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**Proposed Programme Budget for 2016  
of the International Criminal Court**

*Contents*

	<i>Paragraphs</i>	<i>Page</i>
List of abbreviations and acronyms .....		4
I. Introduction .....	1 - 48	6
II. Proposed Programme Budget for 2016.....	49 - 818	16
A. Major Programme I: Judiciary .....	49 - 115	16
1. Programme 1100: The Presidency .....	51 - 63	17
2. Programme 1200: Chambers.....	64 - 103	22
3. Programme 1300: Liaison Offices .....	104 - 115	31
B. Major Programme II: Office of the Prosecutor .....	116 - 274	34
(a) Sub-programme 2110: Immediate Office of the Prosecutor - Legal Advisory Section .....	139 - 161	42
(b) Sub-programme 2120: Services Section .....	162 - 186	47
2. Programme 2200: Jurisdiction, Complementarity and Cooperation Division (JCCD).....	187 - 201	54
3. Programme 2300: Investigation Division .....	202 - 252	58
4. Programme 2400: Prosecution Division .....	253 - 274	70
C. Major Programme III: Registry .....	275 - 695	75
1. Programme 3100: Office of the Registrar .....	293 - 297	79
(a) Sub-programme 3110: Immediate Office of the Registrar .....	298 - 312	81
(b) Sub-programme 3130: Legal Office .....	313 - 324	84
2. Programme 3200: Division of Management Services.....	325 - 429	86
(a) Sub-programme 3210: Office of the Director (DMS) .....	331 - 345	90
(b) Sub-programme 3220: Human Resources Section .....	346 - 362	93
(c) Sub-programme 3230: Budget Section.....	363 - 373	96
(d) Sub-programme 3240: Finance Section.....	374 - 388	98
(e) Sub-programme 3250: General Services Section .....	389 - 406	101
(f) Sub-programme 3290: Security and Safety Section .....	407 - 429	104
3. Programme 3300: Division of Judicial Services .....	430 - 580	107
(a) Sub-programme 3310: Office of the Director (DJS) .....	439 - 447	112
(b) Sub-programme 3320: Court Management Section.....	448 - 464	114
(c) Sub-programme 3330: Detention Section.....	465 - 473	117
(d) Sub-programme 3340: Language Services Section .....	474 - 500	119
(e) Sub-programme 3360: Victims Participation and Reparations Section.....	501 - 513	123
(f) Sub-programme 3190: Counsel Support Section.....	514 - 528	126
(g) Sub-programme 3740: Office of Public Counsel for the Defence .....	529 - 538	128
(h) Sub-programme 3750: Office of Public Counsel for Victims .....	539 - 554	130
(i) Sub-programme 3390: Information Management Services Section .....	555 - 580	133

	<i>Paragraphs</i>	<i>Page</i>
4. Programme 3800: Division of External Relations .....	581 - 695	137
(a) Sub-programme 3810: Office of the Director (DER) .....	588 - 596	142
(b) Sub-programme 3820 External Relations and Field Coordination Section .....	597 - 607	145
(c) Sub-programme 3830: Victims Witnesses Section.....	608 - 631	147
(d) Sub-programme 3840: Public Information and Outreach Section .....	632 - 649	151
(e) Sub-programme 3850: Field Offices .....	650 - 695	154
D. Major Programme IV: Secretariat of the Assembly of States Parties.....	696 - 726	160
E. Major Programme V: Premises .....	727 - 733	168
F. Major Programme VI: Secretariat of the Trust Fund for Victims .....	734 - 764	169
G. Major Programme VII-1 and VII-2: Permanent Premises Project .....	765 - 798	175
1. Major Programme VII-1: Project Director's Office (permanent premises) .....	771 - 788	177
(a) Sub-programme 7110: Project Director's Office .....	771 - 785	177
(b) Sub-programme 7120: Court Staff Resources .....	786 - 788	180
2. Major Programme VII-2: Permanent Premises Project – Interest.....	789 - 798	181
H. Major Programme VII-5: Independent Oversight Mechanism.....	799 - 808	183
I. Major Programme VII-6: Office of Internal Audit.....	809 - 819	185
Annexes .....		187
I. Draft Resolution of the Assembly of States Parties on the proposed programme budget for 2016, the Working Capital Fund for 2016, the scale of assessment for the apportionment of expenses of the International Criminal Court, financing appropriations for 2016 and the Contingency Fund .....		187
II. Organizational structure of the Court .....		190
III. Assumptions and parameters for the 2016 proposed programme budget .....		191
IV. List of potential developments which could impact on the 2016 proposed programme budget.....		192
V(a). List of strategic goals of the International Criminal Court (2016-2018) .....		193
V(b). List of strategic goals of the OTP Strategic Plan (2012-2016).....		194
VI. Staffing information: .....		195
(a) Proposed Court staffing in 2016 by major programme .....		195
(b) Changes to the staffing table .....		195
(c) List of Reclassifications 2016 .....		196
(d) List of Conversions 2016 .....		197
(e) Judges' salary and entitlements for 2016 .....		197
(f) Standard salary costs for 2016 – Professional and General Service staff (at Headquarters) .....		198
VII. Summary table by object of expenditure .....		199
VIII. Proposed budget for 2016 for the African Union Liaison Office (AULO).....		200
IX. Income projections 2011-2016 .....		201
X. 2016 estimated income statements for Least Developed Countries Trust Fund .....		201
XI. ReVision related recommendations.....		202

*List of abbreviations and acronyms*

Arc	Headquarters building at Maanweg, The Hague, Netherlands
ASG	Assistant Secretary-General
ASP	Assembly of States Parties
AU	African Union
AULO	African Union Liaison Office
AV	Audio-visual
BS	Budget Section
CAC	Classification Advisory Committee
CAR	Central African Republic (Bangui)
CBF	Committee on Budget and Finance
CIV	Côte d'Ivoire (Abidjan)
CMS	Court Management Section
CoCo	Coordination Council
CSS	Court Services Section
D	Director
DER	Division of External Relations
DJS	Division of Judicial Services (formerly DCS:Division of Court Services)
DMS	Division of Management Services (formerly CASD: Common Admin. Services Div.)
DRC	Democratic Republic of the Congo (Kinshasa and Bunia)
DS	Detention Section
DSA	Daily subsistence allowance
DSS	Defence Support Section (integrated in Counsel Support Section - 2010)
DVC	Division of Victims and Counsel (abolished 2010 - sections moved to Office of the Registrar)
ECOS	e-Court operating system
ERFCS	External Relations and Field Coordination Section
FO	Field Offices
FTE	Full-time equivalent
FS	Finance Section
GCDN	Global Communications and Data Network
GS	General Service
GS-OL	General Service (Other Level)
GS-PL	General Service (Principal Level)
GSS	General Services Section
GTA	General temporary assistance
HQ	Headquarters
HR	Human resources
HRS	Human Resources Section
IATN	Inter Agency Travel Network
IBA	International Bar Association
ICC	International Criminal Court
ICCPP	International Criminal Court Protection Programme
ICT	Information and communication technologies
ICTY	International Criminal Tribunal for the former Yugoslavia
IGO	Intergovernmental organization
ILOAT	International Labour Organization Administrative Tribunal

IMSS	Information Management Services Section (formerly ICTS: Info. and Comm. Technologies Section)
INFM	Inter-agency Network of Facility Managers
INTERPOL	International Criminal Police Organization
IOM	Independent Oversight Mechanism
IOR	Immediate Office of the Registrar
IPSAS	International Public Sector Accounting Standards
IRS	Initial Response Services
IT	Information technologies
JCCD	Jurisdiction, Complementarity and Cooperation Division
KEN	Kenya (Nairobi)
LAS	Legal Advisory Section (in OTP)
LO	Legal Office (formerly LASS: Legal Advisory Services Section (Registry))
LSS	Language Services Section (formerly STIC: Court Interp. and Transl. Section)
MLI	Mali (Bamako)
MIS	Management information system
MORSS	Minimum Operating Residential Security Standards
MOSS	Minimum Operating Security Standards
NGO	Non-governmental organization
NYLO	New York Liaison Office
OD-DER	Office of the Director of the Division of External Relations
OD-DFS	Office of the Director of the Division of Judicial Services
OD-DMS	Office of the Director of the Division of Management Services
OIA	Office of Internal Audit
OPCD	Office of Public Counsel for the Defence
OPCV	Office of Public Counsel for Victims
OTP	Office of the Prosecutor
OU	Outreach Unit
P	Professional
PIOS	Public Information and Outreach Section (formerly PIDS: Public Info. and Documentation Section)
PDO	Project Director's Office (permanent premises)
SAP	Enterprise Resource Planning System
SG	Strategic goal
SO	Strategic objective
SSS	Security and Safety Section
TFV	Trust Fund for Victims
TRIM	Total records information management
UGA	Uganda (Kampala)
UNDSS	United Nations Department of Safety and Security
UNDU	United Nations Detention Unit
UNON	United Nations Office at Nairobi
UNSMS	United Nations Security Management System
VPRS	Victims Participation and Reparations Section
VTC	Video teleconferencing
VWS	Victims and Witnesses Section (formerly VWU: Victims and Witnesses Unit)
WCF	Working Capital Fund
2gv	Non-integrated user equipment
3gv	Integrated user equipment

## I. Introduction

1. This proposed programme budget for 2016 is submitted on 7 August 2015 by the Registrar of the International Criminal Court (“the Court”) in accordance with financial regulation 3.1 and financial rule 103.2, for the consideration and approval of the Assembly of States Parties (“the Assembly”) at its fourteenth session.
2. The budget proposal is for a total of €153.32 million. Of this total:
  - (a) €2.70 million (8.29 per cent) for the Judiciary;
  - (b) €46.09 million (30.06 per cent) for the Office of the Prosecutor;
  - (c) €81.94 million (53.44 per cent) for the Registry;
  - (d) €3.05 million (1.99 per cent) for the Secretariat of the Assembly of States Parties;
  - (e) €3.03 million (1.98 per cent) for the Premises;
  - (f) €2.47 million (1.62 per cent) for the Secretariat of the Trust Fund for Victims;
  - (g) €0.79 million (0.52 per cent) for the Project Director’s Office (permanent premises);
  - (h) €2.20 million (1.44 per cent) for the Permanent Premises Project – Interest;<sup>1</sup>
  - (i) €0.34 million (0.23 per cent) for the Independent Oversight Mechanism; and
  - (j) €0.68 million (0.45 per cent) for the Office of Internal Audit.
3. The figures reflect an increase of €22.66 million, or 17.3 per cent, over the 2015 approved budget of €30.66 million. This is mainly due to a continued increase in judicial and prosecutorial activities with four live trials running simultaneously; one confirmation of charges hearing; appeals in one case; reparations in two cases; the implementation of the new strategy of the Office of the Prosecutor (“OTP” or “the Office”), its basic size model, and an increase in its workload, which includes one new investigation; Registry support services related to the increased investigative, prosecutorial and judicial activities, parties and participants to the proceedings, including witness protection and field operations; permanent premises operating costs; and built-in increases, such as staff costs, due to the application of the UN Common System.

### A. The Court today

4. In 2016 the Court expects to be dealing with twenty-two cases in eight situations. The OTP will continue investigations and judicial proceedings regarding eight situation countries (Uganda, the Democratic Republic of the Congo (DRC), the Central African Republic (CAR), Darfur (Sudan), Kenya, Libya, Côte d’Ivoire, and Mali), continue its investigations into article 70 offences and continue to proactively gather information and conduct preliminary examination activities in nine situations.
5. In the context of its active situations, the Court has issued twenty-seven warrants of arrest against persons suspected of having committed crimes within the jurisdiction of the Court, seven of whom are currently in custody. In addition, the Court has issued nine summonses to appear, on the basis of which all nine suspects have appeared voluntarily before the Court. In one case (*Banda*) the summons was subsequently replaced by a warrant of arrest. In cases before the Court, three trial verdicts have been delivered and a fourth is expected shortly. Four cases (concerning 10 persons) are currently at the trial preparation or trial stage. The confirmation of charges hearing in another case (concerning one person) is expected in January 2016. Nine cases (concerning twelve persons) remain in abeyance pending execution of the warrants of arrest.
6. With regard to preliminary examinations, four situations are under phase two analysis focusing on subject-matter issues, namely Honduras, Ukraine, Iraq and Palestine. Five situations

<sup>1</sup> The financial implications of Major Programme VII-2 are applicable only to those States Parties that did not opt for a one-time payment.

are under phase three analysis focusing on the examination of admissibility/complementarity issues, namely Afghanistan, Colombia, Georgia, Guinea, and Nigeria.

7. The Prosecutor's active investigations in the Court's situation countries are under way and progressing. Two article 70 investigations are envisaged in 2016.

8. In the Pre-Trial Division, proceedings are under way in *The Prosecutor v. Dominic Ongwen*, with the confirmation of charges hearing scheduled for 21 January 2016. Work has also continued on other situations and cases, in particular Côte d'Ivoire, Libya, Mali, the Central African Republic and the Comoros Islands. In addition, individuals who are the subject of long-standing warrants of arrest may be surrendered to the Court at any time, as was recently the case of Mr Bosco Ntaganda and Mr Dominic Ongwen.

9. Turning to the Trial Division, proceedings in *The Prosecutor v. Jean-Pierre Bemba Gombo* are nearing their conclusion, with the judgment now expected before the end of 2015. Depending on the outcome, this may be followed by sentencing and reparations proceedings.

10. Trial Chamber II is considering the issue of reparations to victims in the case of *The Prosecutor v. Germain Katanga*, and the implementation of reparations in the case of *The Prosecutor v. Thomas Lubanga*, following the judgment of the Appeals Chamber of 3 March 2015.

11. The commencement of the trial in *The Prosecutor v. Abdallah Banda Abakaer* in the Darfur situation (Sudan) remains vacated pending execution of the Trial Chamber's warrant of arrest against Mr Banda of 11 September 2014. In the Kenya situation, trial hearings in the case of *The Prosecutor v. William Samoei Ruto and Joshua Arap Sang* are continuing.

12. Trial hearings are due to commence shortly in a further three cases, and are expected to continue during 2016:

- (a) on 2 September 2015, in the case of *The Prosecutor v. Bosco Ntaganda*;
- (b) on 29 September 2015, in the case of *The Prosecutor v. Jean-Pierre Bemba Gombo, Aimé Kilolo Musamba, Jean-Jacques Mangenda Kabongo, Fidèle Babala Wandu and Narcisse Arido* ("*Bemba et al*"); and
- (c) on 10 November 2015, in the case of the *Prosecutor v Laurent Gbagbo and Charles Blé Goudé*.

13. The Appeals Chamber continues to consider a steady flow of interlocutory appeals arising from the increased volume of proceedings at Pre-Trial and Trial level. In addition, the final decision of the Trial Chamber in *The Prosecutor v. Jean-Pierre Bemba* may be appealed in 2016, including any decision on sentencing and reparations.

14. The combined impact of these judicial developments will be an unprecedented requirement for the trial hearings in four cases to be conducted simultaneously during 2016. This would have been impossible in the Court's interim premises where, of the two courtrooms available, only one can accommodate a multi-accused trial. Fortunately this requirement will coincide with the Court's move to its new permanent premises, where three courtrooms, larger than those in the current building, will be available. To be able to make efficient use of this new capacity, it will be essential to strengthen Chambers and courtroom support, including courtroom staff and interpreters (currently limited to supporting only one trial at a time).

## 1. Assumptions for 2016

15. In accordance with the Court's practice, the 2016 budget assumptions have been developed and agreed upon by the organs of the Court based on judicial and prosecutorial work plans for the following year, insofar as these can be accurately estimated as of the end of April 2015. However, the unpredictable nature of the Court's judicial work makes it difficult to produce fully reliable assumptions well in advance of the financial period for which the Court is budgeting. It is thus the Court's policy to budget only for events which are certain to occur in the following year and which can be accurately estimated.

16. The budget assumptions for investigative, judicial and prosecutorial activities developed by the Court, which underpin the proposed programme budget for 2016, provide for the following:

- (a) Five active investigations, two article 70 investigations, and preservation of evidence in nine hibernated investigations;
- (b) Trial preparation in one case (*Ongwen*, four months);
- (c) Trial hearings in four cases (*Ntaganda*, twelve months; *Ruto and Sang*, twelve months; *Bemba et al.*, twelve months; and *Gbagbo and Goudé*, twelve months);
- (d) Reparations proceedings in *Lubanga* and *Katanga*, twelve months each; and
- (e) Final appeal in one case (*Bemba*) and interlocutory appeals.

17. The assumptions regarding these hearing timeframes have been developed on the basis that four hearings will take place simultaneously, rather than two consecutively as in 2015. Consequently, the combined workload of the Pre-Trial Chambers, Trial Chambers and the Appeals Chamber in 2016 is expected to exceed the level of judicial activity in 2015.

18. Based on the budget assumptions, parameters and the greater volume of judicial activity and provision of services to parties and participants in the various pre-trial, trial and appeals proceedings in 2016, the level of Registry support required will increase substantially, in particular, with regard to the number of simultaneous courtroom activities; legal aid for defence and victims; field operations; protection and support of witnesses; and the Court's move to its new permanent premises. As well as supporting the increase in judicial proceedings, the Registry will also support additional investigative and prosecutorial activities following the implementation of the new OTP strategy, and will continue to support the non-judicial aspects of administration and servicing of the Court.

19. To partially offset the increase in resources, the Registrar has implemented a zero growth budget for those sections not directly involved in judicial and prosecutorial activities. Furthermore, the *ReVision* of the Registry will allow it to clarify and adapt its vision, mission, culture and values to the current realities of the Court, enhancing its capacity to ensure continuous and efficient delivery of services in the most effective and sustainable manner.

20. The Court's unified approach towards an improved budgetary process in accordance with its "One Court" principle includes a further refinement of the budget assumptions linking the provisions included in the budget proposal to a concrete situation, case and timeframe in the following year, in order to present a unified budget proposal for 2016. However, their certainty depends on external factors over which the Court has no control, as well as on judicial decisions which cannot be pre-determined.

21. The Court has also developed operational parameters, particularly for the Registry, which are commensurate with the expected service levels that may be required to support implementation of the judicial calendar and the prosecutorial work plan. Budget assumptions and parameters are largely interdependent. A selection of the 2016 budget parameters is provided in Annex III.

## 2. Strategic planning, risk management and the 2016 Budget

22. In 2015 the Court performed its planned yearly update of the Strategic Plan's objectives (2015-2016) and expected results. Priority objectives for 2015 and 2016 were reviewed to provide a sound basis for assumptions in the proposed budget for 2016. The yearly review took place in parallel with further development of the new OTP strategic plan (2016-2018) and the structural review of the Registry's operations (*ReVision* project). Both exercises are in line with the Court's strategic goals but have an impact on the priority objectives and the expected results which can be derived from the objectives.

23. At the same time, the State Parties' review of the Court's Strategic Plan continues through a dedicated Hague Working Group on strategic planning.

24. The lists of strategic goals of the Court (2013-2017) and of the OTP Strategic Plan (2016-2018) are included in Annex V (a) and (b).



25. With regard to risk management, and as reported in the 2015 budget narratives, the Court finalized its initial risk register in 2014 after a day-long exercise with twenty-one high-level representatives of the Court. The exercise provided the Court with an overview of the essential risks to be addressed during the year and allowed the Court to implement some corresponding remedial activities.

26. The Court continued in 2015 to work on the current high-level risk register and risk management process through a planned yearly iteration; this comprises reviewing the list of identified risks, identifying risk owners for the completed risk register; defining action plans for critical risk remediation; implementing action plans, and monitoring other risks.

27. The Court also reviewed its risk management process in 2015. In particular, an extensive workshop was organized with the three heads of organs of the Court, during which all risks identified were reviewed and guidance was offered. The input of the principals helped improve the risk management processes currently in place and determine the most suitable risk maturity levels for the Court in the coming years. The results of the discussions with the principals were shared with a larger group of the Court's senior managers during a second workshop to update the risks and their ratings. The two workshops provided valuable substance for an action-plan to implement a full-scale risk management framework through the following steps:

- (a) Formalize the Court's current risk management process by mapping it to an appropriate industry standard, such as ISO31000 or COSO-ERM. The process will, in particular, ensure that the Court uses standard risk categories in support of a more objective risk classification and risk identification process. For example, consideration could be given to classifying existing risks under four broad themes: Strategic, Financial, Compliance and Operational. This new framework would ensure greater consistency and comprehensiveness in the identification and evaluation of risks. It will also strengthen communication and commitment on the mandate, roles and responsibilities of the yearly risk management exercise. Eventually, such a framework will support development of the most appropriate evaluation scale for updating the Court's risk appetite on a yearly basis.
- (b) Implement a process in two stages, relying on an initial organ-specific exercise and a follow-up with a consolidated Court-wide risk management plan:
  - (i) Risk identification, evaluation and prioritization, including identification of risk owners and remediation at organ level (or proposed escalation/de-escalation). Each organ needs to create, develop and implement the most suitable process for its needs and identify a representative to represent its interests in inter-organ group discussions; and
  - (ii) Consolidation of organ-specific risk registers into the Court-wide register, relying on the Court principals' strategic views on priority risks and appropriate remediation levels. This consolidation step includes a formal transfer of agreed remediation activities into action plans and budget proposals.
- (c) Implement and monitor remediation activities, and, as appropriate, report to governing bodies.

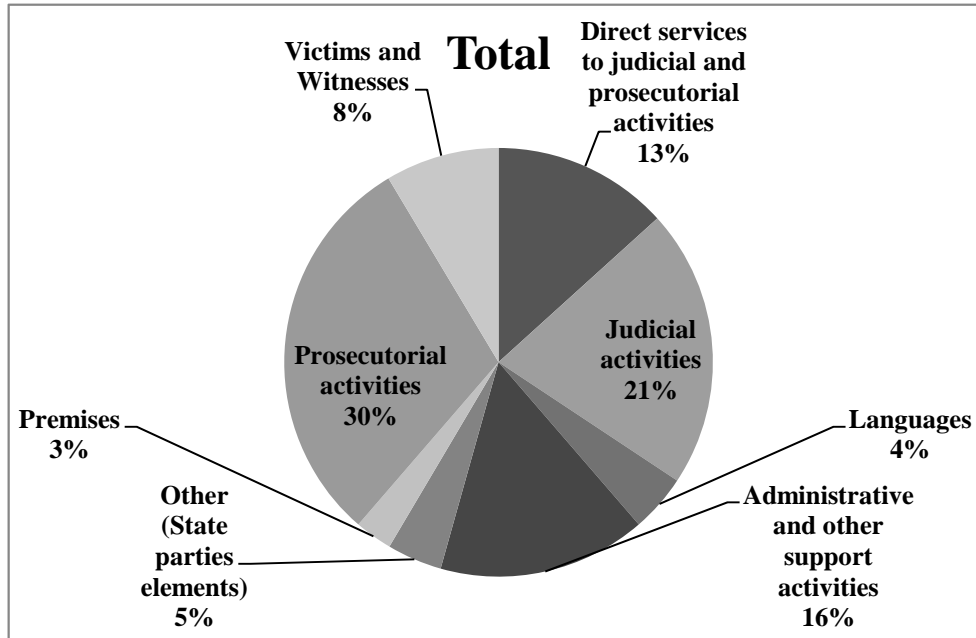
28. The proposed approach will allow resource requirements in the draft programme budget for 2017 to take account of the prioritization of activities required to address the most important risks identified in the annual review process.

## **B. Macroanalysis**

29. The following chart presents the Court's 2016 proposed budget by activity. Provisions for resources directly linked to judicial and prosecutorial activities, including support to victims and witnesses and language services, represent 76 per cent of the total budget proposal. Administrative and support functions to the Court and infrastructure amount to 16 per cent. While the 2016 proposed programme budget contains resources to cover the rent of the interim premises until 30 June 2016, resources related to the transition and operation of the permanent premises represent three per cent of the budget. The Secretariat of the

Assembly of States Parties, the Independent Oversight Mechanism and the Office of the Internal Auditor, which are independently grouped under ‘Other (States Parties elements)’ based on their independent governance structure, represent an additional five per cent. The level of judicial and prosecutorial activity is the main driver of the Court’s budget.

**Chart 1: Macroanalysis<sup>2</sup>**



30. The table below illustrates the dynamic evolution of judicial activities at the Court from 2009 to 2016 (proposed), and shows how resources for operational support and field operations have been allocated to the different situations over time. The provision for operational support reflects a steady but limited growth over the years, reflecting increases that are consequential on the growth in judicial activities.

**Table 1: Strategic dynamic evolution of judicial activities by situation (thousands euros<sup>(a)</sup>)**

	<i>Operational Support (CIS and FO-Ops)</i>	<i>Uganda</i>	<i>DRC</i>	<i>Darfur</i>	<i>CAR</i>	<i>Kenya</i>	<i>Libya</i>	<i>Côte d'Ivoire</i>	<i>Mali</i>
2009 approved	16,198.90 (9 cases)	3,233.40 (1 case)	17,475.40 (4 cases)	7,575.60 (3 cases)	7,390.50 (1 case)	N/A	N/A	N/A	N/A
2010 approved	18,158.30 (11 cases)	3,057.80 (1 case)	17,506.10 (5-6 cases)	6,719.10 (3 cases)	7,485.90 (1-2 cases)	N/A	N/A	N/A	N/A
2011 approved	21,927.00 (13 cases + 2)	2,269.70 (1 case)	13,499.60 (5 cases)	4,728.90 (4 cases)	5,653.30 (1 case)	7740.8 <sup>(b)</sup> (2 cases)	4,072.6 <sup>(c)</sup> (2 cases)	N/A	N/A
2012 approved <sup>(d)</sup>	19,940.08 (17 cases)	1,496.87 (1 case)	9,728.31 (6 cases)	3,175.03 (4 cases)	2,985.81 (1 case)	7,412.13 (2 cases)	2,322.57 (2 cases)	3,165.92 (1 case)	N/A
2013 approved <sup>(e)</sup>	26,215.10 (18 cases)	813.70 (1 case)	7,526.70 (6 cases)	1,659.50 (4 cases)	3,300.70 (1 case)	6,913.20 (2 cases)	1,659.50 (2 cases)	4,777.50 (2 cases)	3,241.20 N/A
2014 approved <sup>(f)</sup>	26,723.60 (18 cases)	1,015.50 (1 case)	8,270.80 (6 cases)	1,265.20 (4 cases)	1,242.10 (1 case)	4,589.40 (2 cases)	584.30 (2 cases)	7,754.60 (2 cases)	3,596.40 (n/a)
2015 approved <sup>(g)</sup>	30,078.30 (21 cases)	980.90 (1 case)	8,264.30 (6 cases)	336.00 (4 cases)	7,052.7 (2 cases)	4,180.90 (2 cases)	622.80 (3 cases)	5,404.90 (2 cases)	4,752.40 (2 cases)

<sup>2</sup> The prosecutorial activities in this chart include preliminary examinations and investigative and prosecutorial activities carried out by the OTP.

	<i>Operational Support (CIS and FO-Ops)</i>	<i>Uganda</i>	<i>DRC</i>	<i>Darfur</i>	<i>CAR</i>	<i>Kenya</i>	<i>Libya</i>	<i>Côte d'Ivoire</i>	<i>Mali</i>
2016 proposed	36,394.50 (22 cases)	3,917.00 (3 cases)	8,788.80 (2 cases)	542.80 (3 cases)	9,747.40 (4 cases)	5,118.80 (2 cases)	786.60 (3 cases)	6,877.90 (3 cases)	5,121.50 (2 cases)

<sup>(a)</sup> Excludes costs attributable to court-in-session (CIS) but includes costs attributable to court-in-session operations (CIS-Ops).

<sup>(b)</sup> Includes the sum of €2,616.0 thousand in Contingency Fund notifications for the Kenya situation for the period June to December 2011.

<sup>(c)</sup> Contingency Fund notification for the use of extra resources for the Libya situation for the period May to December 2011.

<sup>(d)</sup> Includes Supplementary Budget for Côte d'Ivoire for the period August to December 2012.

<sup>(e)</sup> Includes Contingency Fund notifications for 2013.

<sup>(f)</sup> Includes Contingency Fund notifications for 2014.

<sup>(g)</sup> Excludes year-to-date Contingency Fund notifications for 2015 as implementation is still ongoing.

31. The required resources reflect the changing needs directly connected to the proceedings, which in some instances may result in increases due to additional cases or cases at different stages in the proceedings. More resources are needed to meet the standards required of an integrated team conducting investigations or prosecutions, and these standards are not yet being met, for example in ongoing investigations such as Côte d'Ivoire and Mali. In more recently opened situations, such as Mali, more resources are required as a result of increased investigative and prosecutorial activities. It is important to note that the different stages of the judicial proceedings also require different levels of support from the Registry on a number of the essential services that it provides to all parties, participants and actors in the proceedings.

32. The situation-related budget components are subdivided into court in-session activities and operations and activities related to the field, as summarized in the table below. In addition, other items are provided at the end of the table to illustrate all the budgetary requirements for 2016.

**Table 2: Budget for court-in-session and field operations (in €million)**

<i>Item</i>	<i>Proposed budget 2016</i>
<b>Court-in-session(CIS)</b>	
Operational support	18.0
Trial (2T1) Lubanga	1.4
Trial (2T2A) Katanga	0.5
Trial (2T6) Ntaganda	1.3
Trial (4T1) Bemba	1.5
Trial (4T2) Bemba Art. 70	1.8
Trials (5T1) Ken 1 & 2	2.2
Trial (3T1) Banda	0.4
Trial (7T1) Gbagbo	1.7
<i>Subtotal court-in-session</i>	28.9
<b>Field operations (FO Ops)</b>	
Operational support	18.4
Situation 1 – Uganda	3.9
Situation 2 – DRC	8.8
Situation 3 – Darfur	0.5
Situation 4 – CAR	9.7
Situation 5 – Kenya	5.1
Situation 6 – Libya	0.8
Situation 7 - Côte d' Ivoire	6.9

<i>Item</i>	<i>Proposed budget 2016</i>
Situation 8 – Mali	5.1
<i>Subtotal field operations</i>	<i>59.3</i>
<i>Sub-total (CIS and FO Ops)</i>	<i>88.2</i>
<b>Others</b>	
Basic resources	55.1
Premises	3.3
Operational cost incl. maintenance, utilities and communications	3.5
Resources for the Secretariat of the Assembly of States Parties	3.1
<i>Subtotal others</i>	<i>65.1</i>
<b>Total Proposed Programme Budget for 2016</b>	<b>153.3</b>

### 1. Growth analysis: main cost drivers for 2016

33. In its 2016 proposed programme budget, the Court requests additional funds of €22.66 million, an increase of 17.3 per cent. The major components of this increase are shown in the table below.

**Table 3: Budget 2016 increase – main cost drivers**

<i>Item</i>	<i>Increase in € million</i>
Judicial activities	3.17
Prosecutorial activities	4.58
Legal aid	2.94
Ongwen	1.80
Field operations	3.08
Victims and witnesses related costs	2.14
Permanent premises	3.57
Permanent premises – interest	1.13
UN Common System	2.17
Secretariat of the Trust Fund for Victims	0.66
Miscellaneous (SASP, IOM, OIA)	0.73
Reductions (Premises, PDO)	-3.31
<b>Total</b>	<b>22.66</b>

**Table 4: Budget 2016 resource growth by major programme**

<b>Comparative resource growth Total ICC</b>	<i>Approved Budget 2015 (thousands of euro)</i>			<i>Proposed Budget 2016 (thousands of euro)</i>			<i>Resource growth 2016 vs 2015</i>	
	<i>Basic</i>	<i>Situation- related</i>	<i>Total</i>	<i>Basic</i>	<i>Situation- related</i>	<i>Total</i>	<i>Amount</i>	<i>%</i>
MP I: Judiciary	9,998.3	2,035.9	12,034.2	10,009.9	2,694.7	12,704.6	670.4	5.6
MP II: Office of the Prosecutor	6,291.5	33,321.2	39,612.6	7,003.5	39,088.4	46,091.9	6,479.2	16.4
MP III: Registry	31,367.1	33,658.7	65,025.8	36,706.2	45,233.9	81,940.1	16,914.4	26.0
MP IV: Secretariat of the Assembly of States Parties	3,012.8	-	3,012.8	3,053.3	-	3,053.3	40.5	1.3
MP V: Premises	6,000.0	-	6,000.0	3,030.4	-	3,030.4	-2,969.6	-49.5
MP VI: Secretariat of the Trust Fund for Victims	679.4	1,136.3	1,815.7	866.7	1,612.4	2,479.1	663.4	36.5
MP VII-1: Project Director's Office (permanent premises)	1,140.6	-	1,140.6	796.5	-	796.5	-344.1	-30.2

Comparative resource growth Total ICC	Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015	
	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
MP VII-2: Permanent Premises Project –Interest	1,068.7	-	1,068.7	2,200.5	-	2,200.5	1,131.8	-
MP VII-5: Independent Oversight Mechanism	339.9	-	339.9	345.7	-	345.7	5.8	1.7
MP VII-6: Office of Internal Audit	615.3	-	615.3	686.0	-	686.0	70.7	11.5
<b>Total</b>	<b>60,513.5</b>	<b>70,152.1</b>	<b>130,665.6</b>	<b>64,698.6</b>	<b>88,629.4</b>	<b>153,328.2</b>	<b>22,662.6</b>	<b>17.3</b>

## 2. Growth analysis: multi-year cost drivers (2017-2019)

34. Following a recommendation of the Committee on Budget and Finance (“the Committee”) that the Court identify known or knowable significant multi-year cost drivers including capital replacement, premises and staff costs, and present them clearly to the Assembly to ensure that there are no surprises when a clearly identifiable expense becomes due,<sup>3</sup> the table below provides a mid-term plan for the Court’s knowable significant multi-year cost drivers for the years 2017-2019. The new OTP Strategic Plan (2016-2018) will be implemented. A proposal for the OTP Basic Size model will be submitted along with the 2016 proposed programme budget.<sup>4</sup>

35. The Court has been continually refining its requirements for capital investment acquisitions and replacements in the light of the move to its permanent premises, scheduled for the last trimester of 2015. In line with past practice, the requirements for capital investment replacements in the Court’s 2016 proposed programme budget have been prioritized and reduced to a minimum.

**Table 5: Analysis of potential cost drivers**

	2017	2018	2019
<b>Staff costs</b>			
<i>Total staff costs</i> <sup>5</sup>	77,430,140	79,365,894	81,350,041
<b>Capital investment replacements</b>			
Vehicles	490,000	490,000	490,000
Equipment	1,838,510	437,070	680,000
<i>Total capital investment replacements</i>	2,328,510	927,070	1,170,000
<b>Premises</b>			
Operation and maintenance of permanent premises <sup>6</sup>	2,652,000	2,920,000	2,993,000
Estimated interest only payment on host State loan <sup>7</sup>	1,201,947	0	0
Estimated capital and interest payment on host State loan <sup>8</sup>	3,644,990	3,644,990	3,644,990
TCO (capital replacement) permanent premises <sup>9</sup>	4,300,000	4,300,000	4,300,000

<sup>3</sup> *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Tenth session, New York, 12-21 December 2011* (ICC-ASP/10/20), vol. II, part B.2, para. 22.

