housing in Abidjan	€23.5
Integration of GIS and infographics	€66.5
Ops manual-reduced cost per case	€132.0
<i>MPIII - Registry</i>	
Redeployment one Field Security Officer, P3, and one Security Lieutenant (field) to Kenya + cancelled the recruitment of another Security Lieutenant	€72.0
Redeployment of Court reporter teams and loan of Court record assistants	€17.0
moving one Associate Protection Officer (APO) P2 from the Kampala Field Office to headquarters	€41.3
Associate Support Assistants in the DRC and at headquarter responsible for two situations each	€82.6
Two APOs from HQ and from the Kinshasa Field Office deployed to Kenya	€27.5
Reassignment of Field witness officer from UGA	€49.9
SSS pooling of staff	€301.0
Non recruitment of APO for acting head	€60.4
Two full-time Support Assistants loan to ICCPP	€126.0
No recruitment of SA	€1.5
Assistance to the administration by Trial Operations Assistant	€15.8
Field Coordination Assistants covered three situations	€20.7
SSS flexible schedule and backfilling of positions	€301.0
OPCD defence assistance	€120.7
Energy contract	
Insource credit monitoring and bank charges	€14.8
Loan ICTY	€15.8
Flexible start date for AV assistant recruitment	€15.8
Interpreter test in Nairobi	€8.5
pre-screening of the English level of field interpreter	€3.7
FTR and DVD copies	€3
Total	€2,937.5
Saving reported at 17th session of the Committee (first 6 months of 2011⁷)	€1,723.0

⁷ Some of the savings reported at the 17th session of the Committee are carried over in the present report.

IV. Conclusion

47. In 2011, the Court has maintained its efforts to achieve efficiencies, as reported for the first half of the year at the seventeenth session of the Committee and further complemented in the present report. The Court has renewed its focus on coordinated internal efforts to achieve greater efficiency and developed an internal strategy to that effect. Further reports will follow the structure of the strategy to ensure comprehensive communication with the Committee on the critical matter achieving greater efficiency at the Court.