<sup>4</sup> An advance copy was provided to the Committee at its resumed twenty-fourth session, 14-15 July 2015.

<sup>5</sup> A two and a half per cent increase has been applied to staffing costs as a steady growth on a compounded basis (established professional and general services posts).

<sup>6</sup> Based on premises handover from the contractor in early September 2015, therefore start of insurances, etc., followed by 12 months’ maintenance by general contractor of all items required to ensure full warranties during period ending late August 2016, in line with end of defects period.

<sup>7</sup> Based on finalization of the loan as at 30 June 2016. Should the other possible date (31 March 2016) be selected, this amount would decrease accordingly.

<sup>8</sup> Not applicable to all States Parties. Applies only to those States Parties which did not opt for one-time payment.

<sup>9</sup> Based on the recommendation of the Working Group on Total Cost of Ownership (OC). The actual amount requested will be subject to the decision of the Assembly of States Parties, at its fourteenth session, based on the recommendations of the Committee and the Oversight Committee. Total Cost of Ownership (TCO) comprises capital replacement costs, but excludes operational and maintenance costs.

	2017	2018	2019
<i>Total premises</i>	11,798,937	10,864,990	10,937,990
<b>Special programmes/projects</b>			
African Union Liaison Office (AULO) <sup>10</sup>	245,693	251,835	258,131
<i>Total special programmes/projects</i>	245,693	251,835	258,131
<b>Grand total</b>	<b>91,803,280</b>	<b>91,409,789</b>	<b>93,716,162</b>

(a) **Common System Costs**

36. Common system staff costs encompass salaries, allowances and benefits. They are described in the booklet entitled “United Nations Common System of Salaries, Allowances and Benefits”, which is available on the website of the International Civil Service Commission (ICSC). Within the common system, salary scales, as well as certain allowances and benefits, are different for Professional and General Service staff. Approximately 50 organizations, including the Court, follow the United Nations common system.

37. The salary calculation methodology used to determine the staff cost budget provision is consistent with past practice and is based on United Nations salary scales. The increase in salary costs is due essentially to the application of the United Nations Common System of Salaries, Allowances and Benefits rules. The UN has published new salary scales for both Professional and General Services staff for 2015 and 2014 respectively, which have been incorporated in the salary calculation methodology.

38. Other common system costs shared by the Court on a pro-rata basis as established by the UN include items such as UN/ICC Global shared security operating costs (the membership fee for the United Nations security management system), UN Local shared security operating costs and UN System Electronic Information Acquisitions Consortium (UNSEIAC) costs for sharing the UN databases.

(b) **Vacancy rate**

39. In the light of past vacancy rates and current trends, the following vacancy rates have been applied to the proposed 2016 budget: five per cent for Major Programme I, eight per cent for Major Programme II, 10 per cent for the Registry and all other major programmes of the Court, except Major Programme VII-6 which has a zero vacancy rate. The trend in vacancy rates over the past three years is shown in the table below.

**Table 6: Trend in vacancy rates over past three years**

<i>MP</i>	2012	2013	2014
I	6.3%	6.3%	5%
II	7.0%	7.0%	8%
III	10.3%	10.3%	10%
IV	33.3%	33.3%	10%
VI	14.3%	14.3%	10%
VII-1	0%	0%	10%
VII-5*	10%	10%	10%
VII-6	10.3%	10%	10%

\*Post temporarily held by UN staff member on reimbursable loan.

<sup>10</sup> Indicative costs based on the calculations provided in Annex VIII of the proposed programme budget for 2016 and dependent on the agreement of the African Union and of the Government of Ethiopia, and assuming the AULO is set up in 2016.

**(c) Permanent premises**

40. The Court will move to its permanent premises in December 2015. Overall, the Court is proposing an increase in 2016 of approximately €1.4 million in connection with its premises and this is reflected in Major Programmes III, V, VII-1 and VII-2.

41. Under Major Programme III, the Registry is proposing an increase of €2.0 million in permanent premises-related non-staff costs due to the ownership and operation of a larger building. These costs include cleaning, utilities, local service costs (water, sewage, pollution management) and buildings insurance, update of IT firewalls, and expansion of the Wifi network. No resources have been proposed for future capital replacements or major repairs at the new premises. Staff costs are also proposed to increase by €1.5 million due to the greater responsibilities involved in building ownership.

42. Major Programme V - Interim Premises, which is being renamed "Premises", includes provisions of €1.1 million for contracted preventative and corrective maintenance at the permanent premises and €2.0 million, as the Court is contractually obliged to pay rent and maintenance on its two main interim premises buildings until the end of March and June 2016 respectively. Of this amount, €0.8 million has been pledged as a contribution by the Government of the Netherlands. As a result, MP V is proposing an overall decrease of €2.96 million compared to 2015.

43. MPVII-1 is proposing a decrease from €1.14 to €0.79 million or €0.34 million as the construction project reaches its closing phase in 2016, including the final audit and project closure. While the transition project is expected to be finished at the end of 2015, it will be completed administratively and financially in 2016. The Project Director's Office will continue to provide support for other activities, such as the procurement exercise for the main building contractor.

44. For MP VII-2, interest on the host State loan shows an increase of €1.13 million, up to €2.20 million due to greater recourse to the loan in 2015, payable in 2016.

**(d) Efficiency measures**

45. The Court maintains its focus on advancing existing coordination and cooperation of activities between and within its organs, and continues to employ a coordinated approach to achieve greater efficiency wherever possible. In 2016, the Court will continue to seek further efficiency through the identification of areas of joint-optimization with (i) a review of the organization of services within the Office of the Prosecutor and (ii) the creation of an inter-organ working group.

46. The review of the organization of services within the Office of the Prosecutor is under way and recommendations for improvement are yet to be completed. The OTP areas of general administration that have been analyzed so far are budget, travel and field operation expenses and HR administration.

47. The inter-organ working group, which has been created in 2015, will take stock of achievements and focus on issues of governance determination, the most efficient allocation of resources and process improvements. In particular, the group will initially focus on the creation of a project plan and on determination of the methodology and approach to be taken. The group will bring a new framework and enhanced control to certain Court activities, while ensuring increased strategic guidance from senior management.

48. While some activities have already been initiated, the new Registry structure and the new OTP strategy through the OTP Basic Size exercise offer a good opportunity to make further and more concrete steps in inter-organ coordination and cooperation for the purpose of optimizing the work of the Court as a whole.

## II. Proposed Programme Budget for 2016

### A. Major Programme I: Judiciary

#### Introduction

49. In 2016 there will be a number of significant changes in the work of the Judiciary. The new permanent premises will, for the first time, enable the simultaneous use of three courtrooms. For the first time in over three years there will be a full complement of 18 regular judges. As a result of casework developments in 2014 and 2015, four trials are currently expected to be at the trial hearing stage simultaneously, an unprecedented level of courtroom activity at the International Criminal Court. One further confirmation of charges decision is expected in early 2016, while work continues on other situations and cases at the pre-trial level. New final appeals in one case are expected, in addition to an increased volume of interlocutory appeals generated by the increased trial casework. At the same time, work by the judges to improve the efficiency and timeliness of proceedings will continue, along with efforts to ensure more flexible and efficient deployment of legal staff resources.

50. The budget for Major Programme I is based on the judicial activities required under the Court's budget assumptions for 2016.

**Table 7: Major Programme I: Proposed budget for 2016**

Major Programme I Judiciary	Expenditure Budget 2014 (thousands of euro)					Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Judges	4,418.6		4,418.6	275.8	4,694.4	5,486.8		5,486.8	5,369.1		5,369.1	-117.7	-2.1
Professional staff	3,781.3	538.3	4,319.6		4,319.6	3,139.4	512.1	3,651.5	3,301.7	804.0	4,105.7	454.2	12.4
General Service staff						914.0	209.0	1,123.0	913.6		913.6	-209.4	-18.6
<i>Subtotal Staff</i>	<i>3,781.3</i>	<i>538.3</i>	<i>4,319.6</i>		<i>4,319.6</i>	<i>4,053.4</i>	<i>721.1</i>	<i>4,774.5</i>	<i>4,215.3</i>	<i>804.0</i>	<i>5,019.3</i>	<i>244.8</i>	<i>5.1</i>
General temporary assistance	132.8	984.0	1,116.8	232.4	1,349.2	174.8	1,314.8	1,489.6	119.6	1,890.7	2,010.3	520.7	35.0
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>	<i>132.8</i>	<i>984.0</i>	<i>1,116.8</i>	<i>232.4</i>	<i>1,349.2</i>	<i>174.8</i>	<i>1,314.8</i>	<i>1,489.6</i>	<i>119.6</i>	<i>1,890.7</i>	<i>2,010.3</i>	<i>520.7</i>	<i>35.0</i>
Travel	100.0		100.0		100.0	161.8		161.8	160.5		160.5	-1.3	-0.8
Hospitality	6.6		6.6		6.6	12.0		12.0	12.0		12.0		
Contractual services	2.4		2.4		2.4	5.0		5.0	5.0		5.0		
Training	13.7		13.7		13.7	22.0		22.0	36.0		36.0	14.0	63.6
Consultants	2.3		2.3		2.3	10.0		10.0	10.0		10.0		
General operating expenses	39.7		39.7		39.7	67.4		67.4	77.4		77.4	10.0	14.8
Supplies and materials	1.9		1.9		1.9	5.0		5.0	5.0		5.0		
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>166.6</i>		<i>166.6</i>		<i>166.6</i>	<i>283.2</i>		<i>283.2</i>	<i>305.9</i>		<i>305.9</i>	<i>22.7</i>	<i>8.0</i>
<b>Total</b>	<b>8,499.3</b>	<b>1,522.3</b>	<b>10,021.6</b>	<b>508.2</b>	<b>10,529.8</b>	<b>9,998.2</b>	<b>2,035.9</b>	<b>12,034.1</b>	<b>10,009.9</b>	<b>2,694.7</b>	<b>12,704.6</b>	<b>670.5</b>	<b>5.6</b>

**Table 8: Major Programme I: Proposed staffing for 2016**

Judiciary	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic				2	1	21	4		28	1	12	13	41
	Situation-related				1	2		4		7				7
	<i>Subtotal</i>				<i>3</i>	<i>3</i>	<i>21</i>	<i>8</i>		<i>35</i>	<i>1</i>	<i>12</i>	<i>13</i>	<i>48</i>
New/ Converted	Basic				1					1				1
	Situation-related													
	<i>Subtotal</i>				<i>1</i>					<i>1</i>				<i>1</i>
Redeployed/ Returned	Basic							-1		-1				-1
	Situation-related													
	<i>Subtotal</i>							<i>-1</i>		<i>-1</i>				<i>-1</i>
<b>Total</b>					<b>4</b>	<b>3</b>	<b>20</b>	<b>8</b>		<b>35</b>	<b>1</b>	<b>12</b>	<b>13</b>	<b>48</b>



## 1. Programme 1100: The Presidency

### Introduction

51. The Presidency has three strategic priorities reflecting its primary areas of responsibility:

- (a) Legal: to carry out its legal and judicial functions under the Statute, including the enforcement responsibilities foreseen under Part X of the Rome Statute; and to support continuing judicial work to improve the efficiency and expeditiousness of proceedings;
- (b) Administrative: to provide efficient administrative and management support to the Judiciary and to contribute actively to the Court's governance under the Presidency's strategic leadership; and
- (c) External relations: to maintain and increase international support for and cooperation with the Court; to encourage full implementation and global ratification of the Rome Statute; and to coordinate external relations activities within the Court.<sup>11</sup>

52. In March 2015 the plenary of judges elected Judge Fernández de Gurmendi to be President of the Court for the next three years, with Judge Joyce Aluoch and Judge Kuniko Ozaki as First and Second Vice-Presidents.

### *Presidency Objectives*

1. Within the Presidency's areas of responsibility, to contribute to ensuring the efficient conduct of pre-trial, trial and appeal proceedings, making the best use of the new facilities in the permanent premises.
2. To push forward the "lessons learnt" review of judicial processes, focussing on procedures in pre-trial and trial preparation/hearing stages and the handling of victims applications, and subsequently on conclusion of trials and appeals, consulting States Parties, parties, participants and other stakeholders as appropriate.
3. To develop appropriate performance indicators for judicial processes and relevant judicial support.
4. To ensure effective resource management, including identification and implementation of possible further efficiency measures.
5. To further improve the Court's budget processes.
6. To ensure efficient management of risks.
7. To further improve the management of staff performance.
8. To further improve the dialogue between the Court, the Assembly and its sub-bodies.
9. To promote confidence-building in the Court with States, international and regional organizations, NGOs and other key partners and stakeholders; to encourage effective cooperation with the Court; to use all opportunities to highlight to non-States Parties the benefits of joining the Court; and to conclude relocation and interim release/acquittal agreements with States.

<sup>11</sup> For a more detailed description of the tasks and functions carried out by the Presidency under its strategic priorities see Approved Programme Budget for 2014 of the International Criminal Court, ICC-ASP/12/20 of 22 January 2014, paras. 32-35.

**Table 9: Expected results, performance indicators and targets 2016**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
<b>Objectives 1- 3</b> (POs 1.1.1, 1.1.2 and 2.6.3)		
1. Provide effective Presidency planning and support for the efficient management of judicial proceedings, making best use of new facilities in the permanent premises.	<ul style="list-style-type: none"> <li>• Potential issues identified and effectively managed</li> <li>• Quality of preparation and support for Presidency and Judges' meetings</li> <li>• Efficient management of applications/filings before the Presidency</li> <li>• Timeliness and quality of advice to the President and Vice-Presidents on administrative and managerial issues</li> </ul>	<ul style="list-style-type: none"> <li>• 100%</li> <li>• Fully satisfactory</li> <li>• All decisions issued within agreed timeline</li> <li>• Fully satisfactory</li> </ul>
2. Continue the “lessons learnt” review of judicial processes, consulting stakeholders as appropriate, with emphasis on changes not requiring amendments to the Rules of Procedure and Evidence.	<ul style="list-style-type: none"> <li>• Number of specific areas in which improvements are agreed</li> </ul>	<ul style="list-style-type: none"> <li>• 5</li> </ul>
3. Develop appropriate performance indicators for judicial processes and relevant judicial support.	<ul style="list-style-type: none"> <li>• New performance indicators implemented for both Court-wide and Judiciary purposes</li> </ul>	<ul style="list-style-type: none"> <li>• By end 2016</li> </ul>
<b>Objective 4</b> (PO 2.1.2)		
1. Effective resource management including identification and implementation of possible further efficiency measures.	<ul style="list-style-type: none"> <li>• Impact/effectiveness of Chambers staffing changes introduced by 2016 Budget</li> <li>• Improvements in timeliness of judicial proceedings through implementation of “lessons learned” changes</li> <li>• Number of areas where further efficiencies can be achieved</li> </ul>	<ul style="list-style-type: none"> <li>• 100%</li> <li>• Measurable improvements</li> <li>• 1</li> </ul>
<b>Objective 5</b> (PO 2.6.1)		
1. Improve existing system for expenditure forecasting.	<ul style="list-style-type: none"> <li>• More timely and accurate forecasts</li> </ul>	<ul style="list-style-type: none"> <li>• First quarter 2016</li> </ul>
<b>Objective 6</b> (PO 2.6.2)		
1. Further development of Court-wide risk management system, in cooperation with the other organs.	<ul style="list-style-type: none"> <li>• New risk management process agreed and implemented on a Court-wide basis</li> </ul>	<ul style="list-style-type: none"> <li>• Progressively with effect from 1 January 2016</li> </ul>
<b>Objective 7</b> (PO 2.3.1)		
1. Further improve management of staff performance.	<ul style="list-style-type: none"> <li>• Full MP1 compliance with the Court's performance appraisal system, including appropriate input from line managers and judges</li> </ul>	<ul style="list-style-type: none"> <li>• 100% by end of 2016</li> </ul>
<b>Objective 8</b> (PO 3.1.1)		
1. Transparent and effective communication and information exchange between Judiciary and Working Groups of the Assembly.	<ul style="list-style-type: none"> <li>• Number of HWG / SGG meetings attended by a Presidency or Chambers representative</li> <li>• Provision of requested reports and information in a timely and transparent manner</li> </ul>	<ul style="list-style-type: none"> <li>• Representation at every meeting.</li> <li>• 100%</li> </ul>
<b>Objective 9</b> (POs 3.2.1, 3.5.2)		
1. Strengthened trust, commitment and support among the Court's external stakeholders through information-sharing at meetings, conferences etc.	<ul style="list-style-type: none"> <li>• Number of high-level meetings held with States, international organizations and civil society by the President/Presidency</li> <li>• Presidency participation in ASP, HWG, SGG and CBF meetings, diplomatic and NGO briefings etc.</li> </ul>	<ul style="list-style-type: none"> <li>• 100</li> <li>• Whenever desirable</li> </ul>
2. Further accessions to/ratifications of the Rome Statute and enhanced communication and cooperation of non-States Parties with the Court.		<ul style="list-style-type: none"> <li>• At least 1 new accession</li> </ul>
3. Conclusion of further relocation, sentence enforcement and interim release/acquittal agreements with States.		<ul style="list-style-type: none"> <li>• 2</li> </ul>

**Budget resources** **€1,324.9 thousand**

53. The requested amount has decreased by €152.3 thousand (10.3 per cent).

*Presidency allowances*

54. The proposed programme budget for 2016 includes €28.0 thousand to cover the special allowances of the President,<sup>12</sup> and of the First or Second Vice-President if acting as President.<sup>13</sup> The regular salaries of the three members of the Presidency are included in Sub-programme 1200.

**Staff resources** **€1,118.2 thousand**

55. The Presidency comprises ten established posts and one GTA position (1.0 FTE).

*Established posts: Professional and General Service* *€998.6 thousand*

56. The Presidency is led by one Chef de Cabinet (P-5) responsible for strategic direction for all Presidency staff and for representing the Presidency and Chambers in inter-organ work at senior official level. The Chef de Cabinet is assisted by one Legal Adviser (P-4) and one Associate Legal Officer (P-2), constituting the Legal and Enforcement Unit responsible for coordinating and providing substantive support to the Presidency; one External Relations Adviser (P-3) and one Administrative Assistant for External Relations (GS-OL) supporting the President and the Presidency's external relations functions; one Special Assistant to the President (P-3) providing support to the President and the Presidency in the exercise of their responsibilities; one Associate Administrative Officer (P-2) providing technical and accounting support for the Judiciary budget and staffing; one Personal Assistant to the President (GS-PL), one judges' focal point Administrative Assistant (GS-OL), and one Administrative Assistant to the Chef de Cabinet (GS-OL) providing wide-ranging administrative and logistical support to the Presidency and Chambers.

57. The Strategic Planning Coordinator (P-3) position which became part of the Court's staff in 2010 will no longer be required. The strategic planning function will be carried out by the new Budget Section of the Registry, while the remaining tasks will be absorbed by the Presidency team.

*General temporary assistance* *€119.6 thousand*

58. One *Legal Officer, (P-3) 12 months. Continued.* The Legal Officer in the Legal and Enforcement Unit (LEU) provides substantive legal and judicial support to the Presidency, including the continuing judicial work on improving the efficiency of proceedings through "Lessons Learnt" in cooperation with the Assembly's Study Group on Governance, as well as new functional requirements related to the enforcement of sentences. Given the heavy workload of the Presidency's legal staff, the continued support of the P-3 Legal Officer remains vital, especially given that the continuing work on "Lessons Learnt" for which an additional 6 months of P-3 GTA resource were approved in the 2015 Budget will now be re-absorbed by the normal LEU team (established and GTA posts).

**Non-staff resources** **€178.7 thousand**

59. The requested amount has decreased by €1.5 thousand (0.8 per cent). Non-staff resources are required for travel, hospitality, training and consultants.

*Travel* *€152.7 thousand*

60. The requested amount has decreased by €1.5 thousand (1.0 per cent) and is required for all travel for judges and staff in the Presidency and the Chambers, which is consolidated

<sup>12</sup> *Official Records ... Second session ... 2003* (ICC-ASP/2/10), part III.A.I.B.

<sup>13</sup> *Ibid.*, part III.A.I.C.

in the Presidency's travel budget.<sup>14</sup> This budget is used to fund travel by the President, Vice-Presidents or other judges to represent the Court at important external events, and to fund a limited amount of travel by Presidency or Chambers staff required to support the external role of the Presidency or to provide expert contributions to external events - in all cases, only where funding from the organizers is not available.

*Hospitality*

€10.0 thousand

61. The requested amount is unchanged and is required for hospitality costs associated with visits of Heads of State or Government, ministers and other senior representatives of States to the President or the Vice-Presidents. The number of visits is likely to remain at a level comparable to that of 2015. The hospitality budget is also used to cover the Presidency and Judiciary's contribution to Court events jointly funded by all organs.

*Training*

€6.0 thousand

62. The requested amount is unchanged. The Presidency continues to need a small budget for specialized training for its staff in 2016, mainly for specific training for the Legal and Enforcement Unit on matters concerning enforcement of sentences, detention and prison monitoring, plus a small provision to improve working language skills.

*Consultants*

€10.0 thousand

63. The requested amount is unchanged and is required for occasional expert advice on a range of specialist topics, given the Presidency's varied workload. With the recent final verdicts in *Lubanga* and *Katanga*, as well as the *Bemba* trial nearing its conclusion, expert advice continues to be required on the enforcement of sentences, in particular, issues of divergent national practice as regards conditions and eligibility for early release, other conditions regarding the length of convicted prisoners' sentences, and the review of prison conditions by international organizations such as the International Committee of the Red Cross.

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<sup>14</sup> The figure reflects the Assembly's endorsement of the recommendation of the Committee that the allocation previously reserved for judges' travel in Sub-programme 1200 (Chambers) be included in the Presidency's budget. (*Official Records ... Ninth session ... 2010* (ICC-ASP/9/20), vol. I, part II.E. and vol. II, part B.2.D.1, para. 83.) There is no provision for any site visit in 2016.

**Table 10: Programme 1100: Proposed budget for 2016**

1100 The Presidency	Expenditure Budget 2014 (thousands of euro)					Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Judges						28.0		28.0	28.0		28.0		
Professional staff	998.8		998.8		998.8	800.3		800.3	709.0		709.0	-91.3	-11.4
General Service staff						293.9		293.9	289.6		289.6	-4.3	-1.5
<i>Subtotal Staff</i>	998.8		998.8		998.8	1,094.2		1,094.2	998.6		998.6	-95.6	-8.7
General temporary assistance	132.8		132.8		132.8	174.8		174.8	119.6		119.6	-55.2	-31.6
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>	132.8		132.8		132.8	174.8		174.8	119.6		119.6	-55.2	-31.6
Travel	97.0		97.0		97.0	154.2		154.2	152.7		152.7	-1.5	-1.0
Hospitality	6.6		6.6		6.6	10.0		10.0	10.0		10.0		
Contractual services													
Training	2.7		2.7		2.7	6.0		6.0	6.0		6.0		
Consultants	2.3		2.3		2.3	10.0		10.0	10.0		10.0		
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>	108.6		108.6		108.6	180.2		180.2	178.7		178.7	-1.5	-0.8
<b>Total</b>	<b>1,240.2</b>		<b>1,240.2</b>		<b>1,240.2</b>	<b>1,477.2</b>		<b>1,477.2</b>	<b>1,324.9</b>		<b>1,324.9</b>	<b>-152.3</b>	<b>-10.3</b>

**Table 11: Programme 1100: Proposed staffing for 2016**

The Presidency		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1	1	3	2		7	1	3	4	11
	Situation-related														
	<i>Subtotal</i>					1	1	3	2		7	1	3	4	11
New/ Converted	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic							-1			-1				-1
	Situation-related														
	<i>Subtotal</i>							-1			-1				-1
<b>Total</b>					<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>			<b>6</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>10</b>

## 2. Programme 1200 : Chambers

### Introduction

64. Under articles 34(b) and 36(1) of the Rome Statute, the Chambers are composed of 18 judges, distributed between three divisions: Pre-Trial, Trial and Appeals. The Presidency decides on the assignment of judges to judicial divisions following consultation with them,<sup>15</sup> and assigns situations and cases to the Pre-Trial and Trial Divisions. The Appeals Division deals with interlocutory and final appeals against decisions taken in the other divisions.

### *Objectives of Chambers*

1. To ensure efficient conduct of pre-trial, trial and appeal proceedings, making the best use of the new facilities in the permanent premises.
2. To continue the “lessons learnt” review of judicial processes, focussing on procedures in pre-trial and trial preparation/hearing stages, and subsequently on conclusion of trials and appeals.
3. To contribute to developing appropriate performance indicators for judicial processes.
4. To develop greater consistency in the victim application system.
5. To ensure effective resource management.
6. To further improve the management of staff performance.

**Table 12: Expected results, performance indicators and targets 2016**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
<b>Objectives 1-3</b> (POs 1.1.1, 1.1.2, 2.6.3, 2.7.2)		
1. Efficient management of all judicial proceedings at pre-trial, trial and appeals levels.	<ul style="list-style-type: none"> <li>• Time lines between phases of proceedings shortened</li> <li>• Any procedural delays objectively justified by internal records</li> <li>• Efficient use of the new facilities in the permanent premises, especially the increased availability of courtrooms</li> </ul>	<ul style="list-style-type: none"> <li>• Measurably by comparison with earlier cases</li> <li>• 100%</li> <li>• Most efficient use</li> </ul>
2. Active engagement of judges and relevant legal staff in the “lessons learned” review of judicial processes, with emphasis on changes not requiring amendments to the Rules of Procedure and Evidence.	<ul style="list-style-type: none"> <li>• Concrete proposals for procedural improvements developed and agreed</li> </ul>	<ul style="list-style-type: none"> <li>• 5 areas</li> </ul>
3. Contribute to development of appropriate performance indicators for judicial processes.	<ul style="list-style-type: none"> <li>• Timely input to inter-organ work coordinated by the Presidency</li> </ul>	<ul style="list-style-type: none"> <li>• 100%</li> </ul>
4. Chambers fully aware of financial impacts during deliberations and when taking decisions.	<ul style="list-style-type: none"> <li>• Appropriate advice from Registry; awareness reflected in relevant decisions, without prejudice to judicial independence</li> </ul>	<ul style="list-style-type: none"> <li>• Whenever relevant</li> </ul>
<b>Objective 4 (PO 1.5.1)</b>		
1. Development of a more consistent approach to handling of victim applications for participation in the proceedings.	<ul style="list-style-type: none"> <li>• Current victim application regimes in place reviewed and more consistent approach produced</li> </ul>	<ul style="list-style-type: none"> <li>• By mid-2016</li> </ul>

<sup>15</sup> See rule 4 *bis* of the Rules of Procedure and Evidence.

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
<b>Objective 5</b> (PO 2.5.1) 1. Efficient use of Chambers staff resources through central management and flexible deployment to meet changing case workload needs.	<ul style="list-style-type: none"> <li>• Effective central management by new P-5 Head of Chambers</li> </ul>	<ul style="list-style-type: none"> <li>• Individual workloads well balanced</li> </ul>
<b>Objective 6</b> (PO 3.1.1) 1. Further improve the management of staff performance.	<ul style="list-style-type: none"> <li>• Full compliance with the Court's staff appraisal system, including appropriate input from line managers and judges</li> </ul>	<ul style="list-style-type: none"> <li>• 100% by end 2016</li> </ul>

#### *Judges' costs*

65. The 2016 budget represents a significant simplification in the underlying calculations of judges' costs in comparison with recent years. This is because of the departure in March 2015 of the remaining judges covered by the original pension scheme and the prospect, for the first time in over three years, of having a full complement of 18 judges for the whole of 2016, all on the revised pension scheme, with no further changes in the composition of the bench expected before March 2018.

#### *Chambers workload*

66. The overall workload of Chambers will increase in 2016. The increase will be concentrated in the Trial Division, where four cases involving a total of ten accused are expected to be at the trial hearing stage by the end of 2015. In the Pre-Trial Division there will be a confirmation of charges hearing and subsequent decision in the *Ongwen* case, while work on other situations and cases will continue. In the Appeals Division it is expected that delivery of the judgment and any related decisions in *Bemba* will lead to new final appeals, in addition to a growing workload of interlocutory appeals arising from the greater number of cases at the trial hearing stage.

#### *Improving the efficiency of the current legal staffing structure*

67. As part of its mission to improve the efficiency of judicial proceedings, the new Presidency, elected in March 2015, produced a working paper for the judges on the structure and working methods of legal support in Chambers, which was discussed in detail at the judges' retreat in Nuremberg in June. The key conclusions were that the current structure in which each Division was staffed and operated separately from the others obstructed the flexible deployment of staff to meet changing casework needs, inhibited effective coordination between the Divisions and made it difficult to pursue issues and projects of common interest. It also limited the efficiency and personal motivation of individual staff.

68. The judges agreed that it would be preferable for the allocation of Chambers legal support staff in response to changing casework pressures to be centrally managed by a P-5 Head of Chambers. This new post would not replace the existing posts of (senior) Legal Advisers for each Division, whose Division-specific expertise and experience would still be essential. The new role would improve coordination and communication between divisions and provide overall managerial leadership and reinforcement for Chambers legal staff and support, in particular by:

- (a) Assigning Chambers Legal Support staff flexibly to respond to changing needs, in consultation with the Presidents of Divisions, Presiding Judges and the Presidency as appropriate. This would reduce the need for costly and time-consuming ad hoc temporary recruitments and procedural complications over staff movements between the Divisions;
- (b) Managing common processes and projects, such as the development of a common research platform including a common database of relevant Court and other jurisprudence (this would reduce current duplication of effort where different Chambers separately research the same legal issues);

- (c) Establishing and supervising internal working groups to promote information sharing and a common approach to issues of relevance to all Chambers, such as disclosure of evidence, redaction and other protective measures, participation of victims in the proceedings and detention matters;
- (d) Establishing training needs among staff and organizing appropriate training, for example, on the impact of new technologies on the handling and analysis of evidence; and
- (e) Providing flexible reinforcement, where needed, to existing senior legal advisory capacity in the Divisions, as an alternative to recruiting additional Division-specific senior legal advisors. In the short term the main need for this capacity will be in the Trial Division, given its current heavy caseload.

69. The Presidency would retain full responsibility for the budgetary aspects of Chambers operations, including overall staffing needs.

70. The judges also discussed the grading structure of legal staff in Chambers, where the established posts have historically been primarily at P-3 level, plus one (senior) Legal Adviser, one P-2 and one G-5 for each Division. The recent growth in casework has led to a substantial increase in the number of additional GTAs required, a few at the P-3 level but mainly at the P-1/P-2 level. In addition, the reclassification of three GS-OL legal research staff (one per Division) to P-1 is requested to reflect the actual function and responsibilities of the posts.

71. The judges concluded that some rebalancing between the grades was desirable to respond better to the needs of the increased casework and to enable more effective team structures, but that this should be achieved progressively so as not to suddenly lose the experience and skills of existing staff. The aim over time would be a limited reduction in the overall numbers of P-3 staff through natural attrition (no replacement when individual staff depart), balanced by an increase in the number of P-2s, as well as the conversion of some long-standing P2 GTA positions to established posts. This approach is reflected in the proposed 2016 budget, and will be continued in future budgets.

#### **Budget resources**

**€11,005.8 thousand**

72. The requested amount for Chambers (covering judges, established posts, general temporary assistance and non-staff costs) would increase by €764.9 thousand (7.5 per cent). Fuller details of judges' costs are given in Annex VI (d).

#### **Staff resources (total for three Divisions)**

**€5,633.7 thousand**

73. For the reasons explained in paragraphs 68-69 above, the Judiciary are requesting the addition of one established P-5 Head of Chambers post, which would not be attached to any specific Division. The case workload considerations driving the planned deployment of other established posts and the requirements for general temporary assistance are summarized below.

#### *Pre-Trial Division*

##### *Introduction*

74. The Pre-Trial Division handles all requests regarding either the initiation of an investigation or the preservation of evidence during the investigation and the entire first phase of judicial proceedings, up to the confirmation of the charges on which the case against the person(s) charged proceeds to trial.

75. Six judges are currently assigned to the Pre-Trial Division. Two of these (one elected in December 2014 and one in June 2015) have not yet been called to full-time service at the Court, but are expected to be called in the very near future. One of the remaining four judges is currently assigned to sit in both Pre-Trial Chambers and the other three are simultaneously assigned to sit in Trial Chambers. Pre-Trial judges have also been temporarily assigned to the Appeals Division to hear interlocutory appeals.



*Activity assumptions*

76. The Pre-Trial Chambers are currently seized of ten situations with continuing activity, namely Uganda, the Democratic Republic of the Congo, Darfur (Sudan), the Central African Republic I, Kenya, Libya, Côte d'Ivoire, Mali, the Registered Vessels of the Union of the Comoros, the Hellenic Republic and the Kingdom of Cambodia and, finally, the Central African Republic II. Significant activity is expected to continue in all situations, particularly in the situations in Uganda, Mali, Libya and Sudan/Darfur. More specifically, with regard to the situation in Uganda, the confirmation of charges hearing in the *Ongwen* case is currently scheduled to start before Pre-Trial Chamber II on 21 January 2016. A decision on the confirmation of charges in this case should be issued during the first semester of 2016.

77. The nature of proceedings before the Pre-Trial Chambers is such that requests for warrants of arrest, initial appearances, new applications for the initiation of investigations with regard to preliminary examinations conducted by the Office of the Prosecutor and other requests cannot be foreseen. The situations of which the Pre-Trial Chambers are seized in 2015 may result in further applications being presented to the Pre-Trial Chambers by parties and participants in the various proceedings in 2016. Moreover, any of the 12 persons for whom warrants of arrest have been issued by Pre-Trial Chambers may be arrested and surrendered to the Court at short notice, as has happened twice in the last two years in the cases of *Bosco Ntaganda* and *Dominic Ongwen* respectively. As a result, the Pre-Trial Division can only draw on the experience of previous years to arrive at its assumptions for 2016.

*Established posts: Professional and General Service*

78. The Pre-Trial Division currently comprises twelve established posts: one Senior Legal Adviser (P-5), six Legal Officers (P-3), one Associate Legal Officer (P-2), one Research Assistant (GS-OL: subject to requested reclassification to P-1) and three Administrative Assistants (GS-OL). In line with the Judiciary's policy of flexible allocation of resources, only one of the Legal Officers (P-3) is currently working full-time for the Pre-Trial Division. Two are working full-time for the Trial Division, while the three others are working simultaneously on cases or requests either at the pre-trial or trial stages of the proceedings.

*General temporary assistance*

€243.5 thousand

79. Three *Assistant/Associate Legal Officers (P-1/P-2)*, two for 12 months each and one for six months. *Continued.* Experience having shown the recurring need for additional resources during periods of high workload, the Division will continue to require the flexibility of GTA funds at Assistant/Associate Legal Officer (P-1/P-2) level, so as to provide it with an adequate surge capacity to address periods of peak activity which do not yet warrant access to the Contingency Fund. This is even more necessary given that legal staff in established posts in the Pre-Trial Division are currently heavily involved in cases at the trial stages of the proceedings, and are therefore either not available at all to the Pre-Trial Division or available only on a part-time basis. The Assembly has previously approved 30 months of GTA funding at Assistant/Associate Legal Officer level (P-1/P-2) to cover immediate short-term needs across all situations before the Pre-Trial Division in 2015 and the same is requested for 2016.

*Trial Division**Introduction*

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

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

81. The Trial Division is currently composed of seven judges assigned in various combinations to seven trial chambers. Three further judges normally assigned to the Pre-Trial Division have also been temporarily assigned to sit in Trial Chambers for the duration of the specific cases to which they have been assigned. In addition, the mandate of one judge was extended into 2015 to enable her to complete the final judgment and, if appropriate, sentencing in *Bemba*. The judge is not expected to continue in service in 2016.

*Activity assumptions*

82. The Trial Division currently has active proceedings before five Chambers, namely *Bemba*, *Ruto and Sang*, *Ntaganda*, *Gbagbo and Blé Goudé* and *Bemba et al.* (Article 70). Of these, one (*Bemba*) is currently at the final judgment writing stage, one (*Ruto and Sang*) is in trial hearings, and the remaining three are due to start trial hearings in the coming months. The commencement of the *Banda* trial before a sixth Chamber has been vacated pending execution of the warrant of arrest against Mr Banda issued on 11 September 2014. In addition, a seventh Trial Chamber is considering the decision on reparations in *Katanga*, as well as the implementation of reparations in *Lubanga* in the light of the Appeals Chamber's judgment of 3 March 2015 on the appeals against the reparations decision of the original Trial Chamber.

83. The *Bemba* Trial Chamber is expected to issue its article 74 judgment before the end of 2015, with possible sentencing and reparations proceedings following thereafter (reparations proceedings, if required, would continue during 2016). The *Ruto and Sang* trial (defence phase) is currently expected to run throughout 2016. Trial hearings in *Ntaganda* are scheduled to commence on 2 September 2015; in *Bemba et al.* (Article 70), on 29 September 2015, and in *Gbagbo and Blé Goudé*, on 10 November 2015.

84. The four trials expected to be at the trial hearing stage next year will represent an unprecedented workload for the Trial Division, not just because of the number of cases, but also because of the multi-accused character of three of the four cases – in total, ten individuals will be on trial simultaneously. It should be noted that pursuant to rule 136(2) of the Rules of Procedure and Evidence “[i]n joint trials, each accused shall be accorded the same rights as if such accused were being tried separately.” In addition, the *Gbagbo and Blé Goudé* case, given its contextual and temporal scope, will be of significant complexity and volume, while the *Ntaganda* trial will also be substantial in terms of the volume of evidence presented.

85. The combined effect of these four simultaneous trials, as well as continuing and potential new work on reparations, will represent a major challenge in terms of legal staff support. Chambers will continue to deploy both established and GTA staff flexibly during the year, and the separately requested new P-5 Head of Chambers will have a vital role in ensuring that changing workload needs are met across all three Divisions. Given, however, that no increase in GTA support for the Pre-Trial or Appeals Divisions is being sought, it will be essential that existing GTA support be substantially reinforced in the Trial Division itself, as set out below.

*Established posts: Professional and General Service*

86. The Trial Division comprises 13 posts: one Legal Adviser (P-4), seven Legal Officers (P-3), assigned to assist the judges, one Associate Legal Officer (P-2), and one Research Assistant (GS-OL: subject to requested reclassification to P-1), as well as three Administrative Assistants (GS-OL). Given the current heavy caseload, a number of Pre-Trial staff are also presently assisting the Trial Division on a full-time or part-time basis.

87. The pressure on established staff resources will, however, grow further as three cases move from trial preparation to trial hearings over the months ahead. The requested new P-5 Head of Chambers is expected to help by strengthening the limited existing Division capacity for senior-level legal advice (currently just one P-4) as part of the functions of the new role (see paragraphs 68-69 above). The work of the Division will,

however, remain critically dependent on the availability of sufficient GTA support, partly at P-3 level but especially at the P-2 level.

*General temporary assistance*

€1,310.6 thousand

88. Given the expected overall workload, the Trial Division considers that a continuation of current GTA resources, both those in the approved 2015 budget and staff already in place under the additional Contingency Fund provision authorized by the Assembly for the *Blé Goudé* and *Article 70* cases, will be essential, with the addition of four further GTA P-2 positions (4.0 FTE), working as follows:

- (a) Two *Legal Officers (P-3)*, 12 months each. *Continued*. As in previous years, 24 months of GTA resources at P-3 level will continue to be necessary for flexible deployment of more experienced legal resources to coordinate and supervise smaller teams and specific assignments in current cases; and
- (b) 11 *Assistant/Associate Legal Officers (P-1/P-2)*, 12 months each: five continued from those approved in the 2015 budget; two continued from the additional Contingency Fund resources which the Assembly also authorized to support the commencement of the trial phases in *Ntaganda* and *Blé Goudé*;<sup>16</sup> plus four new positions. This total will allow each of the four active trials to be supported by an average of 2.5 P-2 FTEs, with a further 1 P-2 FTE allocated to support current and expected reparations proceedings. The increase of an average of 0.5 FTE per trial compared to previous practice is for two reasons: firstly, because three of the four trials are multi-accused, which increases their complexity and results in a substantially heavier burden of judicial decisions required on submissions by the parties and, secondly, because experience of earlier cases, as well as evidence from the established practices of other international courts and tribunals, has demonstrated that staff support for fuller preparation for an eventual judgment during trial hearings can significantly speed up what has been a lengthy process of judgment writing at the end of trials at the Court, resulting in savings in judicial time, staff costs, legal aid and other case-related costs such as witness protection.

89. The additional four GTA P-2 positions will be required, *inter alia*, for the following specific activities: analysing and summarizing the evidence submitted by the parties; preliminary analysis of victims' applications for participation in the proceedings; legal analysis and preparation of draft decisions on any issue emerging during the proceedings; in-depth research on the law applicable to the crimes charged, as well as procedural and other issues raised in the proceedings; attending trial hearings and preparing procedural minutes of the hearings; liaising with the Registry, parties and participants; drafting instructions for issue by the Chamber; and assisting the judges in drafting parts of the legal and factual sections of the final judgment.

*Appeals Division*

*Introduction*

90. The Appeals Division is composed of five judges, one of whom is the President of the Court. The principal statutory function of the Appeals Chamber is to hear final appeals against decisions on acquittal or conviction and sentence, and potentially reparations at the end of a trial, as well as interlocutory appeals against certain decisions of the Pre-Trial and Trial Chambers made in the course of proceedings. Final appeals involve a substantially greater workload than interlocutory appeals, as the entirety of the trial proceedings, including the evidence admitted, may have to be reviewed, and additional evidence may have to be assessed. At the same time, some interlocutory appeals may raise complex and important issues and their outcome may have a significant impact on the Court as a whole.<sup>17</sup>

<sup>16</sup> *Official Records ... Thirteenth session ... 2014*(ICC-ASP/13/20), vol. I, Part III, ICC-ASP/13/Res.1, section G, para. 4.

<sup>17</sup> See, for example, *The Prosecutor v. Saif Al-Islam Gaddafi and Abdullah Al-Senussi*, "Judgment on the appeal of Libya against the decision of Pre-Trial Chamber I of 31 May 2013 entitled 'Decision on the admissibility of the case against Saif Al-Islam Gaddafi'", 21 May 2014, ICC-01/11-01/11-547-Red.

*Activity assumptions*

91. It is assumed that in 2016, the Appeals Chamber will be seized of one or more appeals arising from the final decisions of the Trial Chamber in *Bemba*, involving not only the judgment on the merits but also potential appeals against sentencing and reparations decisions in case of a conviction. Further, the Appeals Chamber may need to hear appeals against the eventual reparations decision in *Katanga* expected later in 2015.

92. It is anticipated that in 2016, the volume of interlocutory appeals will be at least as high as in recent years, and that with a number of new cases entering the trial hearing phase, the volume may rise sharply.

93. The Appeals Chamber organizes its legal staff on a team basis, coordinated by the Legal Adviser. A team of P-grade staff members is assigned to each final appeal. The size of the teams for final appeals depends on the complexity and size of the case. In addition, separate teams for interlocutory appeals are composed, comprising at least two P-grade staff members. The Research Assistant provides specific research and other assistance to the legal teams. The Administrative Assistants provide assistance directly to the judges as well as to the teams (e.g. centralized printing and management of translation requests).

94. It is assumed that proceedings in the various appeals expected for 2016 will need to proceed in parallel. It is further assumed that the workload arising from the *Bemba* final appeals will be high due to the complex nature of expected appeals submissions. For that reason, practical experience of work on the *Lubanga* and *Ngudjolo* final appeals has indicated that each such appeal needs to be supported by at least four P-grade staff members, working as far as possible solely on that appeal in order to avoid delays in judicial consideration. This means that, in principle, staff members assigned to final appeals will be unable to work on interlocutory appeals in parallel.

*Established posts: Professional and General Service*

95. The Appeals Division comprises ten posts: one Legal Adviser (P-4), five Legal Officers (P-3), one Associate Legal Officer (P-2), one Research Assistant (GS-OL: subject to requested reclassification to P-1), and two Administrative Assistants (GS-OL).

*General temporary assistance*

€336.6 thousand

96. Given the workload assumptions for 2016, a total of at least nine P-grade staff members at the P-3 and P-1/P-2 levels are required to cover final and interlocutory appeals. This will require the continuation of previously approved GTA resources, as follows:

97. Two *Legal Officers, (P-3), 12 months each. Continued.* In the light of the expected workload, the Appeals Division will continue to require 24 months of GTA resources at the P-3 level to cover the proceedings partly in parallel regarding the final appeals in *Katanga* and *Bemba*, over and above the workload generated by interlocutory appeals.

98. One *Assistant/Associate Legal Officer, (P-1/P-2) 12 months. Continued.* This GTA reinforcement is needed to ensure that the teams working on any final appeals are sufficiently staffed, given their complexity and size; and to ensure that there are adequate overall resources in the Division to avoid undesirable delays in reaching decisions on both final and interlocutory appeals.

99. Typical tasks of these GTA resources are largely comparable to those in the Pre-Trial and Trial Chambers and include, but are not limited to, in-depth legal research on substantive and procedural issues raised on appeal; assessing and summarizing the parties' appeals submissions; assisting the judges in drafting parts of the appeals decisions; liaising as necessary with the Registry, parties and participants; participating in meetings of the judges; and preparing and rendering in-court support for appeals hearings.

**Non-staff resources****€31.0 thousand**

100. The requested amount has increased by €14.0 thousand (82.4 per cent). The non-staff resources are required for hospitality and training.

101. In accordance with the recommendations of the Committee, as endorsed by the Assembly, the budgetary provision for judges' travel has been included in the Presidency's budget.<sup>18</sup> There is no provision for any judicial site visit in 2016.

*Hospitality**€1.0 thousand*

102. The requested amount remains unchanged and is for necessary hospitality costs associated with visits to judges by diplomatic and other important visitors, such as renowned legal scholars and personalities from the international legal community.

*Training**€30.0 thousand*

103. The requested amount has increased by €14.0 thousand (87.5 per cent) and is required mainly for training aimed at strengthening linguistic and drafting capacities in the French language in view of the specific requirements of current casework in all three Divisions, as well as training in specialized legal matters for Chambers staff, specifically in the areas of international humanitarian law, international criminal law and human rights law, as well as new developments such as the handling of electronic or digital evidence.

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<sup>18</sup> *Official Records ... Ninth session ... 2010* (ICC-ASP/9/20), vol. I part II.E. and vol. II part B.2.D.1, para. 83.

**Table 13: Programme 1200: Proposed budget for 2016**

1200 Chambers	Expenditure Budget 2014 (thousands of euro)					Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Judges	4,418.6		4,418.6	275.8	4,694.4	5,458.8		5,458.8	5,341.1		5,341.1	-117.7	-2.2
Professional staff	2,559.3	538.3	3,097.6		3,097.6	2,171.9	512.1	2,684.0	2,389.9	804.0	3,193.9	509.9	19.0
General Service staff						557.3	209.0	766.3	549.1		549.1	-217.2	-28.3
<i>Subtotal Staff</i>	2,559.3	538.3	3,097.6		3,097.6	2,729.2	721.1	3,450.3	2,939.0	804.0	3,743.0	292.7	8.5
General temporary assistance		984.0	984.0	232.4	1,216.4		1,314.8	1,314.8		1,890.7	1,890.7	575.9	43.8
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>		984.0	984.0	232.4	1,216.4		1,314.8	1,314.8		1,890.7	1,890.7	575.9	43.8
Travel													
Hospitality						1.0		1.0	1.0		1.0		
Contractual services	2.0		2.0		2.0								
Training	11.0		11.0		11.0	16.0		16.0	30.0		30.0	14.0	87.5
Consultants													
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>	13.0		13.0		13.0	17.0		17.0	31.0		31.0	14.0	82.4
<b>Total</b>	<b>6,990.9</b>	<b>1,522.3</b>	<b>8,513.2</b>	<b>508.2</b>	<b>9,021.4</b>	<b>8,205.0</b>	<b>2,035.9</b>	<b>10,240.9</b>	<b>8,311.1</b>	<b>2,694.7</b>	<b>11,005.8</b>	<b>764.9</b>	<b>7.5</b>

**Table 14: Programme 1200: Proposed staffing for 2016**

Chambers		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic							18	2		20		8	8	28
	Situation-related					1	2		4		7				7
	<i>Subtotal</i>					1	2	18	6		27		8	8	35
New/ Converted	Basic					1					1				1
	Situation-related														
	<i>Subtotal</i>					1					1				1
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
<b>Total</b>					<b>2</b>	<b>2</b>	<b>18</b>	<b>6</b>			<b>28</b>		<b>8</b>	<b>8</b>	<b>36</b>

### 3. Programme 1300: Liaison Offices – the New York Liaison Office

#### Introduction

104. The New York Liaison Office (NYLO) contributes to the objectives of the Court by enhancing interaction and facilitating cooperation between the Court and the United Nations and related agencies. The office is constantly engaged with the United Nations Secretariat and its agencies to resolve issues of operational cooperation and to explore ways of strengthening cooperation between the two organizations. NYLO also monitors and reports on UN developments of relevance to the Court, intervening where necessary.

105. The NYLO is administratively supported by the Presidency, but serves and represents all organs of the Court, providing them with logistical and other practical support for their various activities at the UN. It also provides logistical support to the meetings of the Assembly of States Parties, its Bureau and the Bureau's New York Working Group. Furthermore, the NYLO disseminates information and updates reports from the Court to the United Nations community in New York, to keep delegations abreast of relevant developments within the Court. The NYLO also provides logistical support to and represents the Court in inter-sessional meetings of the Bureau and other subsidiary bodies of the Assembly held in New York.

#### Objectives

1. To facilitate effective cooperation between the Court and the UN and its agencies; to promote confidence in the Court with States, international organizations, NGOs and other stakeholders.
2. To contribute to improving the effectiveness and efficiency of the dialogue between the Court and the Assembly of States Parties and its subsidiary bodies.
3. To provide logistical support to the Assembly, the Bureau and the New York Working Group of States Parties.

**Table 15: Expected results, performance indicators and targets 2016**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
<b>Objective 1-3</b> (POs 3.1.1, 3.2.1, 3.2.2, 3.5.1, 3.5.2, 3.6.2)		
1. Effective communication and cooperation with the United Nations and its agencies, with national delegations (both States Parties and non-States Parties) and civil society representatives in New York; and provision of logistical support to the Assembly and its subsidiary bodies.	• Pursue all requests by the Court for cooperation with relevant interlocutors at the UN until completion of requests	• 100%
	• Organize briefings for States in New York	• 5
	• Provide support to visiting Court officials	• all visits
	• Monitor and participate in relevant UN meeting, follow up issues bilaterally and provide regular reports for the Court	• weekly and ad hoc reports
	• Provide input for UN reports and resolutions on Court-related subjects	• 5-8 resolutions
	• Participate and intervene in seminars and workshops on Court-related subjects	• 5 seminars/ workshops
	• Provide logistical support to the Assembly, the Bureau and the New York Working Group of States Parties	• 15-20 meetings

#### Budget resources

**€373.9 thousand**

106. The requested amount has increased by €57.8 thousand (18.3 per cent).

#### Staff resources

**€277.6 thousand**

107. The NYLO has two established posts.

*Established posts: Professional and General Service* €277.6 thousand

108. The NYLO is currently staffed by one Head of Office (P-5) handling all the substantive work of the office, and one Administrative Assistant (GS-OL) who provides support on all administrative and logistical matters. As a result of the NYLO's limited staffing, the Head of Office focuses on the most essential tasks: pursuing the most urgent requests for cooperation with the United Nations, establishing and maintaining formal contacts and informal networks with the United Nations Secretariat and Permanent Missions, monitoring and reporting to the Court on United Nations activities of concern to the Court, and arranging visits of Court officials to the Organization.

**Non-staff resources** €96.3 thousand

109. Non-staff resources are required for travel, hospitality, contractual services, general operating expenses and supplies and materials. The requested amount has increased by €10.3 thousand (12.0 per cent), see paragraph 114 below.

110. Resources are for NYLO running costs, including the rental of the office space, basic office supplies and other expendable materials.

*Travel* €7.9 thousand

111. The requested amount has increased by €0.3 thousand (3.9 per cent) and is required for two trips to Headquarters in The Hague.

*Hospitality* €1.0 thousand

112. The requested amount is unchanged.

*Contractual services* €5.0 thousand

113. The requested amount remains unchanged and is required for legal advice such as on the rental agreement.

*General operating expenses* €77.4 thousand

114. The requested amount is required for rental of premises and office running costs. It has been increased by €10.0 thousand (14.8 per cent) as an estimate to accommodate an expected rent increase following changes in the ownership and management of the office building in which the NYLO is located.

*Supplies and materials* €5.0 thousand

115. The requested amount remains unchanged and is required for the purchase of office supplies.



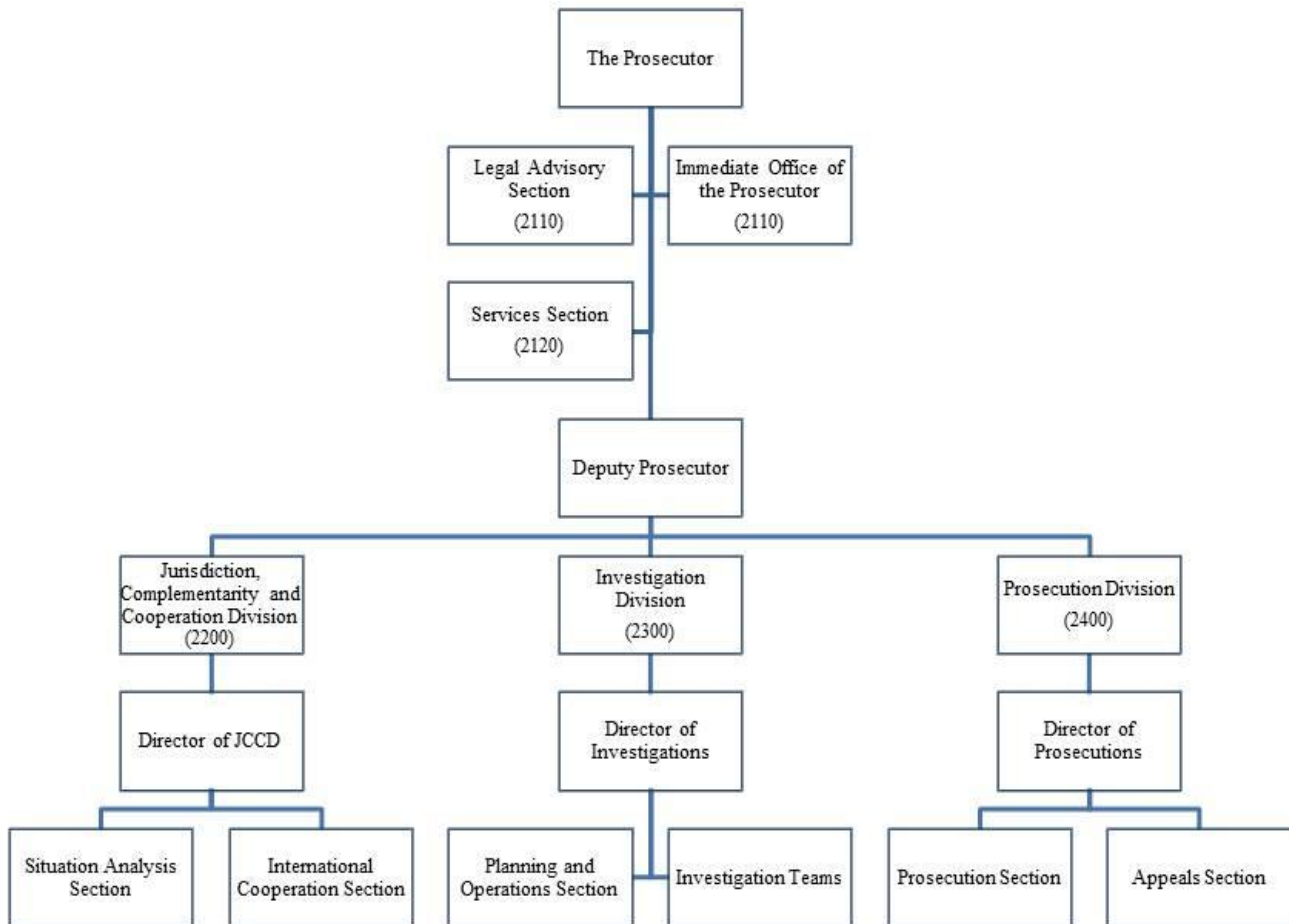
**Table 16: Programme 1300: Proposed budget for 2016**

1300 Liaison Offices	Expenditure Budget 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2015 vs 2016		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Judges													
Professional staff	223.2		223.2		223.2	167.3		167.3	202.7		202.7	35.4	21.2
General Service staff						62.8		62.8	74.9		74.9	12.1	19.3
<i>Subtotal Staff</i>	223.2		223.2		223.2	230.1		230.1	277.6		277.6	47.5	20.6
General temporary assistance													
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>													
Travel	3.0		3.0		3.0	7.6		7.6	7.9		7.9	0.3	3.9
Hospitality						1.0		1.0	1.0		1.0		
Contractual Services	0.4		0.4		0.4	5.0		5.0	5.0		5.0		
Training													
Consultants													
General operating expenses	39.7		39.7		39.7	67.4		67.4	77.4		77.4	10.0	14.8
Supplies and materials	1.9		1.9		1.9	5.0		5.0	5.0		5.0		
Furniture and equipment													
<i>Subtotal Non-staff</i>	45.0		45.0		45.0	86.0		86.0	96.3		96.3	10.3	12.0
<b>Total</b>	<b>268.2</b>		<b>268.2</b>		<b>268.2</b>	<b>316.1</b>		<b>316.1</b>	<b>373.9</b>		<b>373.9</b>	<b>57.8</b>	<b>18.3</b>

**Table 17: Programme 1300: Proposed staffing for 2016**

Liaison Offices		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1						1		1	2
	Situation-related														
	<i>Subtotal</i>					1						1		1	2
New/ Converted	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
<b>Total</b>						<b>1</b>						<b>1</b>		<b>1</b>	<b>2</b>

## B. Major Programme II: Office of the Prosecutor



### Introduction

116. The 2012-2015 Strategic Plan of the Office of the Prosecutor (“the Office” or “OTP”) emphasized three essential shifts in strategy to improve the quality and efficiency of the Office’s work: (1) adopting a new prosecutorial policy; (2) prioritizing quality of work over quantity by focusing resources on fewer cases; and (3) improving the Office’s performance.

117. The States Parties have supported the Strategic Plan (2012-2015) and its implementation through an increase in resources. This increase, together with the other measures detailed in the Strategic Plan, such as the change in prosecutorial strategy and efforts to increase organizational performance, have contributed to improved prosecutorial results. The increase in resources has, in effect, facilitated the Office’s efforts to start properly staffing its teams, to collect more diverse evidence, and generally, to ensure more effective and efficient investigations and prosecutions.

118. The OTP Strategic Plan (2016-2018) builds upon the success of the 2012-2015 Strategic Plan, while maintaining its shift in prosecutorial policy which has proven in practice to yield practical and positive results. It aims to further develop the Office’s performance and adapt it to existing challenges. These include, *inter alia*, the need to keep abreast of technological developments and new investigative and prosecutorial techniques, to develop

adequate responses to offences against the administration of justice, including witness interference, and to present cases in court in the most efficient and effective manner.

119. The OTP must have sufficient depth to absorb new work, even as it completes old work, and to be sufficiently flexible to respond to the demands placed upon it. As an inescapable imperative of its operations, the OTP will always have to set priorities, but it must have the capacity to respond efficiently and effectively in situations in which it intervenes.

120. The OTP budget proposal for 2016 is based upon three interlinked premises:

- (a) The new Strategic Plan (2016-2018);
- (b) A genuine and realistic assessment of the OTP's resource needs for 2016; and
- (c) A step in the phased-in proposal to build over the next several years towards the basic size the OTP requires in order to meet the demands placed on it in an effective, efficient and timely manner.

121. The evaluation of the implementation of the Strategic Plan (June 2012-2015) reveals that the plan has produced positive results.

<i>Confirmation Performance</i>	<i>Previous strategy 2003-June 2012</i>		<i>Strategy June 2012-2015</i>		<i>Performance increase</i>
	<i>Total</i>	<i>%</i>	<i>Total</i>	<i>%</i>	
<b>Per charges</b>					
Confirmed	50	62.5	206	85.83	+23.33%
Not confirmed	30	37.5	34	14.17	
<b>Total</b>	<b>80</b>	<b>100</b>	<b>240</b>	<b>100</b>	
<b>Per accused</b>					
Confirmed	10	71.43	8	100	+28.57%
Not confirmed	4	28.57	0	0	
<b>Total</b>	<b>14</b>	<b>100</b>	<b>8</b>	<b>100</b>	

122. The results show that the strategy of prioritizing quality over quantity of work is having the desired effect, even though this has come at the cost of postponing other necessary activities, such as new investigations in Mali, Libya or Darfur, and hampering efforts to de-hibernate investigations/cases to be trial-ready.

123. The new Strategic Plan (2016-2018) builds on the achievements of the previous Plan by:

- (a) Maintaining the shift in prosecutorial policy (e.g.: open-ended, in-depth instead of focused investigations; prosecuting a limited number of mid- to high-level perpetrators, where appropriate in order to reach those most responsible through a building-upward prosecutorial strategy; being trial-ready as early as possible in the proceedings and no later than the confirmation of the charges hearing);
- (b) Maintaining the quality of the work while gradually increasing the quantity through a further increase in resources that are used in an efficient manner; and
- (c) Improving organizational performance through the development of new capabilities.

124. In addition to continuing efforts to enhance quality and to adequately respond to increasing demands for the OTP's intervention, the new Strategic Plan also emphasizes the need for greater interaction with law enforcement agencies and dedicated judicial authorities. Such greater interaction and related synergies have the potential to result in efficiencies and close the impunity gap.

125. The OTP Strategic Plan, its budget and its performance indicators have been fully integrated within this budget proposal. Integration with the Court-wide strategic plan has been established only at the highest level of the three strategic goals, given that its content and format are under review.



126. The 2016 budget request is based on a realistic assessment of the resources that the Office needs to meet the demand for its intervention. Firstly, there is an unavoidable increase in activities:

Parameter	2015	Total 2016 PPB
Number of planned Court hearings in 12 months	200	465 <sup>19</sup>
Number of situations	8	8 <sup>20</sup>
Number of active investigations	4	5 <sup>21</sup>
Number of hibernated investigations	9	9 <sup>22</sup>
Number of preliminary examinations	10	9 <sup>23</sup>
Number of trial teams (OTP)	4	5 <sup>24</sup>
Number of final appeals	1	1

127. The Office continues to take measures, to the extent possible within its mandate, to promote complementarity and, by doing so, reduce the need for its direct intervention. In this regard, preliminary examinations remain key to promoting national proceedings.

128. Similarly, the Office will strive to reduce the need for its intervention in cases involving offences against the administration of justice under article 70 of the Rome Statute.

129. Mindful of its mandate under the Rome Statute and the need to focus its efforts on the prosecution of core crimes, the Office will resort to article 70 prosecutions as a function of the impact of interference with the administration of justice upon a particular case before the Court and when it has formed the view that the criminality in question cannot be

<sup>19</sup> Given the number of judges at the Court, the fact that under the Rome Statute a judge who has sat in pre-trial proceedings in a case cannot sit in the trial of the same case, and the availability of three courtrooms in the new Permanent Premises, it is not realistically possible for Judges involved in more than one trial to sit in two separate cases on the same day for extended periods. The scheduling of hearings has therefore been adjusted as follows:

- Hearing blocks: five weeks on, one week off.
- Number of hearing days max.: 155/courtroom. 155 x 3 courtrooms = 465 in total (max.)

Note: while the number of expected effective hearing days is 395 (in the four cases), it is recommended that a maximum total of 465 be maintained, to include hearings other than trial hearings (C.o.C. *Ongwen*, Appeals Chamber hearings, status conferences in other cases, etc.).

<sup>20</sup> Central African Republic (CAR), Côte d'Ivoire (CIV), Libya, Darfur (Dar), Democratic Republic of the Congo (DRC), Mali, Kenya, and Uganda.

<sup>21</sup> CAR II. (a) (Séléka); CAR II. (b) (Anti-balaka); CIV 2; New Investigation 1; six months: Uganda (*Ongwen*) followed by another investigation. Five integrated teams will be required, as in each semester there will be five concurrent investigations.

<sup>22</sup> Libya 1, Libya 2, Dar 1, 2&4, 3, CIV 1Bis (SG), Mali 1, DRC 3&4, Kenya Art.70, and Uganda (Kony).

<sup>23</sup> Afghanistan, Colombia, Georgia, Guinea, Honduras, Iraq, Nigeria, Palestine and Ukraine.

<sup>24</sup> Kenya 1 (*Ruto and Sang*), CAR Art. 70, CIV 1 (*LG and CBG*), DRC 6 (*Bosco Ntaganda*), Uganda (*Dominic Ongwen*). For the OTP there is no difference in team composition (and therefore in financial impact) between Trial Teams engaged in the court-room and Trial Teams engaged in trial preparation.

properly addressed at the national level. Indeed, pursuant to article 70(4)(b), and in light of the criteria under rule 162(2) of the Rules of Procedure and Evidence, the Office will always consider consulting with relevant States on the possibility for the investigation and prosecution of such cases to be conducted by competent national authorities.

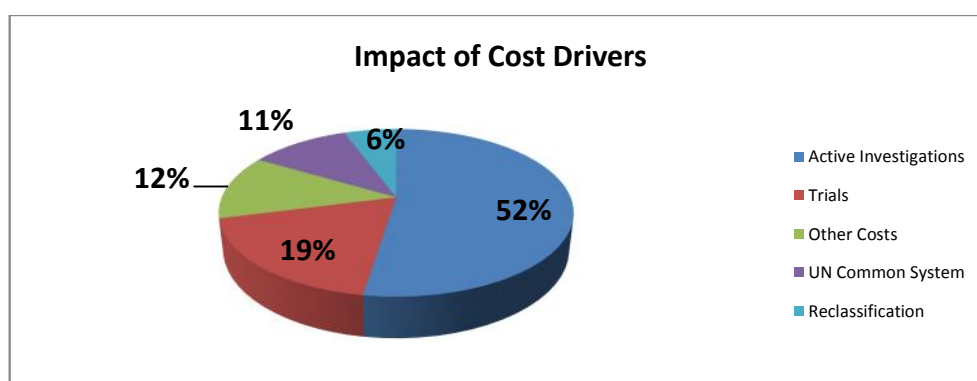
130. Based on planned required activities for 2016, the OTP budget will increase by €6,479.3 thousand, from €39,612.6 thousand to €46,091.9 thousand (16.4 per cent). The table below shows the main cost drivers for this increase:

<i>Cost Driver</i>	<i>2015</i>	<i>2016</i>	<i>diff.</i>	<i>Impact</i>
Active Investigations	4	5	1	€3,400.0
Trials	4	5	1	€1,200.0
Other Costs				€806.5
UN Common System				€705.0
Reclassification Impact				€367.8
<b>Grand Total Increase</b>				<b>€6,479.3</b>

131. The added resources for one extra active investigation and one trial will allow the Office to respond to the necessary increase in activities, but without the required depth and quality for all activities planned for 2016. Such a limited increase is incapable of bringing the Office to the resource level required to properly staff all planned activities in line with the staffing model applied for its Strategic Plans 2012-2015 and 2016-2018.

132. It is worth noting that 71.0 per cent of the total increase projected for 2016 is devoted to additional activities of the Office (i.e. one more active investigation and one more trial). The “Other Costs” element is strictly linked to support for the Office’s operations, such as operating expenses in the field, travel costs and investment in quality developments (e.g. specialized equipment and software, as well as training), plus the strengthening of some support functions. The other component of the increase is the UN Common System costs, determined by the United Nations General Assembly each year and which must be included in the budget to account for the Court’s obligations vis-à-vis its pension scheme.

133. Finally, the Office – upon the recommendation of the Committee on Budget and Finance at its twenty-fourth session – undertook a reclassification exercise for some positions in its Divisions and Sections.<sup>25</sup> An internal Classification Advisory Committee (CAC) composed of staff from the different organs of the Court was charged with reviewing reclassification requests. Following the procedure agreed with the Committee, the CAC recommendations have been finalized and sent to an external professional classifier for independent assessment, which will then be sent to the Prosecutor for her consideration. The CAC’s provisional estimate amounts to €367.8 thousand. The actual amount to be included in the budget will be determined once the external classifier has completed the assessment and the Prosecutor has considered the recommendations. Once the final amount is set, it will be submitted to the Assembly of States Parties for approval.



<sup>25</sup> ICC-ASP/14/5.

134. The proposed budget for the OTP would allow the Office to reduce the existing resource gap without yet reaching the basic size that will place the Office in a position to meet the demand for its intervention with the required quality and efficiency and with an acceptable level of case prioritization.

135. This budget increase does not allow the Office to immediately respond to all the demands placed upon it. The Office will continue to need to prioritize cases where pre-trial or trial proceedings have started.<sup>26</sup> New investigations that should be undertaken in Libya, Mali and Darfur are being postponed or only marginally undertaken. Situations that are under preliminary examination, and for which investigations could be opened, are being postponed as a result of insufficient resources.

136. As part of its commitment to judicious management of resources, the Office will continue to identify efficiency gains. It has shown in past years that it is able to find efficiencies and it is creating a permanent working group to continue this effort.

	2012	2013	2014	2015
Efficiency gain (euro)	224,525	835,000	442,670	Tbd
Budget (euro million)	27.7	28.2	33.2	39.6
%	0.8%	2.9%	1.3%	

#### *Objectives: OTP*

137. The nine strategic goals in the Office's 2016-2018 Strategic Plan are organized around three major themes:

1. Achieving high performance in relation to the Office's mandate:
  - (a) *Strategic goal 1:* conduct impartial, independent, high quality preliminary examinations, investigations and prosecutions;
  - (b) *Strategic goal 2:* continue to integrate a gender perspective in all areas of the Office's work and to implement the policies in relation to sexual and gender-based crimes (SGBC) and crimes against children;
  - (c) *Strategic goal 3:* further improve the quality and efficiency of preliminary examinations, investigations and prosecutions; and
  - (d) *Strategic goal 4:* further adapt the Office's investigative and prosecutorial capabilities and network to the complex and evolving scientific and technological environment.
2. Creating the necessary conditions to fulfil the Office's mandate:
  - (a) *Strategic goal 5:* achieve a basic size which can respond to the demands placed upon the Office so that it may perform its functions with the required quality, effectiveness and efficiency;
  - (b) *Strategic goal 6:* contribute to strengthening cooperation, and promoting general support towards the mandate and activities of the Office;
  - (c) *Strategic goal 7:* adapt the Office's protection strategies to the new security challenges; and

<sup>26</sup> The resource requirements in this 2016 budget proposal are derived from the basic size model for the Office. In a separate comprehensive report, the Office outlines its proposed structure and identifies a basic, stable size model which, if adopted, will give the OTP stable and sufficient resources to absorb its work unless exceptional situations or major shifts in the expected demand occur. Once the basic size is reached, the Office will still make flexible use of its resources and will continue to prioritize between the cases requiring its intervention. The 2016 budget is a first step in the gradual built up towards the basic size.

- (d) *Strategic goal 8*: ensure a professional, accountable, transparent and efficient management of the Office.
3. Contributing to a coordinated investigative and prosecutorial strategy to further close the impunity gap for ICC crimes:
- (a) *Strategic goal 9*: develop with partners a coordinated investigative and prosecutorial strategy to close the impunity gap.

138. The table hereunder shows the link between the goals of the Strategic Plan (2016 – 2018), the related objectives set for 2016 in the OTP budget proposal, and the 14 identified performance indicators. Some of the 14 generic indicators are repeated in the table each time, as and when required. This gives a total of 31 indicators in the table, but these will be regrouped in line with the 14 generic indicators.

**Table 18: Objectives, performance indicators and targets 2016**

<i>Strategic goal</i>	<i>Objective 2016</i>	<i>Performance indicator</i>
1. Conduct impartial, independent, high quality preliminary examinations, investigations and prosecutions	1. To produce the yearly defined level of activities in light of the allocated budget	1. Milestones per core activity: planned versus actual 2. Pattern of judicial findings on how preliminary examinations, investigations and prosecutions are conducted 3. Compliance with OTP policies and standards 4. Quality of interaction with the OTP 5. Lessons learnt implemented 6. Prosecutorial results in terms of perpetrators Arrest warrants/summonses to appear granted/requested: a. Persons confirmed / charged b. Persons convicted / charged 7. Counts granted / counts charged at stage of arrest warrant, confirmation, trial.
2. Continue to integrate a gender perspective in all areas of the Office's work and implement policies in relation to SGBC and crimes against children	1. Sexual and Gender Based Crimes Policy implemented as planned 2. Specialized training provided for relevant staff on interviewing vulnerable witnesses 3. The Children's Policy and implementation plan adopted.	8. Milestones: planned versus actual 9. Impact of improvement projects on effectiveness, operational and management excellence
3. Further improve the quality and efficiency of the preliminary examinations, investigations and prosecutions	<i>Preliminary examination</i> 1. Define the possibilities to further integrate investigative needs and start-up in the preliminary examination phase 2. Further increase communication in relation to preliminary examinations 3. Further develop the early response function to upsurges or serious risks of violence  <i>Investigations</i> 1. Implement selected improvement projects related to priority areas: closing time gap, forensics and technology, analysis, standards, financial investigations and field presence  <i>Prosecutions and appeals</i> 1. Implement the selected improvement projects	10. Milestones: planned versus actual 11. Impact of improvement projects on effectiveness, operational and management excellence

<i>Strategic goal</i>	<i>Objective 2016</i>	<i>Performance indicator</i>
	related to the priority areas: internal processes, management capabilities, case design, case review process, technology, key competences	
	<i>Cooperation</i>	
	1. Assessment of the quality of the internal cooperation dimension done and the selected improvement projects implemented	
4. Further adapt the Office's investigative and prosecutorial capabilities and network to the complex and evolving scientific and technological environment	1. All relevant staff trained in the basics of online investigations and handling of electronic evidence 2. Capability to use technology to present evidence in court strengthened	12. Milestones: planned versus actual 13. Impact of improvement projects on effectiveness, operational and management excellence
5. Achieve a basic size which can respond to demands placed upon the Office with the required quality, effectiveness and efficiency	1. To implement the approved resource evolution and adapt the output accordingly 2. To present the impact of the identified efficiency gains on the budget proposal for 2017 3. To review the continuum of services and the possible synergies and efficiencies between the Registry and OTP	14. Milestones: planned versus actual 15. Impact of improvement projects on effectiveness, operational and management excellence 16. Yearly achieved efficiency gains
6. Contribute to strengthening cooperation and promoting general support towards the mandate and activities of the Office	1. Cooperation plans for critical support to investigations implemented as planned 2. Expansion of network of operational focal points towards three partners 3. Communication to stakeholders implemented as planned	17. Milestones: planned versus actual 18. Impact of improvement projects on effectiveness, operational and management excellence
7. Adapt the Office's protection strategies to the new security challenges	1. Establish a partnership with two key partners in relation to cyber and information security 2. Establish a coordinated security-related intelligence cycle with partners within and outside the Court 3. Update of the field craft requirements finalized 4. Review of existing protocols with the security entities within Registry	19. Milestones: planned versus actual 20. Impact of improvement projects on effectiveness, operational and management excellence
8. Ensure a professional, accountable, transparent and efficient management of the Office	1. Improved gender and nationality balance 2. All training and performance appraisals implemented 3. Values embedment program implemented 4. Working climate recommendation implemented 5. Occupational hazard review performed 6. Review of information management strategy and structure 7. Systems for performance indicators, risk management and lessons learnt established	21. Evolution of the overall gender and nationality balance per year 22. Implementation of training program per year: planned versus actual 23. Working climate survey (incl. values) 24. " " 25. Evolution of fitness for work 26. Impact of improvement projects on effectiveness, operational and management excellence 27. " " 28. Yearly implementation rate of the budget 29. Implementation rate of measures to control priority risks out of the OTP risk register



<i>Strategic goal</i>		<i>Objective 2016</i>			<i>Performance indicator</i>		
9.	Develop with partners a coordinated investigative and prosecutorial strategy	1.	Consultations on the content, conditions and implications of a coordinated investigative and prosecutorial strategy assessed and OTP's contribution identified	30.	Milestones: planned versus actual	31.	Impact of improvement projects on effectiveness, operational and management excellence

**Table 19: Major Programme II: Proposed budget for 2016**

Programme II Office of the Prosecutor	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015			
	Basic	Situation-related	Total	Cont. Fund	Total Incl.CF	Basic	Situation-related	Total	Basic	Situation-related	Total	Amount	%
Professional staff	4,788.3	14,252.9	19,041.2		19,041.2	4,230.5	12,499.7	16,730.2	4,341.3	13,323.7	17,665.0	934.8	5.6
General Service staff						1,094.2	3,010.0	4,104.1	1,078.1	3,016.6	4,094.7	-9.5	-0.2
<i>Subtotal Staff</i>	<i>4,788.3</i>	<i>14,252.9</i>	<i>19,041.2</i>		<i>19,041.2</i>	<i>5,324.6</i>	<i>15,509.7</i>	<i>20,834.3</i>	<i>5,419.3</i>	<i>16,340.3</i>	<i>21,759.6</i>	<i>925.3</i>	<i>4.4</i>
General temporary assistance	93.1	8,500.2	8,593.3	203.2	8,796.5	459.8	14,210.7	14,670.6	1,026.6	18,423.6	19,450.2	4,779.6	32.6
Temporary assistance for meetings	3.7	2.4	6.1		6.1								
Overtime													
<i>Subtotal Other staff</i>	<i>96.8</i>	<i>8,502.6</i>	<i>8,599.4</i>	<i>203.2</i>	<i>8,802.6</i>	<i>459.8</i>	<i>14,210.7</i>	<i>14,670.6</i>	<i>1,026.6</i>	<i>18,423.6</i>	<i>19,450.2</i>	<i>4,779.6</i>	<i>32.6</i>
Travel	270.7	2,512.8	2,783.5	103.1	2,886.6	278.8	2,158.4	2,437.2	289.0	2,650.3	2,939.3	502.1	20.6
Hospitality	5.0		5.0		5.0	5.0		5.0	10.0		10.0	5.0	100.0
Contractual services	20.2	448.9	469.1	225.8	694.9	50.0	449.5	499.5	65.0	594.5	659.5	160.0	32.0
Training	15.2	126.6	141.8		141.8	135.2	215.0	350.2	144.5	221.1	365.6	15.4	4.4
Consultants		23.9	23.9		23.9		111.9	111.9		112.7	112.7	0.8	0.7
General operating expenses	8.2	591.7	599.9	2.7	602.6		455.0	455.0		535.0	535.0	80.0	17.6
Supplies and materials	4.4	45.4	49.8	10.6	60.4	38.0	71.0	109.0	49.0	71.0	120.0	11.1	10.1
Furniture and equipment		454.5	454.5	22.7	477.2		140.0	140.0		140.0	140.0		
<i>Subtotal Non-staff</i>	<i>323.7</i>	<i>4,203.8</i>	<i>4,527.5</i>	<i>364.9</i>	<i>4,892.4</i>	<i>507.0</i>	<i>3,600.8</i>	<i>4,107.8</i>	<i>557.5</i>	<i>4,324.6</i>	<i>4,882.1</i>	<i>774.3</i>	<i>18.8</i>
<b>Total</b>	<b>5,208.8</b>	<b>26,959.3</b>	<b>32,168.1</b>	<b>568.1</b>	<b>32,736.2</b>	<b>6,291.5</b>	<b>33,321.2</b>	<b>39,612.6</b>	<b>7,003.5</b>	<b>39,088.5</b>	<b>46,091.9</b>	<b>6,479.3</b>	<b>16.4</b>

**Table 20: Major Programme II: Proposed staffing for 2016**

Office of the Prosecutor		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic	1	1		3	6	9	4	7	2	33	1	15	16	49
	Situation-related					6	20	40	40	15	121		48	48	169
	<i>Subtotal</i>	<i>1</i>			<i>3</i>	<i>12</i>	<i>29</i>	<i>44</i>	<i>47</i>	<i>17</i>	<i>154</i>	<i>1</i>	<i>63</i>	<i>64</i>	<i>218</i>
New/ Converted	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
<b>Total</b>	<b>1</b>			<b>3</b>	<b>12</b>	<b>29</b>	<b>44</b>	<b>47</b>	<b>17</b>	<b>154</b>	<b>1</b>	<b>63</b>	<b>64</b>	<b>218</b>	

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

139. Sub-programme 2110 comprises the Immediate Office of the Prosecutor (IOP) and the Legal Advisory Section (LAS).

140. The IOP provides assistance and strategic advice to the Prosecutor in the day-to-day fulfilment of her functions and overall management and quality control of the Office; coordinates all strategic and administrative matters addressed to the Prosecutor and makes recommendations for action; coordinates internal and inter-organ activities and processes and vets communications on behalf of the Prosecutor; coordinates ExCom meetings and review of filings and communication with the divisions, sections and the integrated teams; ensures the Office manages its specific human resources needs, and has in place a well-qualified and motivated workforce through its Human Resources team (OTP-HR); and manages the Prosecutor's public relations and assists the Office in the effective dissemination of information and public relations through its Public Information Unit (PIU).

141. The LAS provides the Prosecutor and the Office with legal advice concerning reports and publications, advice on individual staff cases, as well as the review and drafting of contracts. LAS also provides legal research and advice to the Situation Analysis Section, and contributes to legal research and advice provided by the Appeals Section with respect to situations and cases. LAS is responsible for co-ordinating and developing the Office's internal regulatory framework, involving the development of policies, SOPs and guidelines, and the coordination of their implementation.

142. The Section is also responsible for coordinating the development of a Court-wide case law database, and preparing and disseminating Weekly Court Reports. LAS supports OTP-HR in the preparation of training plans and the implementation of approved plans. LAS also organizes and runs a series of Guest Lectures on issues of general interest to the Office and to the Court as a whole; and, at the request of the Prosecutor or ExCom, legal fora on thematic issues with internal speakers.

143. LAS responds to requests for legal advice from the Prosecutor, ExCom, OTP divisions and sections, in relation to either the Office's core operations or the general functioning of the OTP as an independent organ. The Section contributes to legal advice provided by the Appeals Section to investigation and prosecution teams. LAS facilitates the establishment and maintenance of the standards of the Office. In this context, it develops the Operations Manual and maintains the Code of Conduct. It also leads the development and implementation of OTP policies on key issues identified by the Prosecutor.

144. LAS is responsible for developing and institutionalizing a lessons learnt system to identify, document and implement good practices, based on experience, in order to enhance the quality and efficiency of operations. LAS is also responsible for developing and coordinating an assurance mechanism to ensure implementation of and compliance with the Office's standards.

145. LAS manages the maintenance and development of on-line legal tools, commentaries and databases for the Office, for which it also provides training, and the development and maintenance of a legal-academic network for the Office. The Section also facilitates the development and maintenance of Court-wide standards, e.g., policies and administrative issuances, and is responsible, together with OTP-HR, for advice on the application of Staff Regulations and Rules in individual cases, including through litigation.

146. LAS organizes training for Office staff in relation to the Code of Conduct for the Office of the Prosecutor (2013), Lessons Learnt and Assurance system.

**Table 21: IOP and LAS Objectives**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
<b>Judicial and Prosecutorial 1.2</b>		
<i>OTP Strategic Goal 1</i>		
Conduct impartial, independent, high quality preliminary examinations, investigations and prosecutions	Contributions to legal research and advice to SAS urging Preliminary Examinations, and by the Appeals Section in respect of situations and cases Explain and raise awareness of the activities of the Office through public information	Provide legal research and advice as requested Conduct interviews, prepare opinion pieces, press releases, statements, etc.
<i>OTP Strategic Goal 2</i>		
Continue to integrate a gender perspective in all areas of the Office's work and to implement the policies in relation to sexual and gender-based crimes ("SGBC") and crimes against children	ExCom frequency and decisions Development of the Implementation plan for Sexual and Gender Based Crimes Policy Development of the Children's Policy Raise public awareness on SGBC through public information	Implementation Plan finalized for implementation by teams Conduct interviews, prepare opinion pieces, press releases, statements, etc.
<i>OTP Strategic Goal 3</i>		
Further improve the quality of the preliminary examinations, investigations and prosecutions	Contributions to legal research and advice to SAS during Preliminary Examinations, and by the Appeals Section in respect of situations and cases	Policy finalized, adopted and presented Provide legal research and advice as requested
<b>Cooperation and Support 3.2, 3.3</b>		
<i>OTP Strategic Goal 6</i>		
Contribute to strengthening cooperation, and promoting general support towards the mandate and activities of the Office	Explain, raise awareness, and build support and cooperation for the activities of the Office through missions undertaken by the Prosecutor, and public information Communication to stakeholders implemented as planned	Support the Prosecutor's missions, conduct interviews, prepare opinion pieces, press releases, statements, etc. Further development of academic network, including through the organization of Guest Lectures Contribution to public information and external representation of the Office Further development and management of the Legal Tools Project
<b>Managerial Objectives 2.1, 2.2, 2.3 and 2.4</b>		
<i>OTP Strategic Goal 8</i>		
Ensure a professional, transparent, accountable and efficient management of the Office	Provision of legal advice and drafting with regard to individual administrative matters Development of the Office's internal regulatory framework Contribution to development of the Court's internal regulatory framework Development of strategic policies for the Office Implementation of the Lessons Learnt Project Development of Assurance system to monitor compliance	Minimize litigation, and satisfactory outcomes whenever litigation is inevitable Operations Manual reviewed and updated as and when needed Timely contributions provided; satisfactory representation of Office views and interests Implementation plan for Sexual and Gender Based Crimes Policy adopted; Policy on Crimes against Children adopted Project implemented, electronic system operational, and Lessons Learnt incorporated into general Office practice Framework for OTP Assurance system defined and being implemented

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
	<p>In liaison with HR, delivery of the annual OTP training plan for staff</p> <p>Liaising with HRS, finalize policies with respect to teleworking, and other policies relating to staff</p> <p>Improved gender and nationality balance in the OTP workforce</p> <p>Key working climate issues within OTP's control addressed</p> <p>Finalize and implement the Office's core values project</p> <p>OTP internal structure reviewed in order to increase its effectiveness and efficiency and ensure enhanced quality assurance</p>	

**Budget resources****€2,832.7 thousand**

147. The requested amount has increased by €178.6 thousand (6.7 per cent).

**Staff resources****€2,112.9 thousand**

148. The number of established posts has remained unchanged. One additional GTA (P-3) resource is needed to assist the Immediate Office with its increased workload. Similarly, OTP-HR needs to assist the Office in its development. Therefore, one HR Associate Liaison Officer (P-2) is requested for twelve months in 2016. The 12-month HR Liaison Officer (P-3) position approved in the 2015 budget is no longer requested. This net reduction in HR could be achieved thanks to the improvement in the recruitment processes within OTP-HR and on the assumption that the new structure in the Registry will be able to provide its assistance as envisaged by *ReVision*.

*Established posts: Professional and General Service**€1,558.2 thousand*

149. The Prosecutor (USG) is supported by one Senior Special Assistant (P-4), who is in charge of OTP-HR, PIU and other staff of the Immediate Office and coordinates the functions of the IOP under the Prosecutor's direct supervision. The IOP has one HR Liaison and Coordination Officer (P-3), two Public Information Officers (P-2), two Special Assistants to the Prosecutor (one P-2 and one P-1), one Personal Assistant to the Prosecutor (GS-PL), one Administrative Assistant (GS-OL), one Public Information Assistant (GS-OL) and one Staff Assistant (GS-OL). LAS is headed by one Senior Legal Adviser (P-5) and also has one Legal Adviser (P-4), one Associate Legal Adviser (P-2) and one Legal Assistant (GS-OL).

*General temporary assistance**€554.7 thousand*

150. The following five GTA positions (5.0 FTE) are requested for OTP-HR or to meet IOP, LAS or Office requirements:

- (a) One *Administrative Assistant (GS-OL), 12 months (1.0 FTE)*;
- (b) One *IOP Special Assistant (P-3), 12 months (1.0 FTE)*;
- (c) One *Associate HR Liaison Officer (P-2), 12 months (1.0 FTE)*;
- (d) One *Associate Legal Adviser (P-2), 12 months (1.0 FTE)*; and
- (e) One *Information Management Coordinator (P-5), 12 months (1.0 FTE)*.

151. The overall net increase in the staffing level compared to the 2015 budget is equal to one staff member: in budgetary terms it is equivalent to a P-2 position. The P-3 increase in the IOP is fully offset by the equivalent decrease in OTP-HR.

**Non-staff resources****€719.8 thousand**

152. The requested amount has increased by €41.8 thousand (6.2 per cent). Non-staff resources are requested for travel, hospitality, contractual services, training and consultants.

*Travel**€181.6 thousand*

153. The requested amount has increased by €20.7 thousand (12.8 per cent) and is intended to cover projected missions of the Prosecutor and her staff.

154. In order to raise support and enhance cooperation at the highest levels for the Office's investigations and the arrest and prosecution of individuals sought by the Court, as well as to contribute to maximising the impact of the Rome Statute, it is necessary for the Prosecutor to undertake missions abroad. Experience has demonstrated the critically important impact and positive results such missions can yield. The travel budget also includes missions for representatives of PIU, OTP-HR and LAS, as well as provision for travel by key stakeholders invited to meet with the Prosecutor who are unable to fund the costs of such travel themselves.

*Hospitality**€10.0 thousand*

155. The requested amount has increased by €5.0 thousand (100.0 per cent).

156. These resources are for hospitality for international delegations, diplomats and special guests visiting the Office of the Prosecutor. In the past year, the Court has also agreed to share amongst its organs most of the costs of catering for visiting diplomats and delegations received by more than one Principal. These events/visits have increased in frequency over the years, and are foreseen to continue to be more frequent than in the past. The relocation of the Court into the new premises – which is also intended to be used to further develop the Court's outreach to the public – will equally contribute to the number of high level visitors the Office can reasonably expect to receive in 2016.

*Contractual services**€50.0 thousand*

157. The requested amount remains unchanged. These resources are to support independent public information missions in the countries of operation. Typical costs incurred are for radio broadcasts, the rental of appropriate facilities for press conferences and the production and distribution of informational material.

*Training**€365.5 thousand*

158. The requested amount has increased by €15.3 thousand (4.4 per cent). The training budget remains centralized in the Immediate Office. Training is a vital component of the strategy to create a common and cohesive working culture within the OTP and to enhance quality and performance. The training budget has been increased to take into account the need to provide adequate training to the additional staff recruited, as well as to enhance the skills of existing staff. The funds will be utilized to deliver a training schedule in accordance with OTP-specific training priorities, related primarily to investigations,<sup>27</sup> litigation, appeals, complementarity and cooperation, as well as to cater for specific needs in language skills, evidence and information management, and general management and practice.

159. Where possible, the Office will work with other organizations and national authorities to ensure maximum cost effectiveness; for example, by sharing annual advocacy and appellate training costs with the ad hoc tribunals or engaging reputable organizations that are willing to offer services on a *pro bono* basis. Part of the budget will be allocated to the full implementation of international certification courses for investigators and prosecutors which are currently being developed in cooperation with international institutions such as Interpol, Europol, the ICTY and the STL as well as London's Metropolitan Police Service. In addition, the OTP is working on common projects with the Registry designed to fully exploit the opportunities offered while keeping costs to a minimum.

<sup>27</sup> Details on the specific training sessions planned for staff in the Investigation Division (ID) is included in the ID narrative, Programme 2300; see paragraph 251 of this document.

## Consultants

€112.7 thousand

160. The requested amount has increased by €0.8 thousand (0.7 per cent). In 2016, the Office will continue to engage situation-related expert advisers and expert witnesses in support of investigations and trials. However, in an effort to reduce this budget line, such engagements will be strictly limited and as far as possible, recourse will be had to *pro bono* consultants for advisory functions. The requested amount equates to eight work-months at P-5 level, although the actual level of the consultants will be determined on the basis of the work required and individual experience. Part of the required amount will be utilized to fund expenses related to the meetings of the boards of external experts who are assisting the Office in developing guidelines in special prosecutorial and investigative areas (e.g.: forensic investigations, financial investigation and prosecution). The budget remains centralized in the Immediate Office to ensure coordination across the operational Divisions.

161. In accordance with article 42(9) of the Rome Statute, the Prosecutor continues to engage the services of external advisers on issues such as sexual and gender-based crimes, children and crimes against humanity. As these experts contribute their services on a *pro bono* consultancy basis, their appointments entail travel and DSA expenses only, which will be absorbed within the budget. Efforts are nevertheless made to keep such costs to a minimum.

**Table 22: Sub-programme 2110: Proposed budget for 2016**

2110 Immediate Office of the Prosecutor / Legal Advisory section	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015			
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	1,399.7		1,399.7		1,399.7	1,180.1		1,180.1	1,211.3		1,211.3	31.2	2.6
General Service staff						352.1		352.1	346.9		346.9	-5.2	-1.5
<i>Subtotal Staff</i>	<i>1,399.7</i>		<i>1,399.7</i>		<i>1,399.7</i>	<i>1,532.2</i>		<i>1,532.2</i>	<i>1,558.2</i>		<i>1,558.2</i>	<i>26.0</i>	<i>1.7</i>
General temporary assistance	93.0	73.0	166.0		166.0	209.4	234.5	443.8	314.4	240.3	554.7	110.9	25.0
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>	<i>93.0</i>	<i>73.0</i>	<i>166.0</i>		<i>166.0</i>	<i>209.4</i>	<i>234.5</i>	<i>443.8</i>	<i>314.4</i>	<i>240.3</i>	<i>554.7</i>	<i>110.9</i>	<i>25.0</i>
Travel	110.2	70.5	180.7		180.7	62.2	98.7	160.9	73.4	108.2	181.6	20.7	12.8
Hospitality	5.0		5.0		5.0	5.0		5.0	10.0		10.0	5.0	100.0
Contractual services		27.4	27.4		27.4		50.0	50.0		50.0	50.0		
Training	15.2	125.8	141.0		141.0	135.2	215.0	350.2	144.5	221.0	365.5	15.3	4.4
Consultants		23.9	23.9		23.9		111.9	111.9		112.7	112.7	0.8	0.7
General Operating Expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>130.4</i>	<i>247.6</i>	<i>378.0</i>		<i>378.0</i>	<i>202.4</i>	<i>475.6</i>	<i>678.0</i>	<i>227.9</i>	<i>491.9</i>	<i>719.8</i>	<i>41.8</i>	<i>6.2</i>
<b>Total</b>	<b>1,623.1</b>	<b>320.6</b>	<b>1,943.7</b>		<b>1,943.7</b>	<b>1,944.0</b>	<b>710.1</b>	<b>2,654.0</b>	<b>2,100.5</b>	<b>732.2</b>	<b>2,832.7</b>	<b>178.6</b>	<b>6.7</b>

**Table 23: Sub-programme 2110: Proposed staffing for 2016**

Immediate Office of the Prosecutor / Legal Advisory Section	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1 and above	Total P-staff		Total GS-staff	Total staff	
										GS-PL	GS-OL			
Existing	1				1	2	1	4	1	10	1	5	6	16
Basic														
Situation-related														
<i>Subtotal</i>	<i>1</i>				<i>1</i>	<i>2</i>	<i>1</i>	<i>4</i>	<i>1</i>	<i>10</i>	<i>1</i>	<i>5</i>	<i>6</i>	<i>16</i>
New/ Converted														
Basic												-1	-1	-1
Situation-related														
<i>Subtotal</i>														
Redeployed/ Returned														
Basic														
Situation-related														
<i>Subtotal</i>														
<b>Total</b>	<b>1</b>				<b>1</b>	<b>2</b>	<b>1</b>	<b>4</b>	<b>1</b>	<b>10</b>	<b>1</b>	<b>4</b>	<b>5</b>	<b>15</b>

**(b) Sub-programme 2120: Services Section****Introduction**

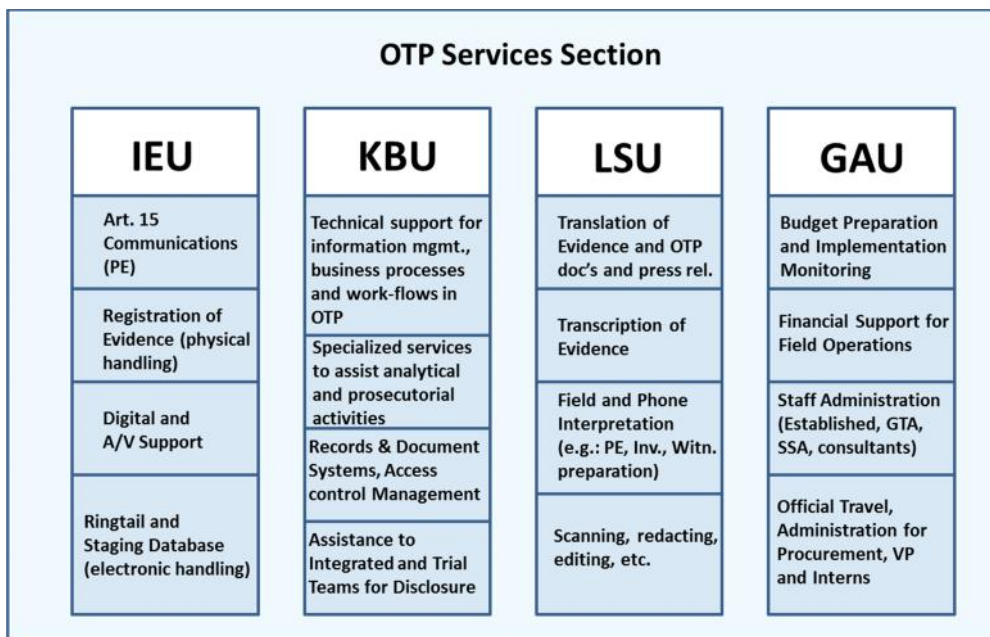
162. The Services Section (SS), through its specialized units, provides critical support functions in the areas of language expertise, physical and electronic evidence handling, technical assistance for OTP-specific information management, disclosure process, and financial and administrative management. The Section adopts a flexible approach and ensures effective coordination with the Registry to allow the seamless provision of common services, in a continuum of activities that is aimed at meeting client needs with minimum resources.

163. The Section is made up of four units: the Language Services Unit (LSU), the Information and Evidence Unit (IEU), the Knowledge Base Unit (KBU), and the General Administration Unit (GAU). The units perform activities which are not, and cannot be, carried out by sections or units in other parts of the Court and are essential to OTP operations.

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

- (a) Preparation of the OTP budget;
- (b) Management of OTP funds, including certification, preparation of detailed estimates of the financial impact of the activities performed by the Office and expenditure reporting;<sup>28</sup>
- (c) Administration related to field operations, official travel, procurement and staff;
- (d) Provision of effective monitoring and control of the use of resources in compliance with the Court's Financial Rules and Regulations;
- (e) Field, event, and telephone interpretation;
- (f) Transcription of audio and video material;
- (g) Translation of OTP evidence and core Office documentation, and scanning, redacting, editing and other support activities for projects requiring language expertise within the Office;
- (h) Registration and storage of evidence and information (including chain-of-custody management) and provision of digital services (e.g. audio-video editing);
- (i) Provision of advice and support to the Office on the collection and handling of evidence;
- (j) Management of the initial phases of the article 15 process;
- (k) Provision of technical equipment and advice for missions, including for the safe storage and transfer of evidence;
- (l) Support of knowledge- and information-management systems, business processes and projects within the Office; and
- (m) Development, introduction and maintenance of specific information-management tools and practices required by the Office.

<sup>28</sup> The centralized approach provides full budget spending control and flexible financing of activities as a result of changing operational needs through reallocation of resources as required. This approach to fund management was praised by the Office of Internal Audit in a recent report; see Report by the Office of Internal Audit: engagement number OIA.02.14.



165. The Section also represents the OTP in financial, budgetary and resource-related matters before the Committee, the State Parties’ delegates at the Hague Working Group (HWG) and other stakeholders, such as NGOs and international institutions. In addition, it manages service requests arising from OTP operational needs and requested from the Registry and lastly, the Section represents the Office in Court-wide initiatives and projects.

**Table 24: Services Section - Objectives**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
<b>Managerial Objectives 2.1, 2.4 and 2.6</b>	Budget implementation rate	100% <rate<98%
<i>OTP Strategic Goal 8</i>	Contingency Fund implementation rate	Rate>75%
- Ensure a professional, transparent, accountable and efficient management of the Office	Reconciliations (percentage and time)	Travel claims 95% within 60 day; Field Office expenses 100% within 30 days
	Procedures/process(update)	Complete the analysis of the Section’s procedures, work flows and processes with the assistance of OIA  Upgrade Staff HR system to include cost per case
	Timely and efficient provision of services to the OTP (variance compared to expected time and effort foreseen in the agreed processes and procedures)	Complete the review of the organization of the Units to ensure structures are capable of providing services to the OTP in a timely and efficient manner (minimize variances: < 5%)
	Performance Appraisal (planned versus actual)	100% of PAF completed on time
<b>Managerial Objective 2.3</b>	Planned versus actual.	95% or more of the evidence registered within two days (non-electronic) or three days (electronic).
<i>OTP Strategic Goal 3</i>		Disclosure errors < 3%
- Further improve the quality of preliminary examinations, investigations and prosecutions.		Present project for information management design to ExCom by end of June 2016
* provide effective and timely support for evidence registration		Language support provided as per agreed schedule 98% of time
* provide effective and timely support for disclosure		
* provide effective and timely guidance for information management projects across the		



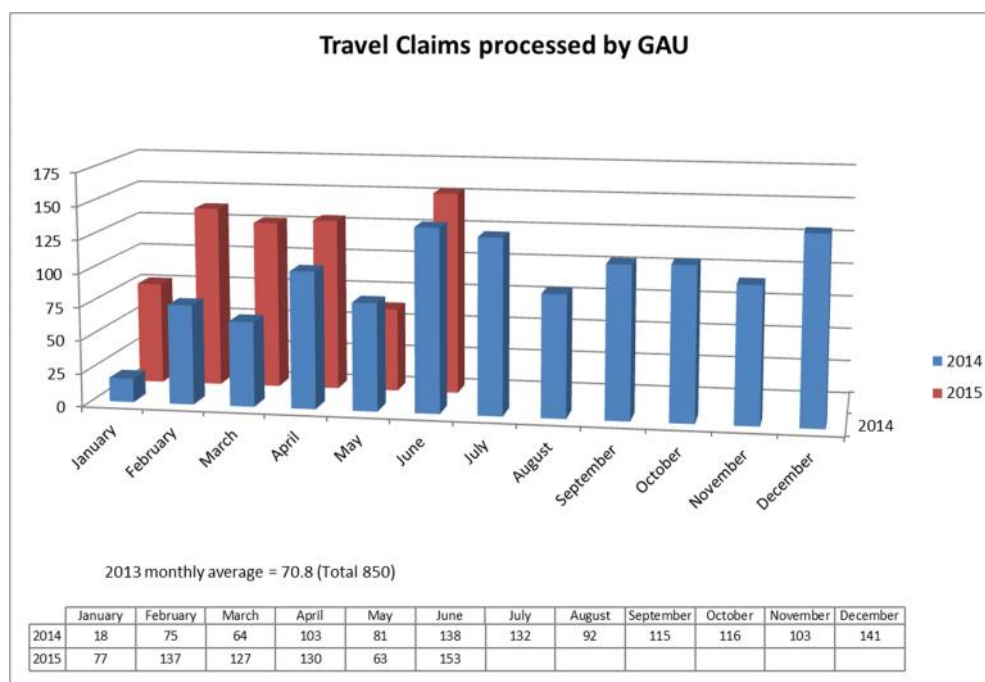
## Office

- \* provide effective and timely guidance for data management across the Office
- \* provide effective and timely language support to integrated teams in field missions
- \* provide effective and timely language support to integrated teams for transcription and translation of evidence and documents relevant to the Office's operations and activities

**Budget resources****€8,120.8 thousand**

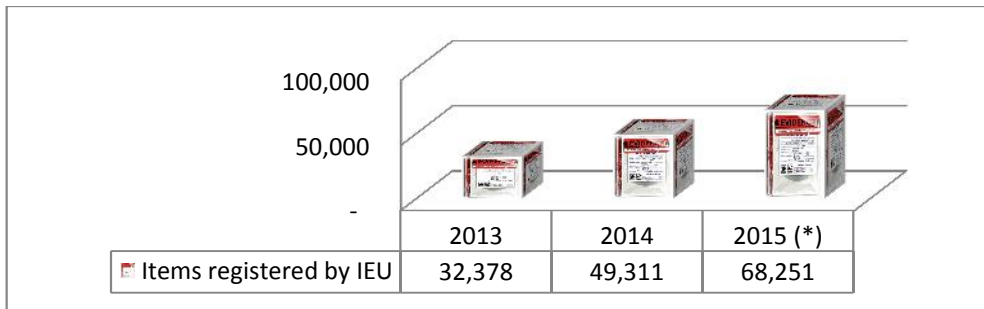
166. Since the adoption of the 2012-2015 Strategic Plan, while the operations of the Office have been growing to effectively match demand, the relative incidence of the resources specifically allocated to the Services Section has been steadily decreasing, falling from 21.1 per cent of the Office's budget in 2013 to 18.8 per cent in 2014, and finally to 17.4 per cent in 2015.

167. The continuing effort to streamline processes and workflows has enabled the Section to cope with the additional workload and achieve substantial efficiencies with the same basic structure. For instance, in the past three years, following the implementation of the new OTP Strategic Plan, GAU had to face a sharp increase in the number of missions (up 49.0 per cent). At the same time, thanks to an effort to streamline internal processes, the reconciliation time has been reduced by 33.0 per cent without the addition of any new resources. The graph below shows the situation of travel claims in 2014 and 2015. The average number of travel claims processed each month increased from 71 in 2013 to 98 in 2014, and finally to 114 in the first six months of 2015.



168. Similar efficiencies have been achieved by the other units in the Section. For instance, with the same basic resources, KBU has managed to assist the Office's increased workload in the disclosure process. The number of filings has increased by 15 per cent from 2013 (731) to 2014 (837).

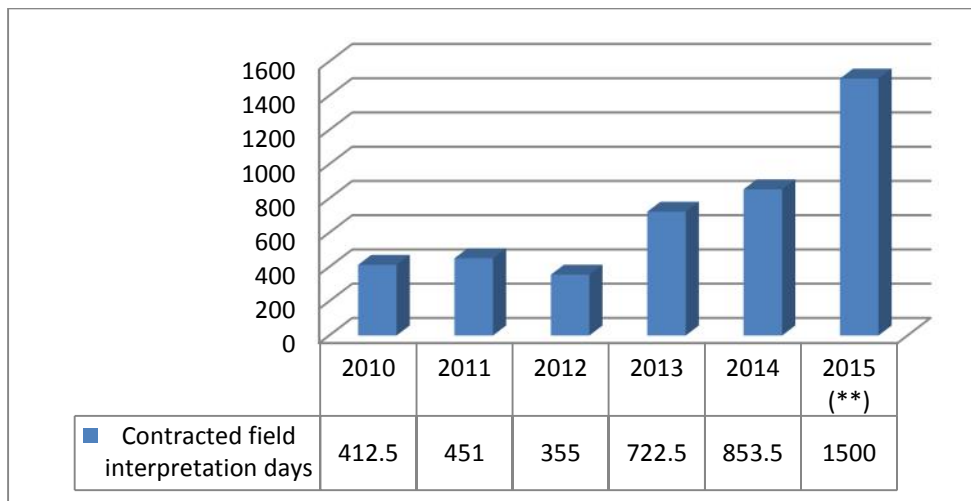
169. Likewise, IEU has seen a sharp increase in the number of items registered, which it had to handle with the same level of resources.



(\*) Extrapolation: items registered as of 30 June 2015 = 37,917

170. The change in the Office’s strategy leading to longer missions in the field has required a more intensive recourse to language skills to enable the integrated teams to interview witnesses and victims, transcribe collected audio-video materials, and translate documents to be used as evidence.

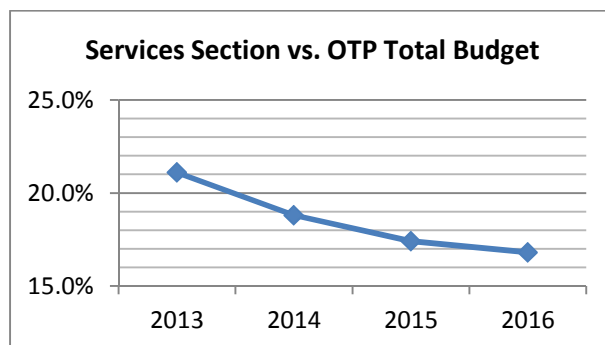
171. LSU has been actively engaged in providing all the above services. A useful indicator of the overall increasing volumes with which the unit has been dealing is the number of contracted interpretation days in the past six years, which has increased sharply since the inception of the new strategy in 2013.



(\*\*) 2015: Year (approx. extrapolation) = 1,500. Figure is based on Q1 = 407 days actually serviced + Q2 = 330 days projected requested days (indicative only).

172. From the examples provided, it is clear that the incremental complexity and volumes of missions, evidence and information determined by the new approach in investigative and prosecutorial activities require some additional resources in the critical support functions provided by the Section.

173. The requested amount has increased by €876.9 thousand (12.8 per cent). Total resources represent 16.8 per cent of the budget requested by the Office in 2016 (see graph below).



174. The Office continues to centralize some Non-Staff budget lines such as “Consultants”, “Furniture and equipment”, “Supplies and materials” and “Training” under sub-programmes 2110 and 2120 (both part of programme 2100 – Immediate Office of the Prosecutor). This allows a quick response to possible changing needs of the Office during the implementation of the budget. This approach has been praised by the auditors as it ensures better control over expenses while guaranteeing flexibility in meeting operational demand. The SS budget (as well as the IOP as far as Training and Consultants are concerned) thus shows increases for resources that are actually requested – and used – by other sub-programmes within the Office to facilitate business activities.

**Staff resources** **€6,899.2 thousand**

175. In 2016, the Section will comprise a total of 74 staff: 37 established posts and 37 GTA positions and field interpreters (34.0 FTE).

*Established posts: Professional and General Service* *€3,473.4 thousand*

176. The SS comprises four units, overseen by the Senior Administrative Manager (P-5). The General Administration Unit has one Administration Officer (P-3), one Associate Administration Officer (P-2) and three Finance and General Administration Assistants (GS-OL). The Information and Evidence Unit has one Information and Evidence Officer (P-3), one Assistant Information and Evidence Officer (P-1), three Information Storage Assistants (GS-OL), one Information Management Assistant (GS-OL), one Senior Evidence Assistant (GS-OL) and three Evidence Assistants (GS-OL). The Knowledge Base Unit has one Knowledge-Base Manager (P-4), two Information Officers (P-2), two Database Coordinators (P-1), one Assistant Information Officer (P-1) and one Disclosure Search Assistant (GS-OL). The Language Services Unit has one Language Coordinator (P-4), one Translator/Reviser (English) (P-4), one Translator/Reviser (French) (P-4), one Interpretation Coordinator/Translator (P-3), one Transcription Coordinator (GS-OL), five Data Processing Assistants (GS-OL), three Language Services Assistants (GS-OL) and one Transcription Assistant (GS-OL).

*General temporary assistance* *€3,425.8 thousand*

177. The SS continues to require GTA resources for translation, transcription, field interpretation and a wide range of other administrative and technical services to directly support the Office’s activities. The extension of current resources is therefore necessary.

178. The Section also requires additional GTA positions for knowledge-base support in respect of case management and disclosure, for evidence management, and for language services to handle the additional workload related to the increase in the number of activities and staff in the Office. The breakdown of GTA positions requested for 2016 is as follows:

- (a) Two Revisers (P-4), 18 months (1.5 FTE);
- (b) Thirteen Translators (P-3), 117 months (9.75 FTE);
- (c) Five Associate Translators (P-2), 60 months (5.0 FTE);
- (d) One Associate Interpretation Coordinator (P-2), 12 months (1.0 FTE);
- (e) Four Assistant Translators (P-1), 24 months (2.0 FTE);
- (f) One Administrative Support (GS-OL), 12 months (1.0 FTE);
- (g) One Language Services Assistant (GS-OL), 12 months (1.0 FTE);
- (h) One Associate Administration Officer (P-2), 12 months (1.0 FTE);
- (i) One Finance and General Administration Assistant (GS-OL), 12 months (1.0 FTE);
- (j) One Data Management Officer (P-3), 12 months (1.0 FTE);
- (k) One Information Officer (P-2), 12 months (1.0 FTE);
- (l) Two Database Coordinators (P-1), 24 months (2.0 FTE);

- (m) One *Technical Assistant Information Systems (GS-OL)*, 12 months (1.0 FTE);
- (n) Two *Associate Electronic Evidence Officers (P-2)*, 24 months (2.0 FTE);
- (o) One *Evidence Assistant (GS-OL)*, 12 months (1.0 FTE); and
- (p) *Field Interpreters (GS-OL)*, equivalent to 33 months (2.75 FTE).

175. Most of the GTA resources are simply requested for confirmation (i.e.: they had already been approved in 2015) to continue performing the on-going activities of the Office. The additional resources requested in the 2016 budget are linked to the increase in the operational needs of the Office that require critical support by the Services Section. The overall increase is limited, thanks to the progress made in the internal organization, work flows and procedures.

#### **Non-staff resources**

**€1,221.6 thousand**

176. The requested amount has increased by €20.3 thousand (22.0 per cent). Non-staff resources are requested for travel, contractual services, supplies and materials and furniture and equipment.

#### *Travel*

€352.1 thousand

177. The requested amount has increased by €49.3 thousand (16.3 per cent). The increase is for activities in support of the Integrated Teams. IEU technical support staff and field interpreters (local and international) provide necessary support for investigation and prosecution-related missions for all cases during the preliminary examination, investigative, pre-trial and trial phases. The budget line further includes funds for a number of missions to situation countries for the assessment and recruitment of field interpreters. Travel resources also provide for 10 missions for technical, language and administrative staff to participate in professional conferences.

#### *Contractual services*

€609.5 thousand

178. The requested amount has increased by €160.0 thousand (35.6 per cent).

179. Contractual services are required to supplement internal projects or to provide resources for special requirements and peaks in activities that could not be effectively and timely dealt with in-house through additional recruitment. This is the case of translation outsourcing which is used to supplement the Office's in-house translation capacity, where confidentiality constraints allow. Most critically, this is required to deal with peaks in activity due to case-specific, time-bound workloads and with documents requiring translation into or out of languages for which no in-house capacity exists. Similarly, funds are requested for transcription outsourcing to supplement the Office's in-house capacity, where confidentiality constraints allow.

180. Funds of €9.5 thousand are also required for the outsourcing of scanning, digitization and printing of very large evidence items requiring specialized equipment not available or economical to have in-house. This sum will also be used to outsource any large-scale electronic media processing.

#### *Supplies and materials*

€120.0 thousand

181. The requested amount has increased by €1.0 thousand (10.1 per cent).

182. A portion of this budget line is allocated to purchasing media (e.g. SD cards, mini-disks and batteries) for equipment used by investigators, such as cameras and recording devices. Funds are also requested for maintaining annual subscriptions to OTP-specific databases/journals and other professional subscriptions (e.g. International Association of Prosecutors) as well as the purchase of key reference books necessary to support the core activities of the Office.

183. Specific materials and supplies are necessary for investigation and forensic activities. For instance, satellite images of locations, or body bags, rubber gloves, consumables and instruments, for forensic activities. The estimated sum required for each

active investigation is €12.8 thousand. Based on five active investigations, a total of €64.0 thousand is requested in this budget line.

*Furniture and equipment*

€140.0 thousand

184. The requested amount remains unchanged.

185. Funds of €40.0 thousand are required for KBU to ensure provision of OTP-specific software upgrades and new application software to assist with cases, particularly electronic media extraction software. This budget line also includes €20.0 thousand for the IEU to maintain, replace and upgrade OTP-specific mission equipment (for audio-visual/data-collection for investigations).

186. The remaining €80.0 thousand is requested to support the purchase of special software for 3D digital reconstruction of crime scenes and the upgrade of technical equipment needed by the forensic unit.

**Table 25: Sub-programme 2120: Proposed budget for 2016**

2120 Services Section	Expenditure 2014 (thousands of euro)					Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015	
	Basic	Situation-related	Total	Cont. Fund	Total Incl.CF	Basic	Situation-related	Total	Basic	Situation-related	Total	Amount	%
Professional staff	1,355.7	1,522.8	2,878.5		2,878.5	1,144.5	460.0	1,604.5	1,174.8	836.2	2,011.0	406.5	25.3
General Service staff						337.3	1,214.4	1,551.7	265.9	1,196.5	1,462.4	-89.3	-5.8
<i>Subtotal Staff</i>	<i>1,355.7</i>	<i>1,522.8</i>	<i>2,878.5</i>		<i>2,878.5</i>	<i>1,481.8</i>	<i>1,674.4</i>	<i>3,156.2</i>	<i>1,440.7</i>	<i>2,032.7</i>	<i>3,473.4</i>	<i>317.2</i>	<i>10.1</i>
General temporary assistance	0.1	1,842.9	1,843.0	60.9	1,903.9		2,718.6	2,718.6	217.0	3,208.8	3,425.8	707.2	26.0
Temporary assistance for meetings	3.7	2.4	6.1		6.1								
Overtime													
<i>Subtotal Other staff</i>	<i>3.8</i>	<i>1,845.3</i>	<i>1,849.1</i>	<i>60.9</i>	<i>1,910.0</i>		<i>2,718.6</i>	<i>2,718.6</i>	<i>217.0</i>	<i>3,208.8</i>	<i>3,425.8</i>	<i>707.2</i>	<i>26.0</i>
Travel	21.0	264.6	285.6	23.4	309.0	39.2	263.6	302.8	41.1	311.0	352.1	49.3	16.3
Hospitality													
Contractual services	20.2	295.0	315.2	147.8	463.0	50.0	399.5	449.5	65.0	544.5	609.5	160.0	35.6
Training		0.8	0.8		0.8								
Consultants													
General operating expenses	8.2	60.6	68.8	0.6	69.4								
Supplies and materials	4.4	45.4	49.8	10.6	60.4	38.0	71.0	109.0	49.0	71.0	120.0	11.0	10.1
Furniture and equipment		454.5	454.5	22.7	477.2		140.0	140.0		140.0	140.0		
<i>Subtotal Non-staff</i>	<i>53.8</i>	<i>1,120.9</i>	<i>1,174.7</i>	<i>205.1</i>	<i>1,379.8</i>	<i>127.2</i>	<i>874.1</i>	<i>1,001.3</i>	<i>155.1</i>	<i>1,066.5</i>	<i>1,221.6</i>	<i>220.3</i>	<i>22.0</i>
<b>Total</b>	<b>1,413.3</b>	<b>4,489.0</b>	<b>5,902.3</b>	<b>266.0</b>	<b>6,168.3</b>	<b>1,609.1</b>	<b>5,267.0</b>	<b>6,876.1</b>	<b>1,812.8</b>	<b>6,308.0</b>	<b>8,120.8</b>	<b>1,244.7</b>	<b>18.1</b>

**Table 26: Sub-programme 2120: Proposed staffing for 2016**

Services Section	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing					1	4	2	2	1	10		4	4	14
								1	1	3		5	18	23
					1	4	3	3	4	15		22	22	37
New/ Converted														
Redeployed/ Returned														
<b>Total</b>					<b>1</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>15</b>		<b>22</b>	<b>22</b>	<b>37</b>

## 2. Programme 2200: Jurisdiction, Complementarity and Cooperation Division

### Introduction

187. Cooperation is vital to ensuring timely investigation and prosecution of cases. Each situation or case has its own unique cooperation requirements. The Jurisdiction, Complementarity and Cooperation Division (JCCD) is the lead division for facilitating the Office's investigations by ensuring cooperation and judicial assistance under Part 9 of the Rome Statute. Its general cooperation and external relations functions entail establishing and managing relations with States, international organizations and NGOs, including galvanizing general support for the work of the Office as well as advocating and delivering key messages of the Office. The Division is thus primarily responsible for building and reinforcing the strong and extensive network of support and cooperation with States, international organizations and other partners which is necessary for the OTP to carry out its judicial mandate effectively. Furthermore, the Division is responsible for conducting all preliminary examinations of situations, irrespective of whether a situation comes before the Court as a result of a State Party or United Nations Security Council referral or of the Prosecutor's acting *proprio motu* pursuant to article 15 of the Rome Statute. The Division thus leads within the Office on matters of jurisdiction, admissibility and interests of justice and provides essential recommendations to the Prosecutor on the opening of new investigations.

188. The Division comprises two sections: the International Cooperation Section (ICS) and the Situation Analysis Section (SAS). ICS is composed of three areas of activity, falling under the overall supervision of the Chief of ICS, with the additional support of a Legal Adviser: (i) situation-specific cooperation within integrated teams; (ii) judicial assistance; and (iii) general cooperation and external relations.

- (a) ICS supports each integrated team with an International Cooperation Adviser, who is responsible for facilitating all judicial assistance needs and cooperation requests of the team to cooperation partners; generating and maintaining general support and promoting understanding of the work of the OTP in relation to the investigation and prosecution of a case to which she/he is assigned; establishing operational focal points so that the integrated team has continuous access to the territory, physical evidence and witnesses for the case; and providing prompt responses and feedback to the team on any problems identified by the team or by the national authorities.
- (b) The judicial cooperation component provides strategic, technical and operational advice, support and guidance to all International Cooperation Advisers in order to ensure quality control, channelling of and follow up to all judicial assistance requests and responses sent on behalf of integrated teams in conformity with relevant procedures and standards. It is responsible, in association with each International Cooperation Adviser, for tracking compliance and maintaining all records related to outgoing and incoming requests for assistance (RFA) in the database and for developing and overseeing strategies to facilitate cooperation for arrest and surrender and for identification, location, tracking and freezing of assets.
- (c) The general cooperation and external relations component is responsible for providing strategic advice and support regarding general cooperation and external relations to the Prosecutor and JCCD Director. It supports the Prosecutor and Director in diplomatic and other general cooperation engagements, ensures and coordinates the establishment and management of OTP's external relations with States and other partners for the purpose of galvanizing general support for the activities of the OTP, and represents the OTP during discussions on various issues under consideration by the Assembly and/or its subsidiary bodies, affecting the work of the OTP.

189. SAS carries out all preliminary examinations and provides advice on complex matters of fact and law regarding jurisdiction, admissibility, and assessments of interests of justice, in particular in terms of the interests of victims. Conducting preliminary examinations is one of the three core activities of the Office, together with investigations and prosecutions. Preliminary examinations are not only critical for deciding on whether to open investigations; they also serve to lay a firm foundation for cooperation in situations where new investigations are opened. Additionally, preliminary examinations can also have

a preventative effect and can serve to foster domestic complementarity efforts, potentially obviating the need for intervention by the Court. Lastly, the vital analytical work conducted by SAS feeds into the analysis that is essential to successful investigations when the Prosecutor decides to open an investigation in a situation.

**Table 27: Expected results, performance indicators and targets 2016**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
<b>Judicial and Prosecutorial Objective 1.2</b>		
<i>OTP Strategic Goal 1</i> Conduct impartial, independent, high quality preliminary examinations, investigations and prosecutions	<ul style="list-style-type: none"> <li>• Milestones: planned versus actual</li> </ul>	Conduct nine preliminary examinations
<b>Judicial and Prosecutorial Objectives 1.2, 1.3</b>		
<i>OTP Strategic Goal 3</i> Further improve the quality of preliminary examinations, investigations and prosecutions	<ul style="list-style-type: none"> <li>• Milestones: planned versus actual</li> <li>• Impact of improvement projects on effectiveness, operational and management excellence</li> </ul>	<p><i>Preliminary examination</i></p> <p>Define possibilities to further integrate investigative needs and start-up in the preliminary examination phase</p> <p>Further increase communication in relation to preliminary examinations</p> <p>Further develop the early response function to upsurges or serious risks of violence</p> <p><i>Cooperation</i></p> <p>Assessment of the quality of the internal cooperation dimension done and the selected improvement projects implemented</p>
<b>Cooperation and Support Objectives 3.2, 3.3, 3.4, 3.6</b>		
<i>OTP Strategic Goal 6</i> Contribute to strengthening of cooperation and promoting general support towards the mandate and activities of the Office	<ul style="list-style-type: none"> <li>• Milestones: planned versus actual</li> <li>• Impact of improvement projects on effectiveness, operational and management excellence</li> </ul>	<p>Cooperation plans for the critical support to the investigations implemented as planned</p> <p>Expansion of network of operational focal points towards three partners</p> <p>Communication to stakeholders implemented as planned</p> <p>Implement cooperation plans for the critical support needed for the Office's investigations</p>
<i>OTP Strategic Goal 9</i> Develop and manage, together with ID, a coordinated investigative and prosecutorial strategy to further close the impunity gap for ICC crimes	<ul style="list-style-type: none"> <li>• Milestones: planned versus actual</li> <li>• Impact of improvement projects on effectiveness, operational and management excellence</li> </ul>	<p>Consolidate and further expand the Office's network of general and operational focal points and judicial actors, and streamline and standardize processes and interactions with partners (States, international and regional organizations, NGOs)</p> <p>Improve quality of judicial assistance requests to States and international organizations to enable effective investigations and prosecutions</p> <p>Increased range of judicial assistance measures requested</p> <p>Improved response rates and results from assistance requests</p> <p>In support of other divisions, assist in implementation of further consultations on the content, conditions and implications of a coordinated investigative and prosecutorial strategy, assess findings and identify the Office's contribution</p>

**Budget resources**

**€4,007.1 thousand**

190. The requested amount has increased by €256.3 thousand (6.8 per cent), mainly due to the need for an International Cooperation Adviser for the additional integrated team dealing with the new active investigation included in the assumptions. In addition,

extensions are requested for the resources approved in the 2015 budget. These resources are critically needed to enable the Division to conduct its mandate effectively in 2016.

**Staff resources** **€3,517.2 thousand**

191. The Division comprises 17 established posts and 17 GTA positions (16.5 FTE).

*Established posts: Professional and General Service* *€1,885.5 thousand*

192. No additional established posts are requested.

193. The Division is headed by a Director (D-1), assisted by one personal assistant (Administrative Assistant) (GS OL). ICS has one Chief, International Cooperation Section (P-5), one Judicial Cooperation Adviser (P-4), one International Cooperation Adviser (P-4), one Legal Adviser (P4), three International Cooperation Advisers (P-3), two Associate International Cooperation Advisers (P-2), and one Administrative Assistant (GS-OL). SAS has one Senior Situation Analyst (P-4), one Situation Analyst (P-3) and three Associate Situation Analysts (P-2).

*General temporary assistance* *€1,631.7 thousand*

194. ICS requires eight GTA positions to support the active investigations foreseen in the 2016 budget assumptions and review other cases currently hibernated but that need to be brought to a stage where they can be swiftly and properly moved to active status in case of positive developments, such as the surrender of a suspect. Each Cooperation Adviser is formally assigned to a specific integrated team but sometimes also serves as back-up for another team.

195. The breakdown of GTA positions requested for 2016 is as follows:

- (a) Two *International Cooperation Advisers (P-3)*, 24 months (2.0 FTE);
- (b) Three *Associate International Cooperation Advisers (P-2)*, 36 months (3.0 FTE);
- (c) One *Administrative Assistant (GS-OL)*, 12 months (1.0 FTE);
- (d) One *Judicial Cooperation Assistant (GS-OL)*, 12 months (1.0 FTE); and
- (e) One *Legal Assistant (GS-OL)*, 12 months (1.0 FTE).

196. Only one additional post is requested in 2016. This is due to the additional active investigation included in the 2016 budget assumptions, which requires one dedicated International Cooperation Adviser (P-3) to complete the integrated team assigned to the investigation.

197. In addition, ICS requests the confirmation of one Legal Officer (P-3) in New York (approved in 2015) for six months (0.5 FTE). This staff member is to be retained by the United Nations Office of Legal Affairs, as a United Nations staff member, to process and coordinate within the United Nations system all requests for assistance from the OTP. Since the post also handles requests for assistance sent by the Registrar on behalf of Chambers or Defence Counsel, the remaining costs of the post will be shared by the Immediate Office of the Registrar.

198. SAS currently has eight GTA positions (8.0 FTE). In the light of the ever-increasing workload of the Section and the critical need for it to conduct impartial, independent, high-quality, efficient and secure preliminary examinations, these resources will continue to be required in 2016. It is expected that nine preliminary examinations will be conducted in 2016 for which a minimum of 12 analysts at P-1 to P-3 level will be required (1.5 FTE per situation).

199. The breakdown of GTA positions requested for 2016 is as follows:

- (a) Two *Situation Analysts (P-3)*, 24 months (2.0 FTE);
- (b) Four *Associate Situation Analysts (P-2)*, 48 months (4.0 FTE); and
- (c) Two *Assistant Situation Analysts (P-1)*, 24 months (2.0 FTE).



**Non-staff resources****€489.9 thousand**

200. The budget increase of €39.4 thousand (8.7 per cent) is limited to the expenses for additional missions required by the Office's operations.

*Travel**€489.9 thousand*

201. Overall, the approved travel budget shows an increase of €39.4 thousand (8.7 per cent). This reflects the critical need for missions by SAS in relation to situations under preliminary examination, including to situation countries and/or information providers. The Division's Director, ICS Chief, SAS Head and International Cooperation Advisers or Situation Analysts will conduct targeted missions and continue to attend key meetings to secure situation-related or general cooperation and/or gather information from States and international organizations. ICS and SAS will also continue to accompany the Prosecutor on situation-related missions to garner cooperation.

**Table 28: Programme 2200: Proposed budget for 2016**

2200 Jurisdiction, Complementarity and Cooperation Division	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	803.7	792.0	1,595.7		1,595.7	777.6	927.4	1,705.0	798.4	954.1	1,752.5	47.5	2.8
General Service staff						134.9		134.9	132.9		132.9	-2.0	-1.5
<i>Subtotal Staff</i>	<i>803.7</i>	<i>792.0</i>	<i>1,595.7</i>		<i>1,595.7</i>	<i>912.5</i>	<i>927.4</i>	<i>1,839.9</i>	<i>931.4</i>	<i>954.1</i>	<i>1,885.5</i>	<i>45.6</i>	<i>2.5</i>
General temporary assistance			920.7	920.7		920.7		1,460.4	1,460.4		1,631.7	1,631.7	171.3
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>		<i>920.7</i>	<i>920.7</i>		<i>920.7</i>		<i>1,460.4</i>	<i>1,460.4</i>		<i>1,631.7</i>	<i>1,631.7</i>	<i>171.3</i>	<i>11.7</i>
Travel	121.7	255.2	376.9	1.1	378.0	154.1	296.4	450.5	153.8	336.1	489.9	39.4	8.7
Hospitality													
Contractual services													
Training													
Consultants													
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>121.7</i>	<i>255.2</i>	<i>376.9</i>	<i>1.1</i>	<i>378.0</i>	<i>154.1</i>	<i>296.4</i>	<i>450.5</i>	<i>153.8</i>	<i>336.1</i>	<i>489.9</i>	<i>39.4</i>	<i>8.7</i>
<b>Total</b>	<b>925.4</b>	<b>1,967.9</b>	<b>2,893.3</b>	<b>1.1</b>	<b>2,894.4</b>	<b>1,066.6</b>	<b>2,684.2</b>	<b>3,750.8</b>	<b>1,085.2</b>	<b>2,921.9</b>	<b>4,007.1</b>	<b>256.3</b>	<b>6.8</b>

**Table 29: Programme 2200: Proposed staffing for 2016**

Jurisdiction, Complementarity and Cooperation Division	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing				1	1	2	1	1		6		2	2	8
						2	3	4		9				9
<i>Subtotal</i>				<i>1</i>	<i>1</i>	<i>4</i>	<i>4</i>	<i>5</i>		<i>15</i>		<i>2</i>	<i>2</i>	<i>17</i>
New/ Converted														
<i>Subtotal</i>														
Redeployed/ Returned														
<i>Subtotal</i>														
<b>Total</b>				<b>1</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>5</b>		<b>15</b>		<b>2</b>	<b>2</b>	<b>17</b>

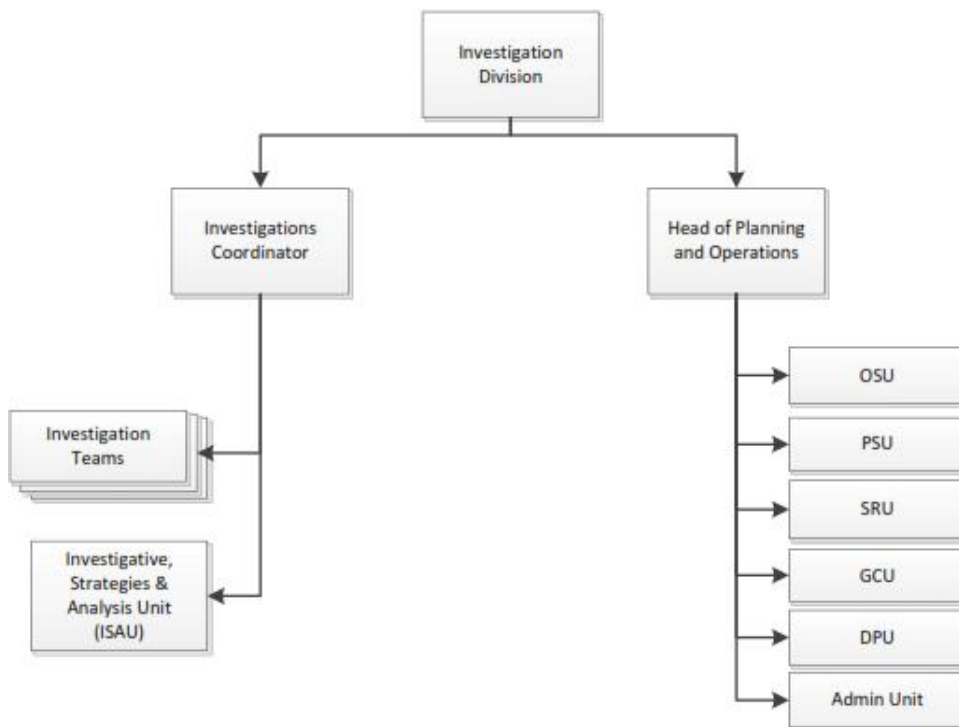
### 3. Programme 2300: Investigation Division

#### Introduction

202. The Investigation Division (ID), under the overall management of its Director and management team, provides the investigative component of the integrated team which conducts the Office's investigations and prosecutions under the responsibility of PD's Senior Trial Lawyer. ID recruits, trains and monitors the performance of investigators, analysts and data inputters within the integrated team.

203. Specialized units within ID support the integrated teams in the elaboration and implementation of their plans and through advice and assistance in the conduct of operations. The Operational Support Unit (OSU) helps to ensure the confidentiality and security of the field deployment, and provides operational support to missions. The Protection Strategies Unit (PSU) helps to ensure that the investigative strategy is developed in such a way that the foreseeable risks to persons interacting with the OTP can be managed. Both OSU and PSU work closely and in a complementary manner with the Registry through the division of responsibilities based on a continuum of services. The Scientific Response Unit (SRU) supports the integrated teams with respect to, for example, forensic operations (exhumations, autopsies, audio and video enhancement, etc.), cyber investigations and satellite imagery. The Gender and Children Unit (GCU) assists the teams with the handling of fragile witnesses and with the investigation of sexual and gender-based crimes and crimes against children. Lastly, the Data Processing Unit (DPU) and the Administrative Unit provide information processing and administrative services.

204. One of ID's crucial roles is the development and maintenance of operating standards across all of the investigation teams and units.



#### *ID – Objectives*

1. Deliver number of planned investigations (SO 1.1). Annual OTP Strategic Goal for 2016: Conduct five active investigations, investigative support to five trials, and maintain nine investigations in hibernation.
2. Improve the quality and efficiency of the investigations through improvement projects (SO 3.4). Annual OTP Strategic Goals for 2016:

- (a) Roll-out and training on investigative standards;
  - (b) Enhancing analysis by roll-out of a Factual Analysis Database and full implementation of Source Evaluation Guidelines;
  - (c) Creation of an OTP online Gateway to facilitate crime reporting;
  - (d) New field presence model implemented for each new investigation; and
  - (e) Enhancing the collection of alternative forms of evidence, including through the development of standards for performing on-line investigations.
3. All relevant staff trained in the basics of online investigations and handling of electronic evidence. (S.O 4.1).
  4. Identify and monitor efficiency gains through process review (S.O. 5.2).

**Table 30: Expected results, performance indicators and targets 2016**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
<b>Judicial and Prosecutorial Objective 1.3</b>		
<i>OTP Objective 1</i>		
Conduct five full investigations, investigative support to five trials and maintain nine investigations in hibernation until arrest	<ul style="list-style-type: none"> <li>• Number of investigations</li> <li>• Planned investigative steps versus executed</li> </ul>	5 + 5 + 9 80% or more of the investigative steps within the ID control on track
<b>Judicial and Prosecutorial Objectives 1.2, 1.3</b>		
<i>OTP Strategic Goal 2</i>		
Continue to integrate a gender perspective in all areas of work and implement the policies in relation to SGBC and crimes against children	<ul style="list-style-type: none"> <li>• Milestones: planned versus actual</li> </ul>	Integrate SGBC and crimes against children charges in investigations, wherever applicable, implementing the guidelines contained in the relevant OTP policies
<b>Judicial and Prosecutorial Objective 1.3</b>		
<i>OTP Objective 3</i>		
Roll-out and training on investigative standards and initial development phase for certification.	<ul style="list-style-type: none"> <li>• Planned versus actual.</li> </ul>	80% or more of the steps within ID control on track
Enhancing analysis by roll-out of a Factual Analysis Database (FAD) and full implementation of Source Evaluation Guidelines.	<ul style="list-style-type: none"> <li>• Planned versus actual</li> </ul>	FAD established, Source Evaluation Guidelines implemented
Creation of an OTP online Gateway to facilitate crime reporting	<ul style="list-style-type: none"> <li>• Planned versus actual</li> </ul>	Gateway established for active investigations
New field presence model implemented for each new investigation.	<ul style="list-style-type: none"> <li>• Planned versus actual</li> </ul>	80% of Investigations have new model implemented
Enhancing the collection of alternative forms of evidence through development of standards for performing on-line investigations.	<ul style="list-style-type: none"> <li>• Planned versus actual</li> </ul>	“ “
<b>Judicial and Prosecutorial Objective 1.3</b>		
<i>OTP Objective 4</i>		
All relevant staff trained in the basics of online investigations and handling of electronic evidence	<ul style="list-style-type: none"> <li>• Planned versus actual</li> </ul>	80% of Relevant staff trained

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
<b>Judicial and Prosecutorial Objective</b>		
<i>OTP Objective 7</i>		
Establish a partnership with two key partners in relation to cyber and information security	• Planned versus actual	Partnerships established
Establish a coordinated security-related intelligence cycle with partners within and outside the Court	• Planned versus actual	Cycles established
Update of the field craft requirements finalized	• Impact of improvement projects on effectiveness, operational and management excellence	Update finalized
Review of existing protocols with the security entities within Registry	• Planned versus actual	Protocols reviewed
<b>Judicial and Prosecutorial Objective 1.3</b>		
<i>OTP Objective 8</i>		
Efficiency gain through process review identified and achieved	• Identified efficiency gains	Priority areas for efficiency gains and potential gains identified

205. Investigations are performed in highly complex and evolving environments: trustworthy leads need to be identified and developed; confidentiality and security are critical components that need to be carefully thought through beforehand so that the investigations and persons involved are not exposed. The well-being of witnesses without tainting their reliability is a constant concern. Evidence needs to be handled in a forensically sound way and properly registered. Vast amounts of information need to be processed and analysed. The fast evolution and spread of technology is creating new challenges and opportunities (e.g.: managing big data).

206. To adapt to such a challenging environment, the Office defined a strategy for the period June 2012-2015 which identified, amongst other things, six major strands to ensure that the quality of investigations was meeting expectations: develop the ability to collect more diverse forms of evidence, increase the role of analysis, certify staff, increase field presence, adapt the staff composition to the new environment, and further develop witness protection.

207. The evaluation of the Strategic Plan (June 2012 – 2015) (see Strategic Plan 2016-2018) shows that the new strategy is yielding positive results in Court, while the effort to improve efficiency has continued year on year.

208. These results have been achieved by prioritizing quality over quantity of work. Important investigations to respond to evolving situations (e.g. new crimes in Darfur, Libya, Mali), or that have been pending for too long a time (e.g. Côte d'Ivoire 2, bringing hibernated cases up to a standard of trial-readiness) have been postponed.

209. The present budget proposal aims at starting to remedy this shortfall by evolving towards a basic size. The Office has prioritized the quality of its work over quantity. It now needs to evolve to a situation where it can deliver the required quantity of work with the necessary quality and efficiency. The basic size aims to achieve these goals, while prioritizing necessary investigations in a more reasonable manner. The justifications for the basic size are dealt with in a separate comprehensive report. Growth will be gradual over several years so that the financial impact is managed over time. Nonetheless, due to previous years of under-funding, considerable resource investment will still be required even to undertake basic 2016 activities, resourced at insufficient levels.

210. Given that the staff cost is the most important element in determining the financial impact of the budget proposal, the ID has represented hereunder two scenarios: (a) what it would require in order to meet the assumptions with properly staffed teams and units according to the basic size report, and (b) what it proposes as the 2016 step towards the

basic size, acknowledging that it will still be understaffed with this proposal and showing the consequences of this understaffing.

<i>Activity</i>	<i>Assumptions</i>	<i>2016 Basic Size</i>	<i>2016 Understaffed Size</i>	<i>Impact</i>
Active Investigations	5	100	75	Delay in length of investigation, only priority leads information exploited, increased risk of not being 'trial ready' at confirmation, increased cost due to more lengthy investigation
Hibernated Investigations	9	13	10	Witness contact maintained and basic preservation of evidence carried out – however significant delays will occur in getting these investigations 'trial ready'; this will cause a delay in proceedings and extra costs
Trial Support	5	15	15	Cannot be reduced given the Office's aim of having positive results in Court
Tracking/Art 70		4	0	Tracking activities not undertaken – potential impact on proceedings Article 70 investigations to be conducted at the expense of active investigations and hibernation capacity which further increases the deficit
Support Units		74	66	Reduced capacity to respond to investigative needs – including security and risk management of operations and witnesses - will require prioritization of requests and add delays to investigations
Divisional Management		7	5	Projects identified in the Strategic Plan 2016-2018 to improve standards and quality will not be sufficiently resourced and will be delayed
Admin & Planning		6	6	Necessary for facilitating smooth running of the Division and access to essential management data
CPA		4	2	CPA reports not completed with sufficient timeliness or completeness for required reporting and insufficient monitoring of ongoing crimes
<b>Total</b>		<b>223</b>	<b>179</b>	

211. The past investment in quality forms a central part of the OTP's present and future strategy. Cyber investigation, increased forensic work in terms of audio and video enhancement, crime scene examination, exhumations and autopsies play a critical role in this, as does investment in training (e.g.: PEACE-model for interviewing) and the development of networks with law enforcement agencies, forensic institutes, technology experts, NGOs and other partners. The 2016 budget continues to maintain this effort, as it is necessary to adapt to the new challenges that await the Office due to an ever evolving world of technology, security and new scientific insights into how to ensure solid evidence. The modest investment allows the Division to stay abreast of current advancements and re-invest where technology and equipment have become outdated or redundant.

212. In the light of the present prosecutorial strategy – whereby the Office undertakes open-ended, in-depth investigations; prosecutes those most responsible if needed via a strategy of working upwards from lower ranked individuals; and seeks to be trial-ready as early as possible in the proceedings – and the other organizational shifts in the Strategic Plan June 2012-2015, the Division developed a resource model in 2013 which was also the basis for the approved programme budget for 2014 and 2015 and for its contribution to the basic size report. The model takes into account the lessons learnt from prior experience, including the higher standards required by the Court's Chambers in relation to trial readiness and evidence collection.

213. The resource model indicates the number of staff required per type of activity. Within the resource model, the largest resource/cost driver is linked to the number of concurrent active investigations that the OTP carries out. This need also determines the required resources for operational support units.

214. For an active investigation, an investigation team should comprise a Team Leader and a Senior Investigator (both P-4), with responsibility for investigative team leadership, tasking and administration in relation to the investigative resources.

<i>Role</i>	<i>Number</i>
P-4 Team Leader and Senior Investigator	2
P-3 Investigators	6
P-2 Investigators	5
P-3 Analyst	2
P-2 Analyst	1
Information Management Assistant	1
Factual Analytical Database	3
<b>Total</b>	<b>20</b>

215. In any investigation there are two key elements: (a) the crimes, and (b) the suspects and the linkage between the crimes and the suspects, whether individually, via an organization and/or by other means.

216. These areas all require investment in investigative capacity – broadly and considering an average case, two teams of two collectors focus on crime-based activity, while the other two teams of two collectors focus on suspects and linkage. For crimes, the team collects evidence on the incidents under investigation. For suspects, it is necessary to manage the lines of inquiry into role, knowledge and intent and to collect evidence. An identical team is required to manage the linkage between the organization and the crime including the financing and logistics required to commit the crimes. Alongside this set of eight investigators (four P-3, four P-2), an additional two field based investigators (one P-3, one P-2) are dedicated to lead development, public investigative activities, co-ordination with partners and follow-up activities from concluded missions. Lastly, a specialized Investigator (P-3) is required to perform on-line investigations, identify and follow web-based leads and obtain digital evidence.

217. To support this investigative approach, three analysts are foreseen – a lead Analyst (P-3), to perform analytical work and to provide general guidance and ensure the quality and efficiency of the collection and analysis activity; an Analyst (P-3), to cover group structures and communications; and an Associate Analyst (P-2), to cover incidents, crime patterns and timelines. Additionally, since 2015 onwards three resource persons are foreseen to help with inputting investigative leads, evidence and relevant information into the newly developed Factual Analytical Database (FAD). Each one is assigned to work with one analyst and will also support them with research and collation activities. This model will reduce the need for more highly trained analysts to be involved in inputting tasks, allowing them to focus much more on the core analytical function.

218. An Information Management Assistant (GS-OL) is required to ensure quality and consistency of databases and data management within the team.

219. The Strategic Plans for 2012-2015 and 2016-2018 set the objective of increasing the level of professional experience of its investigators. That strategy is reflected in the model for an investigative team as presented above. Since the start of the Strategic Plan 2012-2015 the Investigation Division has ceased the recruitment of the Assistant Investigators (P-1) with the aim of gradually replacing them with Associated Investigators (P-2) who already have some professional experience in the area of investigations. Staff members still occupying the Assistant Investigator (P-1) positions were successful in a recent recruitment process and are currently on the roster for the Associate Investigator (P-2) position. Consequently, to enable the Office to align its resources with its current staffing strategy for the investigative teams, the five established (budgeted) Assistant Investigator (P-1) positions that the Office currently has should be converted into Associate Investigator (P-2) positions. That measure will have no budget impact, will not change the number of

requested FTEs for 2016, will place the Office closer to the model of investigative teams and will give staff members qualified through a competitive recruitment process the opportunity to progress professionally.

220. This model comprises a total of 20.0 FTE staff, as outlined in the table on the previous page.<sup>29</sup>

221. In addition to active investigations, the Division also supports ongoing trials. Investigative resources are required both in the prosecution and defence phases. Activities include investigations for the purpose of rebuttal of defence lines and cross-examination of witnesses. During the defence phase, increased investigation into the credibility and rebuttal of defence witnesses' testimony will be required. Throughout the trial stage, the Prosecution team will also require analytical support to ensure a proper response to litigation aspects that require processing of case information and information produced at trial. Support during the prosecutorial phase at trial requires a minimum of three FTE - ideally two investigators and one analyst. Considering that some cases have more than one defendant and Defence teams with different defence strategies, additional capacity will be required per defendant.

222. The conclusion of an investigation will push a case either into trial or into hibernation – depending on whether or not an arrest occurs. Cases that go into hibernation (a freezing of investigative activity) still require evidence to be preserved (maintaining contact with witnesses, addressing issues that might affect their willingness or ability to testify). Any new investigative opportunities that occur also need a reaction capability. For the purpose of preserving evidence across the various cases, a minimum of 10 FTEs is required. Their activities include maintaining contact – speaking to the witness via telephone or face to face, verifying their situation, updating the person on developments (if any) and ensuring a contact report is produced and updated in the relevant files (twice per year), co-ordinating/ liaising any follow-up activities with support units/ PD. In addition, that capacity is required to ensure that hibernated cases are all investigated to the highest standards set by OTP in its recent Strategic Plans.

223. The Office also needs to guarantee capacity to react to evidence interference and witness tampering, criminal activities that have been recurrent once cases approach trial. Capacity is also needed to monitor and follow leads on the location and ongoing activities of fugitives. At a minimum, this capacity needs to be 4 FTE – two investigators (focused on lead development, information gathering and evidence collection) and two analysts (focused on the processing of all available information and the development of additional leads). The Office has not foreseen capacity for 2016 for this activity. If these activities occur, they will have to be performed at the expense of other ongoing investigative activities.

#### **Budget resources**

**€19,027.4 thousand**

224. The requested amount has increased by €3,093.0 thousand (19.4 per cent). The fact that staff make up 88.6 per cent of the costs has the biggest impact on the budget.

225. The proposed understaffing for the teams in comparison to the basic size, outlined in this budget proposal, reduces the size of an Investigation Team by five resources; two Investigators (P-3), two Investigators (P-2) and one FAD data input resource (GS-OL). Over the five active investigations, this reduces the investigative capacity by 25 FTE. Additionally, seven other identified resources, such as four resources for a Tracking/Art70 Unit as well as an additional three resources for cases in hibernation are not requested in 2016 in the light of the phased-in growth towards the basic size. This proposal leaves the Division understaffed by 32 FTE within the teams for the foreseen activity level for 2016. The consequences of this compromise will be active investigations requiring more time to conduct the foreseen activities; the investigative teams will be unable to adequately react to any unforeseen events, including article 70 investigations, without stopping or significantly reducing the resources allocated to other priority activities; no tracking capacity; and diminished capacity to deal with cases in hibernation.

<sup>29</sup> See table below paragraph 214.

226. Staffing in the Planning and Operations Section remains below the level needed to support all teams, even though there has been substantially more operational support activity, including field deployments, forensic requests, witness management, support for increased documentation collection, including electronic material and exploitation of digital carriers. The Basic Size document outlines the overall resource requirements for each of the units in the Planning and Operations Section and their justification. The 2016 GTA request aims to consolidate the units and the increases identified below are necessary to fill critical operational gaps.

227. The Protection Strategies Unit (PSU) is responsible for the holistic management of OTP witnesses, which requires coordination between the teams, PSU, Operational Support Unit (OSU), Gender Crime Unit (GCU) and when relevant the Victims and Witnesses Section of the Registry (VWS). The unit conducts general security threat and risk assessments (STRA), provides advice and implements protection measures for individuals at risk due to their association with the OTP based on individual risk assessments (IRA). PSU is engaged throughout the judicial proceedings. The protection of persons interacting with the OTP is critical to the success of investigations and prosecutions. The responsibility to protect witnesses is a duty that is shared between the VWS and the OTP; to avoid overlap, a protocol has been signed between the Registrar and the Prosecutor which organizes a continuum of protection measures and divides the responsibilities between the OTP and the VWS. The OTP, through the PSU, presently has over one thousand witnesses for whom it needs to regularly update risk assessments. The Unit has a significant GTA component. In order to maintain the activities of the Unit at a level that can support the needs of the Office in 2016, an additional three resources are required - two Information Analysts (P-2) and one Protection Strategies Assistant (GS-OL). In total, eight GTAs are required for the unit: two Information Analysts (P-2), two Assistant Protection Strategies Analysts (P-1) and four Protection Strategies Assistants (GS-OL).

228. The Scientific Response Unit (SRU) provides scientific and related services to the Office, mainly during investigations and prosecutions, with a lower involvement during preliminary examinations. Its missions are multiple and include: (1) collecting, analysing and presenting scientific evidence triangulated with documentary and testimonial evidence; (2) identifying and coordinating forensic and technological expertise to assist Office activities; (3) research and review of latest forensic and technological innovations to ensure Office adherence to best practices; and (4) ensuring training and provision of guidelines and policies for the Office. In order to maintain the activities of the Unit at a level that can support the needs of the Office, one additional Forensic Officer (P-3) is required. In total, five GTA positions are required for the unit: two Forensic Officers (P-3) and three Cyber Investigators (P-3).

229. The Data Processing Unit (DPU) catalogues the evidence collected and registered, as effectively and as quickly as possible, in order to facilitate timely analysis, review and use in Court. The purpose of this process, which spans preliminary examinations, investigations and prosecutions, is to provide metadata to prioritize material for analysis and review, run general searches and ensure sufficient information to give meaning to a piece of evidence once it is in the electronic evidence system, to ensure the metadata to be disclosed meets the requirements of the e-Court protocol for each case and to provide sufficient description and summary to search through audio-visual material and handwritten documents. Lastly, identification of duplicates and versions of items is necessary to facilitate review and for informed disclosure. In order to maintain the activities of the Unit at a level that can support the needs of the Office in 2016, one additional Data Processing Assistant (GS-OL) is required. In total, five GTA positions are required for the Unit: all are Data Processing Assistants (GS-OL).

230. The Operational Support Unit (OSU) is responsible for a holistic approach to operations within the OTP from preliminary examination to investigation and prosecution. The Unit develops an Office specialized concept of operations through detailed risk assessments, mission planning, field craft and field presence to ensure personnel are able to deploy and operate within risk mitigated environs. Definition of a concept of operations is directly linked to the mission objectives of the teams deploying. It requires an in-depth knowledge of what a team intends to do and of the potential suspects and their allies so that an appropriate way of operating in the field can be defined to ensure staff and operational security.



231. In order to maintain the activities of the Unit at a level that can support the needs of the Office in 2016, especially in the event that a new situation is opened requiring field staff, an additional two Operations Officers (P-3) and one Field Operations Co-ordinator (GS-OL) will be required. In total, eight GTA positions are required for the unit: four Field Operations Officers (P-3), one Assistant Analyst (P-1), one Witness Management Assistant (GS-OL) and two Field Operations Co-ordinators (GS-OL).

232. The Gender and Children's Unit plays an important role in relation to OTP policy development in relation to sexual and gender-based crimes, crimes against children, and the handling of vulnerable witnesses in general. It ensures the implementation of the policy as well as constant research to improve the Office's methods in relation to these policies, including through the provision of training. There are no additional requests for the Unit. The Unit requires one (P-2) Associate Victims Expert. In addition, as in previous years, provision for the equivalent of two work-months at the P-2 level is requested for the contracting of Psycho-Social Experts from the roster maintained by GCU when parallel investigative activities require simultaneous support beyond the capacity of the Unit.

233. ID centralized its administrative function in 2011 and continues to benefit from the efficiency gains made. However the need to assist Divisional management with the roll-out of the Investigation and Witness Management systems, the essential collection, collation and production of management information, efficiency and risk management monitoring, as well as support for priority projects and assistance in the Division's complex resource management requirements, including space management, lead to a need for one additional Planning and Control Officer (P-3) and one Assistant Planning and Control Officer (P-1). In total, five GTA positions are required for the unit: one Planning and Control Officer (P-3), one Assistant Planning and Control Officer (P-1) and three Administrative Assistants (GS-OL). ID used to have three Planning and Control Officer positions (P-3). It gradually redeployed these positions into investigative positions due to a lack of resources. With the increase in management requirements, it is now reinstating two of these positions, one of which is at a lower level (P-1) and with expanded responsibilities.

234. The Crime Pattern Analysis Unit is a small unit within ID that is tasked with conducting crime pattern analysis. The unit monitors on-going crimes in Situations referred by the United Nations Security Council (UNSC) (there are currently two such Situations before the Court) to support the periodic reports by the Prosecutor to the UNSC (twice a year for each situation). It is also tasked with monitoring the commission of new crimes in all situations under investigation. This work forms a critical activity for the selection of new investigations. The work of the Unit involves the constant monitoring of crime allegations in open sources as well as communications received by the Office, collection of such information (including through social media), storage of sources in record management databases, input and processing in analytical databases, production of major standard reports twice a year for each such Situation, and ad hoc production of analytical reports for particularly grave crime incidents. There are no additional requests for the Unit from the 2015 Budget. One Analyst Assistant (GS-OL) continues to be required.

#### **Staff resources**

**€16,865.1 thousand**

235. As outlined above, the full resource requirement needed to match the 2016 assumptions in line with the basic size model is 223.0 FTE. The approach taken, requiring 179.0 FTE, including 104 established posts (unchanged from 2015) and 75 GTA positions, acknowledges that there is understaffing in a wide range of areas, which will have an impact on the duration of investigations and the trial readiness of cases in hibernation, and stretches operational support. This understaffed level requires an additional 27 GTA resources above the level approved by the Assembly in 2015. This number includes 15 resources that were requested through the Contingency Fund and remain necessary in 2016. The remaining 12 additional staff are necessary to improve the basic quality of investigations and the required support activities and to evolve to the basic size model.

*Established posts: Professional and General Service*

*€9,914.8 thousand*

236. The number of staff requested in 2016 is 104.

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

238. The Investigation Teams are headed by one Investigations Coordinator (P-5) and comprise three Team Leaders (P-4), four Senior Investigators (P-4), one Analyst (Crime Pattern) (P-4), seventeen Investigators (P-3), one Investigator (financial and arms) (P-3), four Analysts (P-3), thirteen Associate Investigators (P-2), seven Associate Analysts (P-2), five Assistant Investigators (P-1), one Analysis Assistant (GS-OL) and three Information Management Assistants (GS-OL).

239. The Planning and Operations Section is headed by one Senior Analyst (P-5) and has one Forensic Coordinator (P-5), one Head, Operational Support Unit (P-4), one Victims Expert (P-4), one Forensic Officer (P-3), four Operations Officers (P-3), three Field Operations Officers (P-3), one Associate Analyst (P-2), one Associate Analyst (GIS) (P-2), one Data Processing Manager (P-2), two Associate Victims Experts (P-2), three Information Analysts (P-2), one Assistant Analyst (P-1), one Senior Administrative Assistant (GS-OL), two Protection Strategies Assistants (GS-OL), two Operations Assistants (GS-OL), five Field Operations Coordinators (GS-OL), two Field Operations Assistants (GS-OL), four Data Processing Assistants (GS-OL), one Information Storage Assistant (GS-OL), two Investigation Assistants (GS-OL) and two Administrative Assistants (GS-OL).

*General temporary assistance*

€6,950.3 thousand

240. The GTA provision requested to support the additional resources and increased activity of the Office for 2016 is 76 GTA positions, or 70.7 FTE, a 22.5 FTE increase on 2015 levels.

241. The GTA resources requested for sub-programme 2310 in 2016 are:

- (a) Four *Field Operations Officers* (P-3), 44 months (3.7 FTE);
- (b) Two *Forensic Officers* (P-3), 22 months (1.8 FTE);
- (c) Three *Forensic Cyber Investigators* (P-3), 36 months (3.0 FTE);
- (d) One *Associate Victims Expert* (P-2), 12 months (1.0 FTE);
- (e) Two *Information Analysts* (P-2), 20 months (1.7 FTE);
- (f) Three *Assistant Analysts* (P-1), 36 months (3.0 FTE);
- (g) One *Analysis Assistant* (GS-OL), 12 months (1.0 FTE);
- (h) Four *Protection Strategies Assistants* (GS-OL), 46 months (3.8 FTE);
- (i) Two *Field Operations Coordinators* (GS-OL), 22 months (1.8 FTE);
- (j) Fourteen *Data Processing Assistants/FAD* (GS-OL), 152 months (12.7FTE)
- (k) Three *Administrative Assistants* (GS-OL), 36 months (3.0 FTE);
- (l) One *Psycho-Social Expert* (P-2), two months (0.2 FTE);
- (m) One *Witness Management Assistant* (GS-OL), 12 months (1.0 FTE);
- (n) Two *Team Leaders / Senior Investigators* (P-4), 20 months (1.7 FTE);
- (o) Two *Senior Investigators* (P-4), 24 months (2.0 FTE);
- (p) Six *Investigators* (P-3), 66 months (5.5 FTE);
- (q) Nine *Analysts* (P-3), 100 months (8.3 FTE);
- (r) Twelve *Associate Investigators* (P-2), 144 months (12.0 FTE);
- (s) Two *Information Management Assistants* (GS-OL), 22 months (1.8 FTE);
- (t) One *Planning and Control Officer* (P-3), 10 months (0.8 FTE); and
- (u) One *Assistant Planning and Control Officer* (P-1), 10 months (0.8 FTE).

242. In order to have the critical staffing level required to undertake five active investigations in 2016, nine hibernated investigations and to support at least five trials, the Division will require a total of 179 staff.

**Non-staff resources** **€2,162.3 thousand**

243. The requested amount has increased by €12.1 thousand (23.5 per cent) and is required for travel and general operating expenses.

*Travel* *€1,627.3 thousand*

244. The requested amount has increased by €32.1 thousand (25.6 per cent), for missions by the representatives of ID.

245. The increase is due to:

- (a) An increase in the number of missions by investigators due to having all investigator positions filled for a full year, instead of part of the year, as in 2015;
- (b) Forensic operations foreseen for each active investigation; and
- (c) An increase – resulting from the increase in investigative missions – in support missions by victims experts and staff responsible for operational assessment in order to determine the approach for the investigative strategy, so that staff, witnesses or other persons are not exposed to risk due to the way an investigation is carried out.

246. The Office continues to minimize increases related to travel by adapting travel arrangements to maintain the most effective balance between flight and DSA costs. Efficiency gains through advanced mission planning and effective field management of witnesses to reduce both ticket prices and excessive charges were in the region of €100.0 thousand in 2014. These cost efficiencies, maintained in 2015, have already been built into the 2016 budget, allowing the Division to request a travel budget of €1,627.3 thousand.

*General operating expenses* *€535.0 thousand*

247. This budget line is for costs necessarily incurred by witnesses attending interviews and costs relating to the Office's duty of care towards witnesses (including during the course of active investigations, trials and the remaining residual cases). These costs are not covered by VWS in the Registry, as they arise from the interaction between the OTP and witnesses (e.g. travel and accommodation for the witness for an interview), or to low-cost/low-impact security measures.

248. The requested amount has increased by €80 thousand (17.6 per cent). The increase is due to the realization that insufficient funds were budgeted in 2015 to manage existing witnesses. Additionally, in order to absorb the increase in new witnesses due to the expanded investigative capacity, some expenditure is necessary for procuring, upgrading and enhancing the equipment used (such as telephones and panic buttons), which is provided to persons towards whom the Office has a duty of care. Within the requested amount, €25.0 thousand, the acquisition of satellite imagery has also been budgeted. The demand for satellite imagery for evidentiary purposes is more frequent. For each active investigation, €5.0 thousand has been budgeted to acquire *before and after* images for an average of four crime scenes, as well as an additional two images for use in identifying mass graves and for operational purposes.

249. A total of €300.0 thousand is being invested in quality improvement. This is an increase of €8.0 thousand. The Office has been able to improve its prosecutorial results due to a deliberate choice to prioritize quality over quantity. Achieving the basic size will allow the Office to ensure that quality and quantity of work are both met. Maintaining the required quality also requires investments so that the Office can maintain its expertise and capabilities and at the same time invest in new areas of expertise. As explained in the new Strategic Plan (2016-2018), technology offers the Office new opportunities to collect information and evidence and to present its cases in Court. It can only do so, however, if it keeps abreast of relevant technological developments. It is estimated that current yearly

needs for investment for the foreseeable future require a budget of approximately €300 thousand (outlined in the paragraphs hereunder) which equates to only 1.6 per cent of the overall 2016 Divisional budget.

250. A proposed yearly investment of €8.0 thousand is foreseen for the replacement of expert equipment, such as the drone used to obtain aerial shots of crime scenes and the acquisition of new expertise and technology. The development of networks and research to stay aware of developments that impact on our mandated activities are fundamental to continued achievement of quality. The networks, identified hereunder, will also ensure that the Office can strike the right balance between what it can and should do in-house due to the frequency and cost of such activity and what it should outsource. Working with the international community, ID will continue with the three advisory boards on forensics (2013); technology (2014) and international crimes (2014) comprised of 12-15 experts with international experience in their respective fields, who convene in The Hague annually to discuss and provide recommendations on policy, standards or specific technical issues. The combined annual cost of the three advisory boards (airfares and DSA) is €101.6 thousand.

251. Additionally, as indicated under Objectives 3.4 and 4.1, improvements in quality and standards are being achieved by a training and development programme that will ultimately lead to certification of investigators, analysts and other expert staff. This is being achieved, for example, in the field of investigation techniques by using expert trainers to deliver advanced and tailored training in the internationally recognized PEACE interviewing model. With staff coming from different policing models, such harmonization is required. Other training is being provided to ensure adherence to standards in areas such as source evaluation, as well as to ensure selected staff are kept up-to-date in areas such as GIS and satellite imagery, telecommunications, military equipment and weaponry and operational risk management. These and other training requirements for 2016 will cost €140.4 thousand. This is in line with what was approved for the 2015 budget.

252. The Division made efficiency gains throughout 2014, amounting to approximately €240.0 thousand (2.2 per cent) in real terms. Examples of savings include approximately €70.0 thousand by adopting video-conferencing for recruitment, €35.0 thousand by reducing the number of management meetings from 24 to 12 per year, and €45.0 thousand in missions as a result of better field management of witness contacts. During 2015, the continued reduction of meetings, use of video conferencing for recruitment and efficient management of field witnesses has maintained these efficiency gains. While it is expected that these efficiency gains will continue throughout 2016, and are already anticipated within the 2016 budget proposal, the Division remains alert to and reviews its activities in order to continuously identify additional areas for efficiency, such as the introduction of an electronic evidence registration form (e-PRF which allows for completion in the field).

**Table 31: Programme 2300: Proposed budget for 2016**

2300 Investigation Division	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	413.0	8,423.9	8,836.9		8,836.9	303.7	7,823.0	8,126.7	311.4	8,049.2	8,360.6	233.9	2.9
General Service staff						134.9	1,357.1	1,492.0	199.4	1,354.8	1,554.2	62.2	4.2
<i>Subtotal Staff</i>	<i>413.0</i>	<i>8,423.9</i>	<i>8,836.9</i>		<i>8,836.9</i>	<i>438.6</i>	<i>9,180.1</i>	<i>9,618.7</i>	<i>510.8</i>	<i>9,404.0</i>	<i>9,914.8</i>	<i>296.1</i>	<i>3.1</i>
General temporary assistance		2,783.5	2,783.5	42.9	2,826.4		4,565.5	4,565.5		6,950.3	6,950.3	2,384.8	52.2
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>		<i>2,783.5</i>	<i>2,783.5</i>	<i>42.9</i>	<i>2,826.4</i>		<i>4,565.5</i>	<i>4,565.5</i>		<i>6,950.3</i>	<i>6,950.3</i>	<i>2,384.8</i>	<i>52.2</i>
Travel		1,767.7	1,767.7	64.2	1,831.9		1,295.2	1,295.2		1,627.3	1,627.3	332.1	25.6
Hospitality													
Contractual services		108.8	108.8	28.3	137.1								
Training													
Consultants													
General operating expenses		531.1	531.1	2.1	533.2		455.0	455.0		535.0	535.0	80.0	17.6
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>		<i>2,407.6</i>	<i>2,407.6</i>	<i>94.6</i>	<i>2,502.2</i>		<i>1,750.2</i>	<i>1,750.2</i>		<i>2,162.3</i>	<i>2,162.3</i>	<i>412.1</i>	<i>23.5</i>
<b>Total</b>	<b>413.0</b>	<b>13,615.0</b>	<b>14,028.0</b>	<b>137.5</b>	<b>14,165.5</b>	<b>438.6</b>	<b>15,495.8</b>	<b>15,934.4</b>	<b>510.8</b>	<b>18,516.6</b>	<b>19,027.4</b>	<b>3,093.0</b>	<b>19.4</b>

**Table 32: Programme 2300: Proposed staffing for 2016**

Investigation Division	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic			1		1				2		2	2	4
	Situation-related				3	9	30	28	6	76		23	23	99
	<i>Subtotal</i>			<i>1</i>	<i>3</i>	<i>10</i>	<i>30</i>	<i>28</i>	<i>6</i>	<i>78</i>		<i>25</i>	<i>25</i>	<i>103</i>
New/ Converted	Basic													
	Situation-related													
	<i>Subtotal</i>													
Redeployed/ Returned	Basic											1	1	1
	Situation-related													
	<i>Subtotal</i>											<i>1</i>	<i>1</i>	<i>1</i>
<b>Total</b>				<b>1</b>	<b>3</b>	<b>10</b>	<b>30</b>	<b>28</b>	<b>6</b>	<b>78</b>		<b>26</b>	<b>26</b>	<b>104</b>

#### 4. Programme 2400: Prosecution Division

##### Introduction

253. The Prosecution Division (PD) comprises the Prosecution and Appeals Sections. The Division is central to the core mandate of the Court; namely, the conduct of fair, effective and expeditious investigations and criminal proceedings in accordance with the Rome Statute. It is responsible for giving legal guidance to investigators and litigating cases before the Chambers of all three judicial divisions, preparing all written submissions in briefs and other filings to the Chambers and participating in investigative and case-preparation activities in the Joint Teams. Senior Trial Lawyers from the Prosecution Section are also entrusted with the task of leading the integrated teams and providing overall guidance on the investigation of cases, as well as leading trial teams before Chambers of the Court. The Appeals Section, led by the Senior Appeals Counsel, litigates all interlocutory and final appeals before the Appeals Chamber, prepares all applications for leave to appeal and responses to such applications filed by the defence and other parties before the Trial Chambers, drafts key trial filings, in particular those involving significant and novel international criminal law and procedural law issues, and also provides legal advice in the form of written memos and oral advice to teams in the Prosecution Section as well as to other sections of the Office such as Situation Analysis Section, JCCD and the IOP. The Prosecution and Appeals Sections also organize extensive training and lectures for staff within the Prosecution Division (and open to members of all other divisions) on written advocacy, oral advocacy, IHL and international criminal law, and technical training such as on presentation of evidence in Court.

**Table 33: Expected results, performance indicators and targets 2016**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
<b>Judicial and Prosecutorial Objective 1.3</b>		
<i>OTP Strategic Goal 1</i> Conduct impartial, independent, high quality preliminary examinations, investigations and prosecutions	– Number of trials	Be ready to litigate five trials (actual number depending on the availability of courtrooms and judges)
<b>Judicial and Prosecutorial Objectives 1.2, 1.3</b>		
<i>OTP Strategic Goal 2</i> Continue to integrate a gender perspective in all areas of work and implement the policies in relation to SGBC and crimes against children	– Milestones: planned versus actual	Integrate SGBC and crimes against children charges in prosecution of cases, wherever applicable, implementing the guidelines contained in the relevant OTP policies
<b>Judicial and Prosecutorial Objective 1.3</b>		
<i>OTP Strategic Goal 3</i> Further improve the quality of the preliminary examinations, investigations and prosecutions	– Rate of acceptance of submissions and granting of requests by the Chambers. – Rate of acceptance of charges presented to Chambers at Confirmation of Charges. – Review by independent panel performed for each case.	80%. >90% 100% of cases reviewed
<b>ICC Judicial and Prosecutorial Objective 1.3</b>		
<i>OTP Strategic Goal 4</i> Further adapt the Office's investigative and prosecutorial capabilities and network to the scientific and technological environment in which it operates	– Training programmes – Improvement projects	Revised training programme for prosecutors defined in annual Training Plan and implemented. Implement the selected improvement projects related to the priority areas: internal processes, management capabilities, case design, case review process, technology, key competences

**Budget resources****€12,103.9 thousand**

254. The requested amount has increased by €1,706.6 thousand (16.4 per cent).

255. The activities of PD are characterized by, and dependent upon, the use of professionals specializing in the field of international criminal law. The largest part of the Division budget is therefore concentrated in the Staff Resources line.

256. Pending implementation of a post conversion process, almost all staffing requirements necessary to manage the increased demand on the Office, and the Division in particular, are to be met through the request for additional GTA funds.

257. The Division requires additional non-staff resources to support its activities. Within the Office, most of these services are provided (and budgeted for) in sub-programmes 2110 and 2120. A specific allotment, however, is requested for Travel and is included in PD's budget.

**Staff resources****€1,815.5 thousand**

258. The Division will comprise 114 staff members: 45 established posts and 69 GTA positions (64.0 FTE) in 2016.

259. A team of six lawyers, one Case Manager, and one Trial Support Assistant (0.5 FTE) is required for each active investigation. The team will be led by an experienced Senior Trial Lawyer. The Senior Trial Lawyer and the legal team provide legal and strategic guidance for the investigation, analyse evidence, develop the legal theory of the case, participate in investigative activities including interviews under article 55(2) of the Rome Statute, prepare disclosure, and draft relevant documents including filings which may be necessary at the investigative stage. The Case Manager and 0.5 FTE Trial Support Assistant will manage the evidence, information and filings and will support the lawyers in their tasks.

260. A team of eight lawyers, one Case Manager, one Legal Assistant (Reviewer), and one Trial Support Assistant, headed by an experienced Senior Trial Lawyer, is required for each case that has passed the charging stage and is at either the pre-trial or the trial phase. The lawyers, led by the Senior Trial Lawyer, will organize and prepare the case during the pre-trial and trial phases, including marshalling both inculpatory and exculpatory evidence, manage witnesses, provide guidance for additional investigations, manage disclosure, draft all filings and briefs for the Pre-Trial Chamber and the Trial Chamber, participate in hearings, and act at the confirmation hearing and at trial by examining and cross-examining witnesses and making submissions. The Case Manager and Trial Support Assistant will manage evidence, information and filings and will support all the lawyers in their tasks.

261. Although there can be variation in the investigations and prosecutions as a result of the complexity of the case or the number of suspects or accused, the staff composition described above is appropriate for most cases faced by the Court at this stage. Some flexibility will permit small adjustments in team composition: slightly increasing the size of teams for larger, more complex cases and downsizing them for less complex cases.

*Established posts: Professional and General Service*

*€ 4,927.8 thousand*

262. No additional established posts are requested.

263. For budgetary purposes only, the Deputy Prosecutor (ASG) is allocated to the Prosecution Division. His role, however, is to act in full as the Deputy of the Prosecutor. In such capacity, the Deputy Prosecutor – under the direct supervision of the Prosecutor - oversees and coordinates the three Divisions: JCCD, ID, and PD. The Personal Assistant to the Deputy Prosecutor is also allocated to PD.

264. The Division is led and managed by the Director, Prosecution Division (D-1). The effective deployment of resources, standardization of case preparations and filings are overseen by the Director. The Director, assisted by the Senior Appeals Counsel, reviews all filings and briefs before they are filed to ensure they are legally consistent and persuasively written. The Director provides advice on cases to investigative and trial teams, often on

issues arising at short notice. There are also one Personal Assistant (GS-OL) and two Administrative Assistants (GS-OL).

265. The Prosecution Section comprises four Senior Trial Lawyers (P-5), eight Trial Lawyers (P-4),<sup>30</sup> three Trial Lawyers (P-3), one Legal Officer (P-3), six Associate Trial Lawyers (P-2), one Assistant Trial Lawyer (P-1), four Case Managers (P-1), five Trial Support Assistants (GS-OL) and one Legal Assistant (GS-OL).

266. The Appeals Section comprises one Senior Appeals Counsel (P-5), who manages the Section and oversees all work carried out by the Section, one Appeals Counsel (P-4), one Appeals Counsel (P-3), and one Case Manager (P-1). These posts are needed to address the work of the Section, which includes preparing all written filings and briefs on interlocutory and final appeals before the Appeals Chamber; arguing in all oral hearings in final appeals before the Appeals Chamber; conducting all litigation in the interlocutory and final appeals phases (including handling additional evidence and disclosure); preparing all applications for leave to appeal and responses to such applications filed by the defence and other parties before the Pre-Trial and Trial Chambers; and drafting and reviewing key trial filings, in particular those involving significant and novel international criminal law and procedural issues. The Appeals Section also conducts a variety of other litigation such as article 53(3) review proceedings, compensation proceedings, early release proceedings and reparations. The Appeals Section plays a major role in providing legal research and advice - by written memos and oral advice - to all investigation and trial teams in the Prosecution Section, as well as to other sections of the Office such as to the Situation Analysis Section in relation to their preliminary examinations and reports, and to JCCD and IOP in relation to international criminal law issues. In addition, the Appeals Section has been responsible for preparing and updating a thorough case digest of all decisions and Judgements issued by the Chambers since the inception of the Court, available for use by all Divisions in the Office, and coordinates extensive legal and written and oral advocacy training and lectures throughout the year for all staff in the Division (and open to other Divisions).

*General temporary assistance*

€6,887.7 thousand

267. In order to allow the Prosecution to carry out the activities provided for in the budget assumptions effectively, an increase in GTA resources is requested.

268. The breakdown of the GTA resources requested in 2016 is as follows:

- (a) Four *Senior Trial Lawyers (P-5)*, 48 months (4.0 FTE);
- (b) Six *Trial Lawyers (P-4)*, 72 months (6.0 FTE);
- (c) Two *Appeals Counsel (P-4)*, 24 months (2.0 FTE);
- (d) Fourteen *Trial Lawyers (P-3)*, 150 months (12.5 FTE);
- (e) Two *Appeals Counsel (P-3)*, 24 months (2.0 FTE);
- (f) One *Planning and Support Officer (P-3)*, 12 months (1.0 FTE);
- (g) Five *Associate Trial Lawyers (P-2)*, 60 months (5.0 FTE);
- (h) One *Case Manager Coordinator (P-2)*, 12 months (1.0 FTE);
- (i) Thirteen *Assistant Trial Lawyers (P-1)*, 132 months (11.0 FTE);
- (j) Five *Case Managers (P-1)*, 60 months (5.0 FTE);
- (k) Twelve *Legal Assistants (GS-OL)*, 144 months (12.0 FTE);
- (l) Three *Trial Support Assistants (GS-OL)*, 18 months (1.5 FTE); and
- (m) One *Personal Assistant to the Deputy Prosecutor (GS-PL)*, 12 months (1.0 FTE).

<sup>30</sup> The number includes one post (one Senior Investigator) which was laterally transferred from ID. The staff member is a lawyer and performs his duties within PD. The OTP is in the process of making the one temporary transfer permanent.



269. The increase in resources is linked to the additional volume required by the budget assumptions in 2016.

270. The Appeals Section will in fact be dealing with applications for leave to appeal and responses, interlocutory appeals as well as one final appeal case, while at the same time providing legal advice and drafting key trial filings to five teams in trial or confirmation proceedings, and five teams conducting investigations. The number of interlocutory appeals is correlated to the number of suspects being tried. The *CAR Art.70* case concerns five accused persons, and this means dealing with five different defence teams (and their litigation) for one case. *Ruto and Sang* and *Gbagbo and Ble Goudé* each have two accused, which again means addressing two different defence teams (and their litigation) per case. The new situation requires one additional Appeals Counsel (P-3).

271. The increased number of cases in trial phase requires strengthening the coordination of the teams by management. This is achieved through the recruitment of one Case Manager Coordinator (P-2) and one Planning and Support Officer (P-3).

272. Finally, the new active investigation and the additional trial included in the 2016 budget assumptions require more trial lawyers and trial support to staff the integrated team and the trial team assigned to the new activities. The new resources necessary to support the additional investigations and trials consist of one Trial Lawyer (P-4), three Trial Lawyers (P-3), one Associate Trial Lawyer (P-2), six Assistant Trial Lawyers (P-1) and Three Trial Support Assistants (GS-OL).

#### **Non-staff resources**

**€288.4 thousand**

273. The only increase in non-staff resources for PD comes from travel costs. These expenses are linked to the more intensive mission activities arising from the implementation of the Office's new strategy.

#### *Travel*

*€288.4 thousand*

274. The requested amount has increased by €60.6 thousand (26.6 per cent), in order to provide for an increased number of missions by the Deputy Prosecutor, in pursuit of his representative functions aimed at broadening understanding of, and cooperation for, the Office's activities, and by integrated teams, in support of investigations.

**Table 34: Programme 2400: Proposed budget for 2016**

2400 Prosecution Division	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	816.2	3,514.2	4,330.4		4,330.4	824.5	3,289.3	4,113.8	845.3	3,484.2	4,329.5	215.7	5.2
General Service staff						134.9	438.5	573.4	132.9	465.3	598.2	24.8	4.3
<i>Subtotal Staff</i>	<i>816.2</i>	<i>3,514.2</i>	<i>4,330.4</i>		<i>4,330.4</i>	<i>959.4</i>	<i>3,727.8</i>	<i>4,687.2</i>	<i>978.3</i>	<i>3,949.5</i>	<i>4,927.8</i>	<i>240.6</i>	<i>5.1</i>
General temporary assistance		2,880.1	2,880.1	99.4	2,979.5	250.5	5,231.8	5,482.3	495.2	6,392.5	6,887.7	1,405.4	25.6
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>		<i>2,880.1</i>	<i>2,880.1</i>	<i>99.4</i>	<i>2,979.5</i>	<i>250.5</i>	<i>5,231.8</i>	<i>5,482.3</i>	<i>495.2</i>	<i>6,392.5</i>	<i>6,887.7</i>	<i>1,405.4</i>	<i>25.6</i>
Travel	17.8	154.8	172.6	14.4	187.0	23.3	204.5	227.8	20.7	267.7	288.4	60.6	26.6
Hospitality													
Contractual services		17.7	17.7	49.7	67.4								
Training													
Consultants													
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>17.8</i>	<i>172.5</i>	<i>190.3</i>	<i>64.1</i>	<i>254.4</i>	<i>23.3</i>	<i>204.5</i>	<i>227.8</i>	<i>20.7</i>	<i>267.7</i>	<i>288.4</i>	<i>60.6</i>	<i>26.6</i>
<b>Total</b>	<b>834.0</b>	<b>6,566.8</b>	<b>7,400.8</b>	<b>163.5</b>	<b>7,564.3</b>	<b>1,233.2</b>	<b>9,164.1</b>	<b>10,397.3</b>	<b>1,494.2</b>	<b>10,609.7</b>	<b>12,103.9</b>	<b>1,706.6</b>	<b>16.4</b>

**Table 35: Programme 2400: Proposed staffing for 2016**

Prosecution Division	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff		
Existing	Basic		1		1	3						5	2	2	7	
	Situation-related					3	9	6	7	6			31	7	7	38
	<i>Subtotal</i>					<i>1</i>	<i>6</i>	<i>9</i>	<i>6</i>	<i>7</i>	<i>6</i>		<i>36</i>	<i>9</i>	<i>9</i>	<i>45</i>
New/ Converted	Basic															
	Situation-related															
	<i>Subtotal</i>															
Redeployed/ Returned	Basic															
	Situation-related															
	<i>Subtotal</i>															
<b>Total</b>				<b>1</b>	<b>6</b>	<b>9</b>	<b>6</b>	<b>7</b>	<b>6</b>	<b>36</b>		<b>9</b>	<b>9</b>	<b>45</b>		

## C. Major Programme III: Registry

### Summary

275. The proposed 2016 budget for the Registry amounts to €81.94 million, representing an increase of €16.91 million, (26 per cent), compared to the 2015 approved budget of €65.02 million. The level of required Registry support has increased substantially following the budget assumptions and service requests for 2016, in particular in the areas of field operations, witness protection, courtroom support and legal aid. Notably, approximately €4.7 million of this increase is accounted for by the fact that in 2016, Registry will be assuming new responsibilities in relation to the running of the new premises, as well as the built-in increases in relation to the application of the UN Common System. Throughout the 2013, 2014 and 2015 budget periods, and notwithstanding a steady substantial increase in the level of required Registry support, the approved programme budget of the Registry remained stable, reflecting very minor increases and even decreases from one year to the next. The increases required in previous years were fully offset through a rigorous internal assessment of priorities and by reducing operational costs wherever possible, without jeopardizing the quality and efficiency of services, through careful allocation, redeployment and reprioritization of resources.

276. While the Registry's capacity to continue to absorb additional requirements wherever possible has been enhanced as a result of its new organizational structure and changes in its working methods and processes, in the light of the significant investments in OTP in previous years and the corresponding increased judicial activities generated by such investments, it is simply unrealistic to expect the Registry to be able to continue to absorb all increases in the level of support required from it. The additional investigative and prosecutorial activities arising out of implementation of the OTP's strategy, in combination with the increased level of trial activity, require substantial additional services from Registry. The staffing requirements recommended by *ReVision* to address the increased level of judicial and prosecutorial activities, as well as the move to the permanent premises, are identified under the respective sections and summarized in Annex IX, as per the request of the Committee.<sup>31</sup>

### Introduction

277. The Registry is headed by the Registrar, the principal administrative officer of the Court, and is the organ responsible for the non-judicial aspects of the administration and servicing of the Court.

278. As a result of the *ReVision* process, the Registry is now composed of three Divisions. The Division of Management Services (DMS) and the Division of Judicial Services (DJS) perform most of the functions of the two former Divisions, with some important modifications, while the Division of External Relations (DER) has been added to bring together all externally-oriented Registry functions, such as public information, outreach, State cooperation, field operations and witness protection.

279. All Registry sections, with the exception of the Registry Legal Office, now come under one of the three Divisions. Direct reporting lines to the Registrar have, therefore, been substantially reduced, allowing for a better delegation of authority and empowerment of Divisions and Sections. Strategic leadership by the Registrar and the Directors has also been enhanced and micromanagement at the operational level minimized.

280. At the same time, some functions were merged and the overall number of Units in the Registry was reduced. For example, the number of Units in the Language Services Section has decreased from seven to five. The Human Resources Section now comprises only two of the original four Units. Within the new Finance Section, four Units have been merged into two. These mergers have not only reduced the number of high-level positions required in the relevant Sections, including the positions of Heads of Units, which may be

<sup>31</sup> *Official Records ... Fourteenth session ... 2015 (ICC-ASP/14/5/Add.1), para. 14.*

used to strengthen Registry's operations elsewhere, but are also intended to avoid duplication and promote better coordination and planning.

281. Providing *court services* is one of the central roles of the Registry. As a neutral service provider, the Registry supports judicial proceedings through, among other things, court management, support for and protection of victims and witnesses, facilitation of victims' participation in proceedings, court interpretation and translation services, and management of the detention facilities. The Registry's budgetary needs in these areas are directly driven by judicial and prosecutorial developments.

282. The Registry also provides *administrative services* for the three other organs of the Court – namely, the Presidency, Chambers and the Office of the Prosecutor – and all other major programmes, in areas such as human resources, budgeting, finance, procurement, facilities management, travel, transportation, and information technology. The Registry's budgetary needs will similarly depend on the needs of the three organs it services.

283. The third main cluster of the Registry's responsibilities pertains to *external relations, cooperation and field-related activities*. This includes ensuring adequate judicial cooperation with States on a range of Court requests, concluding various cooperation agreements with States, such as those on relocation of witnesses, providing the general public with information on judicial and other Court developments, and providing outreach activities in the communities affected by the crimes under the Court's jurisdiction. While the costs associated with these activities will also be driven by judicial developments, they will partially depend on external factors beyond the Court's control, including the level of State cooperation with the Court.

284. As in previous years, the Court's workload has been continuously increasing, and today the Court has more situations and more cases than ever before. The fact that in previous years the Registry has had to cope with increased activities without significantly raising its budget has placed constraints on the Registry's plans for the next budgetary year. At the same time, there are built-in increases in staff costs, mainly as a consequence of the Court's application of the UN Common System, as well as unavoidable increases in the light of the move to the Court's new premises.

285. However, the Registrar and the senior management of the Registry are acutely aware of the extremely difficult financial situation that many, if not most, States Parties have been facing. While cost-efficiency should be an integral objective of every public organization, reducing the Registry's operational costs without jeopardizing the quality and efficiency of its services has been the Registry's uppermost priority.

286. An initial assessment of additional Registry resources needed to support the added judicial, prosecutorial and administrative services required of it in 2016 resulted in an increase of more than €30 million over the Registry's approved budget for 2015. Careful re-calculation of these requirements in the light of the Registry's new organizational structure and increased efficiency in processes benefitting the parties and participants to the proceedings and resulting from the *ReVision*, coupled with a strict re-evaluation and reprioritization of the services requested from the Registry, has substantially limited the proposed increase for 2016. The Registry continues to seek to apply a zero growth approach for all sections that are not directly affected by the increased service requirements of the other organs of the Court.

287. Furthermore, and as explained above, the Registry will require additional resources to maintain, secure and run the Court's operations in the new building. The Court's new premises are approximately 25 per cent larger than the interim premises and incorporate three much larger courtrooms, more extensive public areas, and significant grounds. The Registry will be required to assume the maintenance and support functions for the Court's new premises, resulting in a net increase of over €3.5 million in the Registry's budget.

288. The total proposed increase required in Registry to sustain the level of services required by the parties and participants in the proceedings amounts to approximately €5.6 million. This includes resources to support field operations of approximately €2.7 million, as well as additional resources required to provide protection and support to prosecution and defence witnesses amounting to approximately €2.1 million.

289. Supporting the increased number of live trials expected in 2016 and ensuring adequate judicial and courtroom-related services for the smooth running of proceedings will also entail a significant increase in Registry resources, amounting to approximately €2.5 million.

290. Other main proposed increases relate to legal aid for indigent defendants and victims participating in proceedings, amounting to approximately €3 million, in-built increases in staff costs, amounting to over €1.2 million, and the resources necessary to support the confirmation of charges in the *Ongwen* case, amounting to approximately €600 thousand.

291. The Registrar will continue to consider ways to achieve further redeployments and efficiencies. In addition, efforts will continue to be made in collaboration with the OTP and other major programmes to enhance and improve the efficiency of inter-organ coordination and processes. The Registry will also continue leading the Court-wide exercise aimed at improving the Court's business processes, prioritizing its activities and services and saving costs, thereby further contributing to the Court's strategic goal of delivering efficient, well-planned and cost-effective administration. Cost-efficiency is both the Registry's day-to-day concern and its ultimate long-term commitment.

292. The following priority objectives have been selected from the Court's strategic plan on the basis of their correspondence with the Registry's strategic priorities. Field operations, Registry management architecture, change management and communication have been identified as the main managerial goals.

*Objectives: Registry*

2.1.1 Re-examine and adapt the structure, staffing and resources of the Court in the light of practical experience, promoting efficiency and effectiveness while ensuring the capacity to deliver on the Organ's respective mandates and responsibilities.

2.1.2 Effective resource management and identification and implementation of possible further efficiency measures. In particular focus on field activities with a view to promoting better coordination and achieving higher impact of the Court's work in situation countries.

2.1.3 Strengthen the Registry's management architecture.

2.1.4 Continue to improve inter- and intra-organ communication.

**Table 36: Expected results, performance indicators and targets 2016**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
<i>Objective 2.1.1</i>		
1. Fully implement the outcome of the Registry <i>ReVision</i> project.	<ul style="list-style-type: none"> <li>• Finalization of recruitment.</li> <li>• Implementation of <i>ReVision</i> recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>• Finalization of external recruitment by June 2016.</li> <li>• Plan implementation of the recommendation on a section-by-section basis and identify short-term, medium-term and long-term planning.</li> </ul>
<i>Objective 2.1.2</i>		
1. Decentralize activities from HQ to the field offices to achieve efficiencies and greater coordination.	<ul style="list-style-type: none"> <li>• Linkage to <i>ReVision</i> project.</li> </ul>	<ul style="list-style-type: none"> <li>• Main part to be achieved by the end of March 2016.</li> </ul>
2. Establish field presence in Bamako, Mali.	<ul style="list-style-type: none"> <li>• Cooperation with authorities in Mali.</li> </ul>	<ul style="list-style-type: none"> <li>• Full set-up of an adequate field presence.</li> </ul>
<i>Objective 2.1.3</i>		
1. Enhance accountability through empowerment and delegation of authority to divisions and sections.	<ul style="list-style-type: none"> <li>• Frequency of meetings of Registry chiefs and directors.</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly meetings.</li> </ul>
2. Enhance use of Sharepoint workspaces and documents and databases.	<ul style="list-style-type: none"> <li>• Number of Sharepoint workspaces in use.</li> </ul>	<ul style="list-style-type: none"> <li>• 30 new workspaces with regular visits and users (cross-section).</li> </ul>

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
<i>Objective 2.1.4</i>		
1. Support the OTP in implementing the 2014 recruitment plan.	<ul style="list-style-type: none"> <li>• Bi-weekly meetings with the OTP to coordinate and monitor the related recruitment activities. Determination of the OTP's needs and continued/improved/adjusted ways to provide the required support.</li> <li>• Discuss complicated recruitment cases as well as set timelines to decide the way forward.</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of final delivery of performance indicators and targets set for 2014/2016.</li> <li>• Issuance of "lessons learnt" for future similar cases.</li> </ul>

**Table 37: Major Programme III: Proposed budget for 2016**

Major Programme III Registry	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015			
	Basic	Situation-related	Total	Cont. Fund	Total incl.CF	Basic	Situation-related	Total	Basic	Situation-related	Total	Amount	%
Professional staff	21,295.3	14,781.1	36,076.4		36,076.4	21,295.3	8,426.7	20,136.2	12,481.1	15,118.4	27,599.5	7,463.4	37.1
General Service staff							6,579.3	17,160.6	12,082.1	6,283.4	18,365.5	1,204.9	7.0
<i>Subtotal Staff</i>	<i>21,295.3</i>	<i>14,781.1</i>	<i>36,076.4</i>		<i>36,076.4</i>	<i>21,295.3</i>	<i>15,006.0</i>	<i>37,296.8</i>	<i>24,563.2</i>	<i>21,401.8</i>	<i>45,965.0</i>	<i>8,668.2</i>	<i>23.2</i>
General temporary assistance	2,658.2	2,763.8	5,422.0		5,422.0	2,658.2	3,718.4	4,506.0	878.7	2,820.1	3,698.8	-807.2	-17.9
Temporary assistance for meetings	194.6	161.8	356.4	3.8	360.2	194.6	308.4	488.2	274.3	742.2	1,016.5	528.3	108.2
Overtime	226.2	94.2	320.4		320.4	226.2	119.6	355.0	230.5	156.4	386.9	31.9	9.0
<i>Subtotal Other staff</i>	<i>3,079.0</i>	<i>3,019.8</i>	<i>6,098.8</i>	<i>3.8</i>	<i>6,102.6</i>	<i>3,079.0</i>	<i>4,146.4</i>	<i>5,349.1</i>	<i>1,383.4</i>	<i>3,718.7</i>	<i>5,102.1</i>	<i>-247.0</i>	<i>-4.6</i>
Travel	220.8	1,414.6	1,635.4	9.2	1,644.6	220.8	1,953.9	2,151.4	251.4	2,052.7	2,304.1	152.7	7.1
Hospitality	15.3	362.4	377.7	12.6	390.3	15.3		4.0	4.0		4.0		
Contractual services	1,043.1	1,425.6	2,468.6	83.6	2,552.2	1,043.1	1,202.6	1,933.9	994.3	1,947.0	2,941.3	1,007.3	52.1
Training	192.0	153.0	345.0		345.0	192.0	159.5	<b>367.2</b>	403.7	165.2	568.9	201.7	54.9
Consultants	123.0	86.5	209.5		209.5	123.0	251.0	293.5	88.0	296.8	384.8	91.3	31.1
Counsel for Defence		2,959.2	2,959.2	618.4	3,577.6		2,355.6	2,355.6		4,881.5	4,881.5	2,525.9	107.2
Counsel for Victims		1,745.7	1,745.7		1,745.7		1,862.1	1,862.1		2,178.5	2,178.5	316.4	17.0
General operating expenses	5,607.5	4,285.0	9,892.5	511.1	10,403.6	5,607.5	5,976.5	11,871.2	7,736.5	7,696.7	15,433.2	3,562.0	30.0
Supplies and materials	602.6	151.3	753.9	13.2	767.1	602.6	299.8	787.2	550.7	327.5	878.2	90.9	11.6
Furniture and equipment	726.4	593.7	1,320.1	25.3	1,345.4	726.4	445.4	753.9	731.1	567.5	1,298.6	544.7	72.3
<i>Subtotal Non-staff</i>	<i>8,530.7</i>	<i>13,177.0</i>	<i>21,707.6</i>	<i>1,273.4</i>	<i>22,981.0</i>	<i>8,530.7</i>	<i>14,506.4</i>	<i>22,380.0</i>	<i>10,759.6</i>	<i>20,113.4</i>	<i>30,873.0</i>	<i>8,493.0</i>	<i>37.9</i>
<b>Total</b>	<b>32,905.0</b>	<b>30,977.9</b>	<b>63,882.8</b>	<b>1,277.2</b>	<b>65,160.0</b>	<b>32,905.0</b>	<b>33,658.8</b>	<b>65,025.9</b>	<b>36,706.2</b>	<b>45,233.9</b>	<b>81,940.1</b>	<b>16,914.3</b>	<b>26.0</b>

**Table 38: Major Programme III: Proposed staffing for 2016**

Registry	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
										94			8	157
Existing	Basic		1	2	15	24	29	21	2	94	8	157	165	259
	Situation-related				1	16	27	42	3	89	6	79	85	174
	<i>Subtotal</i>		<i>1</i>	<i>2</i>	<i>16</i>	<i>40</i>	<i>56</i>	<i>63</i>	<i>5</i>	<i>183</i>	<i>14</i>	<i>236</i>	<i>250</i>	<i>433</i>
New/ Converted	Basic			1		2	7	3		13		26	26	39
	Situation-related				4	2	25	21		52	1	54	55	107
	<i>Subtotal</i>			<i>1</i>	<i>4</i>	<i>4</i>	<i>32</i>	<i>24</i>		<i>65</i>	<i>1</i>	<i>80</i>	<i>81</i>	<i>146</i>
Redeployed/ Returned	Basic							1		1				1
	Situation-related													
	<i>Subtotal</i>							<i>1</i>		<i>1</i>				<i>1</i>
<b>Total</b>		<b>1</b>		<b>3</b>	<b>20</b>	<b>44</b>	<b>88</b>	<b>88</b>	<b>5</b>	<b>249</b>	<b>15</b>	<b>316</b>	<b>331</b>	<b>580</b>

## 1. Programme 3100: Office of the Registrar

### Introduction

293. The Registrar is the principal administrative officer of the Court, and, as such, is entrusted with responsibilities in different areas relating to the non-judicial aspects of the administration and servicing of the Court.

294. Having been granted the Assembly of States Parties' authorization,<sup>32</sup> the Registrar initiated the Registry's *ReVision* project in 2014, with the aim of providing a structural framework that will optimize the Registry's performance in terms of efficiency, effectiveness, and sustainability. As a result, a new structure of the Registry was agreed in April 2015. The focus of this new structure was not to generate immediate significant cost savings but rather, to achieve much more efficient results with existing resources, and to focus on the long term performance of the Registry.

295. As a result of the *ReVision* project, the Office of the Registrar comprises the following two sub-programmes: the Immediate Office of the Registrar and the Legal Office. The Registrar directly oversees the work of these two Offices. In the new structure, apart from the Directors of the Registry Divisions, only the Legal Counsel will report directly to the Registrar. This is a result of the need to ensure a strong and coordinated legal position supporting the Registry in its totality.

296. The significant decrease in the established posts costs in this Programme is linked to the restructuring process and the shift of resources throughout the new structure of the Registry. At the same time, the total cost increase of €154.2 thousand (7.9 per cent) is related to the necessary addition of the general temporary assistance needed for provisional support during the transition from the old to the new structure.

297. The Immediate Office directly supports the Registrar in providing strategic coordination and guidance to all Registry divisions and sections and in the management and supervision of the Registry, and ensures proper high-level coordination within the Court on behalf of the Registrar. The Legal Office is responsible for supporting the performance of the legal functions associated with the duties assigned to the Registrar under the Court's legal framework. Its primary objective is to ensure the quality and consistency of legal approaches across the entire Registry.

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<sup>32</sup> *Official Records ... Twelfth session ... 2013* (ICC/ASP/12/20), vol. I, part III, ICC-ASP/12/Res.1, section H, para. 3.

**Table 39: Programme 3100: Proposed budget for 2016**

3100 Office of the Registrar	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015			
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	1,762.0		1,762.0		1,762.0	1,544.1		1,544.1	1,474.6		1,474.6	-69.5	-4.5
General Service staff						344.4		344.4	144.3		144.3	-200.1	-58.1
<i>Subtotal Staff</i>	<i>1,762.0</i>		<i>1,762.0</i>		<i>1,762.0</i>	<i>1,888.5</i>		<i>1,888.5</i>	<i>1,618.8</i>		<i>1,618.8</i>	<i>-269.7</i>	<i>-14.3</i>
General temporary assistance	566.8		566.8		566.8				408.9		408.9	408.9	
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>	<i>566.8</i>		<i>566.8</i>		<i>566.8</i>				<i>408.9</i>		<i>408.9</i>	<i>408.9</i>	
Travel	80.7	8.3	89.0		89.0	8.4	24.4	32.8	12.4	31.3	43.7	10.9	33.3
Hospitality	2.9		2.9		2.9	4.0		4.0	4.0		4.0		
Contractual services	15.7		15.7		15.7	17.5		17.5	5.0		5.0	-12.5	-71.4
Training	7.6		7.6		7.6				16.5		16.5	16.5	
Consultants													
Counsel for Defence													
Counsel for Victims													
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>106.9</i>	<i>8.3</i>	<i>115.2</i>		<i>115.2</i>	<i>29.9</i>	<i>24.4</i>	<i>54.3</i>	<i>37.9</i>	<i>31.3</i>	<i>69.2</i>	<i>14.9</i>	<i>27.5</i>
<b>Total</b>	<b>2,435.7</b>	<b>8.3</b>	<b>2,444.0</b>		<b>2,444.0</b>	<b>1,918.4</b>	<b>24.4</b>	<b>1,942.8</b>	<b>2,065.7</b>	<b>31.3</b>	<b>2,097.0</b>	<b>154.2</b>	<b>7.9</b>

**Table 40: Programme 3100: Proposed staffing for 2016**

Office of the Registrar	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing		1			2	2	4	1		10	1	1	2	12
		1			2	2	4	1		10	1	1	2	12
New/ Converted							1	1		2				2
							1	1		2				2
Redeployed/ Returned														
<b>Total</b>		<b>1</b>			<b>2</b>	<b>2</b>	<b>5</b>	<b>2</b>		<b>12</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>14</b>



**(a) Sub-programme 3110: Immediate Office of the Registrar****Introduction**

298. The Immediate Office directly supports the Registrar in the non-judicial aspects of the administration and servicing of the Court. The Office is an executive office which plays a central role in the Registry's design by providing strategic leadership and guidance to all Registry Divisions and Sections, as well as in the overall management of the Registry. This new vision of the role of the Immediate Office follows its new structure, which allows the Registrar to focus on strategic and high-policy issues, as well as executive management, by reducing and streamlining the reporting lines to the Registrar, resulting in a more efficient grouping of functions within Registry Divisions. The structure was created to provide adequate capacity, both in terms of resources and seniority, to support the Registrar in his responsibilities, including as the head of the Registry Management Team (RMT), which is composed of the Registrar, the three Directors, the Registry Legal Counsel and the newly created position of Chief of Staff, and is the highest level of strategic leadership and oversight within Registry's management architecture.

**Budget resources****€1,102.3 thousand**

299. The structural changes made to the IOR with the focus on the Registrar's strategic leadership and delegation of operational matters downwards, translate into a notable decrease in (high-level) staff resources and a consequent reduction in budgetary needs of €108.1 thousand.

300. In order to supervise and support the successful implementation of the decisions on the *ReVision* recommendations and adequately manage the envisaged change within the organ, additional resources were deemed necessary on a temporary basis until the new Registry structure is fully functional. The details of these resources are included below, under Staff resources. Notwithstanding these additional necessary resources, there has been a considerable decrease in the budget in this area of €100.9 thousand.

**Staff resources****€774.4 thousand**

301. The proposed staffing represents the support that the IOR requires to assist the Registrar in his day-to-day responsibilities as the principal administrative officer of the Court, as well as in his external relations and representational functions. An effective system for the flow of information needs to be coordinated from within the IOR to ensure that the Registrar is provided with timely and relevant information for the performance of his functions, and that correct and relevant information is pushed up and down to all relevant managerial and operational levels.

*Established posts: Professional and General Service**€774.4 thousand*

302. Following the conclusion of the *ReVision* project, and in order to realign the functions within the office and to increase efficiency, several functions initially performed by the IOR were moved to other Divisions. This was done to keep the functions within the IOR at an executive level and group operational and substantive functions within the relevant Divisions and Sections to ensure coherence, continuity and consistency in operations. As a result, the number of established posts was reduced from eleven to six.

303. The IOR is comprised of one elected official and five established posts. The Registrar (ASG) is the principal administrative officer of the Court and oversees all non-judicial aspects of the administration of the Court. A senior advisory and managerial Chief of Staff (P-5) post has been created in the IOR. The Chief of Staff is the focal point for the smooth running of the Registry's executive management.

304. The IOR also consists of one new Senior Special Assistant (P-4) and two Special Assistants (P-3). Each of the Special Assistants will be assigned to one of the Divisions and will ensure smooth cooperation and communication between the IOR and that Division.

305. There is also a need for one Personal Assistant at the GS-PL level.

*General Temporary Assistance*

€289.3 thousand

306. One *Associate Change Management Support Officer (P-2)*, 12 months, *ReVision. New*. This is one of seven transition posts recommended by the *ReVision* Project to create capacity in order to transition into and implement the new Registry structure. The incumbent will report to the Chief of Staff and will be mainly responsible for assisting in and supporting the transition to the new Registry structure, change management and organizational development.

307. In addition, the establishment of an association of counsel seems imminent in order to ensure the support and protection of the interests of all counsel practising before the Court, as well as to ensure the highest professional and ethical standards for counsel. The association would promote and facilitate the proficiency and competence of counsel and at the same time ensure its independence. To facilitate its establishment, the Registry is proposing to create temporary positions which will support the association during its set-up phase. To this end two additional GTA positions are proposed.

308. One *Legal Officer (P-3)*, 12 months, *New*. This temporary position will provide support for the establishment of the association for counsel, including the drafting of its constitution. The position is meant to ensure the benefit of legal expertise in the field of advocacy, procedural and substantive international criminal law.

309. One *Legal Assistant (GS-OL)*, 12 months, *New*. This position is necessary to provide support to the Legal Officer, including legal research and matters of an administrative and organizational nature.

**Non-staff resources****€38.6 thousands**

310. The requested amount has increased by €1.8 thousand (4.9 per cent). Non-staff resources are required for travel and hospitality.

*Travel*

€34.6 thousand

311. The requested amount has increased slightly by €1.8 thousand (5.5 per cent). The Registrar, or his representative, is required to travel for the purpose of increasing support and cooperation at the highest levels among States Parties and key external partners such as the United Nations, other IGOs, and NGOs. Furthermore, these resources allow the Registrar to pursue his mandate with regard to victims, witnesses and defence. The Registrar's presence is also required in the field, for the purpose of strengthening the relationship with the situation countries and local authorities in order to ensure their smooth cooperation with the Court.

*Hospitality*

€4.0 thousand

312. The Registry has proposed limited hospitality with the aim of increasing support and cooperation among States Parties and key external partners. The requested amount remains unchanged.

**Table 41: Sub-programme 3110: Proposed budget for 2016**

3110 Immediate Office of the Registrar	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015			
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	1,161.3		1,161.3		1,161.3	954.0		954.0	695.2		695.2	-258.8	-27.1
General Service staff						212.4		212.4	79.2		79.2	-133.2	-62.7
<i>Subtotal Staff</i>	<i>1,161.3</i>		<i>1,161.3</i>		<i>1,161.3</i>	<i>1,166.4</i>		<i>1,166.4</i>	<i>774.4</i>		<i>774.4</i>	<i>-392.0</i>	<i>-33.6</i>
General temporary assistance	532.0		532.0		532.0				289.3		289.3	289.3	
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>	<i>532.0</i>		<i>532.0</i>		<i>532.0</i>				<i>289.3</i>		<i>289.3</i>	<i>289.3</i>	
Travel	79.9	8.3	88.2		88.2	8.4	24.4	32.8	9.1	25.5	34.6	1.8	5.5
Hospitality	2.9		2.9		2.9	4.0		4.0	4.0		4.0		
Contractual services	15.7		15.7		15.7								
Training													
Consultants													
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>98.5</i>	<i>8.3</i>	<i>106.8</i>		<i>106.8</i>	<i>12.4</i>	<i>24.4</i>	<i>36.8</i>	<i>13.1</i>	<i>25.5</i>	<i>38.6</i>	<i>1.8</i>	<i>4.9</i>
<b>Total</b>	<b>1,791.8</b>	<b>8.3</b>	<b>1,800.1</b>		<b>1,800.1</b>	<b>1,178.8</b>	<b>24.4</b>	<b>1,203.2</b>	<b>1,076.8</b>	<b>25.5</b>	<b>1,102.3</b>	<b>-100.9</b>	<b>-8.4</b>

**Table 42: Sub-programme 3110: Proposed staffing for 2016**

Immediate Office of the Registrar	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic		1			1	1	2			5	1	1	6
	Situation-related													
	<i>Subtotal</i>		<i>1</i>			<i>1</i>	<i>1</i>	<i>2</i>			<i>5</i>	<i>1</i>	<i>1</i>	<i>6</i>
New/ Converted	Basic													
	Situation-related													
	<i>Subtotal</i>													
Redeployed/ Returned	Basic													
	Situation-related													
	<i>Subtotal</i>													
<b>Total</b>		<b>1</b>			<b>1</b>	<b>1</b>	<b>2</b>			<b>5</b>	<b>1</b>	<b>1</b>	<b>6</b>	

**(b) Sub-programme 3130: Legal Office****Introduction**

313. The Legal Office (LO) supports the performance of the legal functions of the Registrar under the Rome Statute, the Rules of Procedure and Evidence, the Regulations of the Court, the Regulations of the Registry, the Financial Regulations and Rules, the Staff Rules and Regulations and other legal instruments governing the International Criminal Court. This concerns both the judicial functioning of the Court, where the Registry is involved, and legal matters affecting the Court as an international organization and its legal position as a whole. In performing this dual role, the Office is responsible for ensuring the quality, uniformity and consistency of legal positions across the Registry and its Division of Management Services, Division of Judicial Services and Division of External Relations, including the coordination of an internal legal network. Under the overall responsibility of the Legal Counsel, the internal legal network is comprised of lawyers throughout Registry and through coordination, cooperation, training, etc. aims to ensure the quality and consistency of legal advice rendered. The Office provides a broad range of legal services including drafting, negotiation, advice and litigation. The Legal Office is headed by the Legal Counsel who, together with the Registrar and the three Directors, is a member of the Registry Management Team (RMT).

**Budget resources****€94.6 thousand**

314. The requested amount has increased by €255.0 thousand (34.5 per cent).

**Staff resources****€64.0 thousand**

315. There are eight established posts and one GTA (1.0 FTE) position.

*Established posts: Professional and General Service*

*€844.4 thousand*

316. The Legal Office is headed by the Chief/Legal Counsel (P-5), who provides strategic direction to the Legal Office and represents it internally and externally, acts as stand-by legal adviser to the Registrar and senior Registry management, and participates in the executive management of the Registry through the RMT. Substantively, the Legal Counsel focuses on judicial matters and external relations.

317. The Deputy Legal Counsel (P-4) replaces the Legal Counsel in his absence, both as regards substance and as Chief of Section. The Deputy is responsible for the daily functioning of the LO and plays a lead role in establishing the Registry's Legal Network.

318. The three Legal Officers (P-3) are responsible for administrative, legal and judicial matters and external relations, respectively. The two Associate Legal Officers (P-2) are responsible for conducting research and monitoring the judicial proceedings.

319. An Administrative Assistant/Paralegal (GS-OL) provides legal and administrative support to the Legal Office.

*General temporary assistance*

*€119.6 thousand*

320. One *Litigation Lawyer (P-3), 12 months, ReVision. New*. This is one of seven transition posts recommended by the ReVision project to create capacity in order to transition into and implement the new Registry structure. The incumbent will report to the Legal Counsel and/or the Deputy and will be mainly responsible for legal services in the field of litigation, including the International Labour Organization Administrative Tribunal (ILOAT) and conciliation.

**Non-staff resources****€30.6 thousand**

321. The requested amount has increased by €13.1 thousand (74.9 per cent). Non-staff resources are required for travel, contractual services and training.

*Travel*

*€9.1 thousand*

322. The requested amount is required for travel to annual meetings of the Legal Advisers of the UN Specialized Agencies, related and other organizations, and to hearings concerning International Criminal Court staff cases at ILOAT, or to attend meetings in

relation to alternative dispute settlement proceedings in cases brought against the Court. Furthermore the Legal Counsel may be required to accompany the Registrar and other officials on mission.

*Contractual services* €5.0 thousand

323. The requested amount has decreased by €12.5 thousand (71.4 per cent), and is required to cover consultancy and specific legal expertise needed at Headquarters and in the field, particularly concerning matters involving domestic legislation and jurisdictions. Securing timely, sound and accurate legal advice and assistance on such issues is essential in order to manage the Court's legal risk and defend its position in legal proceedings.

*Training* €16.5 thousand

324. The newly requested amount is required to cover training needs specific to the staff of the Legal Office. In the light of its new mandate, the staff and workload of the Legal Office will increase considerably and working methods will change. It is therefore imperative that investment is made in training in substance and skills.

**Table 43: Sub-programme 3130: Proposed budget for 2016**

3130 Legal Office	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015			
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	600.7		600.7		600.7	590.1		590.1	779.4		779.4	189.3	32.1
General Service staff						132.0		132.0	65.0		65.0	-67.0	-50.7
<i>Subtotal Staff</i>	<i>600.7</i>		<i>600.7</i>		<i>600.7</i>	<i>722.1</i>		<i>722.1</i>	<i>844.4</i>		<i>844.4</i>	<i>122.3</i>	<i>16.9</i>
General temporary assistance	34.8		34.8		34.8				119.6		119.6	119.6	
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>	<i>34.8</i>		<i>34.8</i>		<i>34.8</i>				<i>119.6</i>		<i>119.6</i>	<i>119.6</i>	
Travel	0.8		0.8		0.8				3.3	5.8	9.1	9.1	
Hospitality													
Contractual services						17.5		17.5	5.0		5.0	-12.5	-71.4
Training	7.6		7.6		7.6				16.5		16.5	16.5	
Consultants													
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>8.4</i>		<i>8.4</i>		<i>8.4</i>	<i>17.5</i>		<i>17.5</i>	<i>24.8</i>	<i>5.8</i>	<i>30.6</i>	<i>13.1</i>	<i>74.9</i>
<b>Total</b>	<b>643.9</b>		<b>643.9</b>		<b>643.9</b>	<b>739.6</b>		<b>739.6</b>	<b>988.8</b>	<b>5.8</b>	<b>994.6</b>	<b>255.0</b>	<b>34.5</b>

**Table 44: Sub-programme 3130: Proposed staffing for 2016**

Legal Office		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1	1	2	1		5		1	1	6
	Situation-related														
	<i>Subtotal</i>					<i>1</i>	<i>1</i>	<i>2</i>	<i>1</i>		<i>5</i>		<i>1</i>	<i>1</i>	<i>6</i>
New/ Converted	Basic							1	1		2				2
	Situation-related														
	<i>Subtotal</i>							<i>1</i>	<i>1</i>		<i>2</i>				<i>2</i>
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
<b>Total</b>					<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>			<b>7</b>		<b>1</b>	<b>1</b>	<b>8</b>

## 2. Programme 3200: Division of Management Services

### Introduction

325. The Division of Management Services (DMS) provides administrative and management services in support of the Court's operations. DMS was previously known as the Common Administrative Services Division (CASD). Following the decisions of the Registrar on the restructuring of the Registry, it now consists of the Office of the Director, the Human Resources Section, the Budget Section, the Finance Section, the General Services Section and the Security and Safety Section, and provides services related to these areas of operation to the entire Court.

326. At the initial stages of the *ReVision* process on the institutional design of the Registry, some important changes were put in place in the organization of this Division: (i) the Budget and Finance Section used to be one section but was reshaped into two separate sections; (ii) the former Information and Communication Technologies Section was moved to the Division of Judicial Services and transformed into the Information Management Services Section; (iii) the Security and Safety Section used to report directly to the Registrar and is now part of DMS; and the Field Operations Section, which was incorporated into the Division temporarily pending the findings of the *ReVision* project, has been moved to the Division of External Relations. Likewise, the Office of the Director of DMS, as explained in sub-programme 3210, has undergone major changes, including additional responsibilities and executive functions and the direct oversight of the Occupational Health Unit (OHU) and the Enterprise Resource Planning System (SAP) Team.

327. DMS also produces Court-wide reports and documentation on areas such as the budget, finance, human resources, risk management and strategic planning for oversight bodies and internal and external audiences. In addition, DMS is responsible for managing Court-wide special projects (including those related to SAP).

328. The Court will operate from its new permanent premises in 2016 and the Division will be heavily involved in the operationalization and management of the new facilities with the aim of ensuring a smooth transition with no or minimum service interruption and increased support to the Court's operations in a much larger building, including three operational courtrooms.

329. The sharp increase in activities foreseen in 2016, together with the new premises, has triggered increases in some areas of the Division's budget. However, overall the 2016 DMS budget shows an increase of €2,699.6 thousand (15.2 per cent) when compared to the restated approved budget of DMS for 2015, which reflects the new structure and increased costs due to the permanent premises.

330. DMS's proposal is based on the Court's strategic goals and priorities and on the service requirements of the different major programmes. It reflects both the new organizational design of the Division and its continuous effort to achieve efficiency gains combined with flexible use of resources and the continual reprioritization of needs whenever possible. This has enabled the Division to minimize as much as possible the impact of increases in the cost of goods and services due to inflation; additional operating, maintenance and security costs related to the new premises; the additional workload resulting from the prosecutorial and judicial assumptions for 2016, including the use of three courtrooms rather than just one at the interim premises; and staffing-related commitments under the United Nations Common System.

### *Goal 2: Managerial*

1. Effective resource management and identification and implementation of possible further efficiency measures. In particular focus on field activities with a view to promoting better coordination and achieving higher impact of the Court's work in situation countries (Priority Objective (PO) 2.1.2).
2. Strengthen the Registry management architecture (PO 2.1.3).
3. Further improve the management of staff performance (PO 2.3.1).

4. Further improve the gender balance and geographical representation through the different levels of the Court's structure (PO 2.3.2).
5. Improve working environment (PO 2.4.1).
6. Develop a strategic approach to staff development (including staff mobility) (PO 2.4.2).
7. Improve efficiency through technological developments (PO 2.5.3).
8. Further improvement of Court's budget process, including further dialogue with States Parties on the Court's budget process (PO 2.6.1).
9. Refine the Court's risk management framework (PO 2.6.2).
10. Improve the performance measurement and evaluation of the Court (PO 2.6.3).
11. Make best use of the new premises to provide for the business needs of the Court. Maximise the flexibility of their design to allow for expansion with minimum disruption and cost (PO 2.7.2).
12. Management of security and safety risks through a risk management process (PO 2.8.3).

**Table 45: : Expected results, performance indicators and targets 2016**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
<i>Priority Objective 2.1.2</i>		
Further development of analytical accountability function.	# of years consistently analysed.	Reviewed and improved analysis including financial data.
<i>Priority Objective 2.1.3</i>		
Enhanced accountability through empowerment and delegation of authority to Divisions and sections.	% of compliance with the accountability framework once it becomes operational.	95-100%
<i>Priority Objective 2.3.1</i>		
Monitor compliance with the Court's performance appraisal system (PAS) with a view to improving empowerment and accountability of staff and managers.	Provide statistics on compliance rate.	Improved compliance Court-wide.
<i>Priority Objective 2.3.2</i>		
Increased participation of women in recruitment through gender-neutral vacancy announcement and through increased inclusion in selection rounds.	Provide statistics on gender balance.	Improved gender balance at all levels.
Improved recruitment and advertising in countries less represented.	# of targeted outreach initiatives.	Three targeted campaigns.
<i>Priority Objective 2.4.1</i>		
Prepare and issue priority policies crucial for ensuring a proper regulatory framework on key HR issues such as on Staff Selection, Reclassification, Consultants and Individual Contractors, Temporary Appointments and Retiree Health Insurance.	Promulgation of key policies.	Policy gap reduced.
<i>Priority Objective 2.4.2</i>		
Linkage between performance and career development plans.	Development of career development framework linked to performance management and learning and development programmes.	Development will be initiated in 2016 and pilot projects launched.

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
Increased staff satisfaction.	Staff surveys.	Improved staff satisfaction.
Proper management of staff expectations with regard to career development.	On-boarding programmes will clarify career opportunities.	Rehaul of the on-boarding programme will be initiated.
<i>Priority Objective 2.5.3</i>		
Reflect priority objectives specifically for Budget and Human Resources Sections in SAP, and resolve critical production issues.	Acceptance and sign off for respective change requests.	90-100%
Support preparation and delivery of training programmes on budget and disbursement processes.	Availability of SAP staff and training system during scheduled training days.	95-100%
<i>Priority Objective 2.6.1</i>		
Enhanced transparency and predictability of the budgetary process.	Increased number of budget stakeholders expressing satisfaction with the quality of the budget documents provided.	95-100%
Regular awareness and training programmes on budget and disbursement processes.	Assistance provided to clients on application of Financial Regulations and Rules, policies and procedures.	90% (percentage of client representatives expressing satisfaction with the quality of assistance received).
	Increased awareness of Certifying Officers related to disbursement processes.	two training sessions.
Further develop dedicated systems for performance reporting, regular income and expenditure forecasting, cash flow analysis and ad hoc reporting.	Absence of significant adverse audit observations relating to financial management and control.	No significant adverse audit observations.
<i>Priority Objective 2.6.2</i>		
Further implementation of high-level risk management system.	Implementation of the full-scale risk management framework as presented to CoCo.	Organ-specific review implemented.
		First Court-wide compilation of organ-specific review implemented, using formalized and regular risk management standards.
		50% of remediation activities for all risks implemented and 80% monitored.
<i>Priority Objective 2.6.3</i>		
Introduce new IPSAS compliant policies.	Incorporation of IPSAS-based financial statements and management information in the regular management of the Court.	Development of management information sourced from the IPSAS compliant accounting records.
<i>Priority Objective 2.7.2</i>		
Plan for the adjustments needed to accommodate changes to the ICC structure and operations, such as Registry <i>ReVision</i> , OTP new strategy or parallel trials.	% of necessary changes complete.	By the end of 2016, complete all minor adjustments needed at the new premises to accommodate changes in the structure of the ICC.
<i>Priority Objective 2.8.3</i>		
Security risk assessment updated and measures reviewed yearly or when required.	Security risk assessment reviewed and updated.	Court-wide review conducted
Completion of UN MOSS self-assessment for all field offices and update ICC-specific SRA.	Completion of the self-assessment and % of compliance with local standards.	90%



**Table 46: Programme 3200: Proposed budget for 2016**

3200 Division of Management Services	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	9,550.2	2,322.0	11,872.2		11,872.2	3,096.7	558.9	3,655.6	3,657.9	130.0	3,787.9	132.3	3.6
General Service staff						7,304.1	2,002.6	9,306.7	8,477.2	625.1	9,102.3	-204.4	-2.2
<i>Subtotal Staff</i>	<i>9,550.2</i>	<i>2,322.0</i>	<i>11,872.2</i>		<i>11,872.2</i>	<i>10,400.8</i>	<i>2,561.5</i>	<i>12,962.3</i>	<i>12,135.0</i>	<i>755.1</i>	<i>12,890.1</i>	<i>-72.2</i>	<i>-0.6</i>
General temporary assistance	1,908.7	193.5	2,102.2		2,102.2	632.2	289.5	921.7	253.1	650.7	903.8	-17.9	-1.9
Temporary assistance for meetings													
Overtime	211.2	52.8	264.0		264.0	200.4	104.6	305.0	195.5	126.4	321.9	16.9	5.5
<i>Subtotal Other staff</i>	<i>2,119.9</i>	<i>246.3</i>	<i>2,366.2</i>		<i>2,366.2</i>	<i>832.6</i>	<i>394.1</i>	<i>1,226.7</i>	<i>448.6</i>	<i>777.1</i>	<i>1,225.7</i>	<i>-1.0</i>	<i>-0.1</i>
Travel	59.2	236.4	295.6		295.6	74.4	290.6	365.0	46.1	219.5	265.6	-99.3	-27.2
Hospitality													
Contractual services	353.9	309.9	663.8		663.8	233.7	244.0	477.7	483.7	126.0	609.7	132.0	27.6
Training	143.6		143.6		143.6	132.8	95.5	228.3	262.9	96.3	359.2	130.9	57.3
Consultants	40.9		40.9		40.9	40.0		40.0	53.0		53.0	13.0	32.5
General operating expenses	2,314.2	55.8	2,370.0		2,370.0	2,107.0	120.0	2,227.0	4,128.5	170.0	4,298.5	2,071.5	93.0
Supplies and materials	221.0	13.3	234.3		234.3	245.7	22.2	267.9	313.0	54.1	367.1	99.1	37.0
Furniture and equipment	127.6	1.0	128.6		128.6	8.5	8.0	16.5	442.1		442.1	425.6	2,579.4
<i>Subtotal Non-staff</i>	<i>3,260.4</i>	<i>616.4</i>	<i>3,876.8</i>		<i>3,876.8</i>	<i>2,842.1</i>	<i>780.3</i>	<i>3,622.4</i>	<i>5,729.3</i>	<i>665.9</i>	<i>6,395.2</i>	<i>2,772.8</i>	<i>76.5</i>
<b>Total</b>	<b>14,930.5</b>	<b>3,184.7</b>	<b>18,115.2</b>		<b>18,115.2</b>	<b>14,075.5</b>	<b>3,735.9</b>	<b>17,811.4</b>	<b>18,312.9</b>	<b>2,198.1</b>	<b>20,511.0</b>	<b>2,699.6</b>	<b>15.2</b>

**Table 47: Programme 3200: Proposed staffing for 2016**

Division of Management Services	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic			1	5	5	9	4		24	6	112	118	142
	Situation-related					1				1	1	9	10	11
	<i>Subtotal</i>				<i>1</i>	<i>5</i>	<i>6</i>	<i>9</i>	<i>4</i>		<i>25</i>	<i>7</i>	<i>121</i>	<i>128</i>
New/ Converted	Basic					2	3	1		6		18	18	24
	Situation-related													
	<i>Subtotal</i>					<i>2</i>	<i>3</i>	<i>1</i>		<i>6</i>		<i>18</i>	<i>18</i>	<i>24</i>
Redeployed/ Returned	Basic							1		1				1
	Situation-related													
	<i>Subtotal</i>							<i>1</i>		<i>1</i>				<i>1</i>
<b>Total</b>				<b>1</b>	<b>5</b>	<b>8</b>	<b>12</b>	<b>6</b>		<b>32</b>	<b>7</b>	<b>139</b>	<b>146</b>	<b>178</b>

**(a) Sub-programme 3210: Office of the Director****Introduction**

331. The Office of the Director (OD-DMS) provides overall direction, strategic planning, management and delivery of all administrative and managerial support required by all the major programmes of the Court to fulfil their mandate, while ensuring adherence to the relevant regulations, rules, policies and procedures. The OD-DMS also performs a number of critical executive functions which include strategic resource planning; overseeing the preparation of the annual budget; overseeing the preparation of relevant communications to oversight and external bodies; monitoring and reporting on organizational performance; conducting risk management initiatives; coordinating the implementation of internal and external audit recommendations; and coordinating, overseeing, prioritizing and providing project management support.

332. OD-DMS creates synergies in the delivery of management services by coordinating the work of the Human Resources Section, the Budget Section, the Finance Section, the General Services Section and the Safety and Security Section. It interacts with all major programmes and with external stakeholders such as the Committee on Budget and Finance, the Hague Working Group (HWG), the Assembly of States Parties, External Auditors and the Audit Committee.

333. OD-DMS comprises immediate staff supporting the Director, the OHU and the SAP Team. OHU and the SAP Team have been transferred to OD-DMS from the Human Resources Section and the former Information and Communication Technologies Section, respectively, as a result of the implementation of the recommendations of the *ReVision* project.

**Budget resources****€1,573.4 thousand**

334. The proposed budget increase of OD-DMS is triggered entirely by the new structure of the Office arising from the *ReVision* project and includes the resource requirements for the immediate staff within the Office of the Director, OHU and the SAP Team.

**Staff resources****€1,224.9 thousand**

335. There are 12 established posts and one GTA (1.0 FTE).

*Established posts: Professional and General Service*

*€1,105.3 thousand*

336. The OD-DMS is led by the Director (D-1), who is assisted by his immediate team, consisting of one Administrative Officer (P-3) and one Associate Administrative Officer (P-2). Secretarial support is provided by one Administrative Assistant (GS-OL).

337. The OHU consists of one Head, Health and Welfare Unit (P-4), one Staff Counsellor (P-3), one Staff Welfare Assistant (GS-OL) and one Occupational Health Nurse / Paramedic (GS-OL).

338. The SAP Team consists of one ERP System Officer (P-3), one Applications Assistant SAP (Financials) (GS-OL), one Applications Programmer (GS-OL) and one Application Support Technical Assistant (GS-OL).

*General temporary assistance*

*€119.6 thousand*

339. One *Administrative Officer (P-3), 12 months. ReVision. New*. This is one of seven transition posts recommended by the *ReVision* project to create capacity in order to transition into and implement the new Registry structure. This position is required for two years (2016 and 2017) to support the transition and the required changes in the areas of work of the Division; as well as to assist with the execution of the new executive functions of the OD-DMS.

**Non-staff resources** **€348.5 thousand**

340. The requested amount is required for travel, contractual services, training, consultants and general operating expenses.

*Travel* *€14.3 thousand*

341. The requested amount is required for meetings and coordination activities with States Parties or other external stakeholders; for meetings with relevant UN bodies to keep abreast of the latest inter-agency developments on administrative matters, policies, projects and efficiency efforts; as well as for visiting field offices, including staff welfare initiatives in the field.

*Contractual services* *€1.2 thousand*

342. The requested amount is required to conduct a tropical health and hygiene workshop for field mission travellers.

*Training* *€18.9 thousand*

343. The requested amount is required to attend management courses in line with the new executive functions assigned to OD-DMS; occupational health and safety related courses and seminars including refresher CPR/reanimation; psychological stress/resilience support and stress/trauma counselling; and SAP-related courses. This will enable the Court to leverage best practices, including in the UN, and lessons learnt.

*Consultants* *€13.0 thousand*

344. The requested amount is required to perform the new executive functions of OD-DMS resulting from the *ReVision* project, mainly in the area of risk management, which includes the organization of the yearly risk ranking and the review of risk monitoring strategies.

*General operating expenses* *€301.0 thousand*

345. The requested amount is required to cover existing fixed costs relating to SAP licenses and maintenance for the entire Court: SAP annual software license maintenance costs (FACTS), subscription to SuccessFactors for the new e-recruitment system launched in 2015 and the travel booking system license costs for the Court's travel module Galileo.

**Table 48: Sub-programme 3210: Proposed budget for 2016**

3210 Office of the Director OD-DMS	Expenditure 2014 (thousands of euro)					Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	469.8		469.8		469.8	380.3		380.3	715.2		715.2	334.9	88.1
General Service staff						66.0		66.0	260.1	130.0	390.1	324.1	491.1
<i>Subtotal Staff</i>	<i>469.8</i>		<i>469.8</i>		<i>469.8</i>	<i>446.3</i>		<i>446.3</i>	<i>975.3</i>	<i>130.0</i>	<i>1,105.3</i>	<i>659.0</i>	<i>147.7</i>
General temporary assistance	13.2		13.2		13.2				119.6		119.6	119.6	
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>	<i>13.2</i>		<i>13.2</i>		<i>13.2</i>				<i>119.6</i>		<i>119.6</i>	<i>119.6</i>	
Travel	16.5		16.5		16.5	17.5		17.5	11.3	3.0	14.3	-3.2	-18.1
Hospitality													
Contractual services	2.3		2.3		2.3				1.2		1.2	1.2	
Training									17.7	1.2	18.9	18.9	
Consultants									13.0		13.0	13.0	
General operating expenses									301.0		301.0	301.0	
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>18.8</i>		<i>18.8</i>		<i>18.8</i>	<i>17.5</i>		<i>17.5</i>	<i>344.3</i>	<i>4.2</i>	<i>348.5</i>	<i>331.0</i>	<i>1,891.2</i>
<b>Total</b>	<b>501.8</b>		<b>501.8</b>		<b>501.8</b>	<b>463.8</b>		<b>463.8</b>	<b>1,439.2</b>	<b>134.2</b>	<b>1,573.4</b>	<b>1,109.6</b>	<b>239.2</b>

**Table 49: Sub-programme 3210: Proposed staffing for 2016**

Office of the Director, OD-DMS	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total	
													GS-staff	Total staff
Existing	Basic			1		1	3	1		6		4	4	10
	Situation-related											2	2	2
	<i>Subtotal</i>				<i>1</i>		<i>1</i>	<i>3</i>	<i>1</i>		<i>6</i>		<i>6</i>	<i>6</i>
New/ Converted	Basic													
	Situation-related													
	<i>Subtotal</i>													
Redeployed/ Returned	Basic													
	Situation-related													
	<i>Subtotal</i>													
<b>Total</b>				<b>1</b>		<b>1</b>	<b>3</b>	<b>1</b>		<b>6</b>		<b>6</b>	<b>6</b>	<b>12</b>

**(b) Sub-programme 3220: Human Resources Section****Introduction**

346. The Human Resources Section (HRS) provides HR-related services to all major programmes of the Court. It is headed by the Chief of Section and comprises two units: the HR Operations Unit and the Organizational Development Unit. The Section provides a wide range of services to managers, staff and non-staff in the area of human resources management. These services include strategic advice on human resources issues and initiatives; human resources policy development; grievances and legal matters; staff-management collaboration; workforce planning, recruitment, placement of staff, and redeployments; post management, classifications and reclassifications; special post allowances; secondments, loans and transfers; administration of contracts (staff and non-staff), salary, benefits, entitlements and payroll; insurance and pension matters; performance management; conflict resolution and training and learning programmes.

347. During 2014 and 2015, the HR Section has undergone a thorough review and restructuring to better meet the needs of the Court with regard to human resources services and advice and to transform it from a mainly transactional section to a strategic partner.

**Budget resources** **€2,702.4 thousand**

348. The requested amount has increased by €469.9 thousand (21.0 per cent).

349. The increase is due to the inclusion of funding for internships within Registry (€82.0 thousand), which will improve geographical representation in the internship programme, as well as resources for the Registry's centralized training programme (€5.5 thousand).

**Staff resources** **€2,209.0 thousand**

350. With its new structure, there are 25 established posts. One GTA position (1.0 FTE) will be proposed.

*Established posts: Professional and General Service* *€2,111.6 thousand*

351. The HR Section is managed by the Chief of the Human Resources Section (P-5), supported by an HR Officer - Programme Coordinator (P-3).

352. The HR Operations Unit consists of one Head, HR Operations Unit (P-4), one Recruitment Coordinator (P-3), one Payroll and Entitlements Coordinator (P-3), one Senior HR Assistant (GS-PL) and 14 HR Assistants (GS-OL) including two Payroll Assistants (GS-OL).

353. The HR Organizational Development Unit consists of one Head, Organizational Development Unit (P-4), one HR Officer - Performance Management Coordinator (P-3), one Learning and Development Officer (P-3), one HR Legal/Policy Officer (P-3) and one HR Assistant (GS-OL).

*General temporary assistance* *€97.4 thousand*

354. The requested amount has decreased by €188.5 thousand (65.9 per cent).

355. One *Associate HR Legal/Policy Officer P-2, 12 months. ReVision. New*. This is one of seven transition posts recommended by the ReVision project to create capacity in order to transition into and implement the new Registry structure. The position will support the development and amendment of critical HR policies to close the identified policy gap. The additional policy capacity is required for two years.

**Non-staff resources****€493.3 thousand**

356. The requested amount has increased by €65.3 thousand (285.4 per cent). Non-staff resources are required for travel, contractual services, training, consultants and funded internships.

*Travel**€14.0 thousand*

357. The requested amount has decreased by €0.2 thousand (1.1 per cent), and is required for HR travel to the field offices as well as the participation of HR managers in relevant specialized meetings required for alignment with the UN Common System and to keep abreast of new developments.

*Contractual services**€8.0 thousand*

358. The requested amount has decreased by €12.0 thousand (60.0 per cent), and is required for the Court's participation as an observer in the UN Common System forums and networks.

*Training**€154.3 thousand*

359. The requested amount has increased by €95.5 thousand (162.4 per cent), and is required for the Court's central management and leadership training, performance management training and language training. It also includes Court orientation briefings for new staff. Finally, the amount also includes the HR Section's technical training budget to ensure that the technical skills of HR staff are kept up-to-date.

360. The approved amount for training in recent years has been below a reasonable level for an organization of the size of the Court and an increase is thus required for appropriate investment in enhancing staff skills, competencies and motivation.

*Consultants**€35.0 thousand*

361. The requested amount is unchanged and is required to provide external expertise in areas for which in-house resources and skills are not available. In 2016, such support is required in the areas of post classification, work process analysis and optimization, insurance tendering and HR automation projects.

*General operating expenses (internship)**€282.0 thousand*

362. The funds for internships are requested for the first time and are required to provide stipends to interns from developing countries and with consideration given to geographical representation at the Court.

**Table 50: Sub-programme 3220: Proposed budget for 2016**

3220 Human Resources Section	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	2,081.5	199.5	2,281.0		2,281.0	799.8		799.8	1,057.0		1,057.0	257.2	32.2
General Service staff						820.8	198.0	1,018.8	1,054.6		1,054.6	35.8	3.5
<i>Subtotal Staff</i>	<i>2,081.5</i>	<i>199.5</i>	<i>2,281.0</i>		<i>2,281.0</i>	<i>1,620.6</i>	<i>198.0</i>	<i>1,818.6</i>	<i>2,111.6</i>		<i>2,111.6</i>	<i>293.0</i>	<i>16.1</i>
General temporary assistance	350.7		350.7		350.7	285.9		285.9	97.4		97.4	-188.5	-65.9
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>	<i>350.7</i>		<i>350.7</i>		<i>350.7</i>	<i>285.9</i>		<i>285.9</i>	<i>97.4</i>		<i>97.4</i>	<i>-188.5</i>	<i>-65.9</i>
Travel	15.8	7.2	23.0		23.0	14.2		14.2	14.0		14.0	-0.2	-1.1
Hospitality													
Contractual services	9.6		9.6		9.6	20.0		20.0	8.0		8.0	-12.0	-60.0
Training	99.1		99.1		99.1	46.8	12.0	58.8	154.3		154.3	95.5	162.4
Consultants	40.8		40.8		40.8	35.0		35.0	35.0		35.0		
General operating expenses									282.0		282.0	282.0	
Supplies and materials	1.5		1.5		1.5								
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>166.8</i>	<i>7.2</i>	<i>174.0</i>		<i>174.0</i>	<i>116.0</i>	<i>12.0</i>	<i>128.0</i>	<i>493.3</i>		<i>493.3</i>	<i>365.3</i>	<i>285.4</i>
<b>Total</b>	<b>2,599.0</b>	<b>206.7</b>	<b>2,805.7</b>		<b>2,805.7</b>	<b>2,022.5</b>	<b>210.0</b>	<b>2,232.5</b>	<b>2,702.4</b>		<b>2,702.4</b>	<b>469.9</b>	<b>21.0</b>

**Table 51: Sub-programme 3220: Proposed staffing for 2016**

Human Resources Section	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic				1	1	3			5	1	15	16	21
	Situation-related													
	<i>Subtotal</i>				<i>1</i>	<i>1</i>	<i>3</i>			<i>5</i>	<i>1</i>	<i>15</i>	<i>16</i>	<i>21</i>
New/ Converted	Basic					1	3			4				4
	Situation-related													
	<i>Subtotal</i>					<i>1</i>	<i>3</i>			<i>4</i>				<i>4</i>
Redeployed/ Returned	Basic													
	Situation-related													
	<i>Subtotal</i>													
<b>Total</b>					<b>1</b>	<b>2</b>	<b>6</b>			<b>9</b>	<b>1</b>	<b>15</b>	<b>16</b>	<b>25</b>

**(c) Sub-programme 3230: Budget Section****Introduction**

363. The creation of a focused Budget Section (BS), separate from the Finance Section, indicates the shift from an operational support role to that of a more strategic one, partnering with the Court's organs and sections in devising long-term plans and strategies, determining resource needs and measuring performance. Under the overall authority of the Director of Management Services, the Section will be headed by a dedicated Chief who will play a central role in the preparation, negotiation and implementation of the Court's budget. This approach to budget management within Registry will provide strong centralized budget oversight and the coordination of strategic priorities within the Court to meet its objectives, while ensuring maximum efficiency in the utilization of its resources. In splitting the roles of budget and finance into two sections, responsibilities and accountability will be clarified and the effectiveness of Registry-wide budget control and implementation enhanced.

364. The BS will continue to provide effective, timely, accurate budgeting and control services to the Court. This includes the coordination and preparation of the annual programme budgets and subsequent supplementary budgets, monitoring of budget performance, the preparation of forecasts, providing strategic advice on budgetary issues and analysis of resource allocation to achieve the most efficient use of resources. The Section is also responsible for the preparation of Contingency Fund notifications, budget and forecast information and reports to management, the Committee on Budget and Finance and the Assembly of States Parties. The scope of activities of the new BS has been broadened to cover not only budgeting but planning, monitoring, evaluation and forecasting, deepening the interaction with stakeholders to enable more in-depth analysis of budget negotiations and review with regard to both planning and implementation issues, and improving control activities, thereby ensuring full Registry-wide control over staff and non-staff costs.

**Budget resources** **€582.4 thousand**

365. The requested amount is €582.4 thousand and has been carefully reviewed in terms of what is required to implement the mandate of the newly established Section.

**Staff resources** **€65.4 thousand**

366. There are six established posts and no GTA positions.

*Established posts: Professional and General Service* *€563.9 thousand*

367. The BS is managed by one Chief of Budget Section (P-5).

368. The BS consists of one Budget Planning and Monitoring Officer (P-4), one Associate Budget Planning and Monitoring Officer (P-2), one Senior Budget Assistant (GS-OL), one Budget Assistant (GS-OL) and one Administrative and Budget Assistant (GS-OL).

*Overtime* *€1.5 thousand*

369. The requested amount is required for time-bound activities such as the finalization of the annual proposed programme budget.

**Non-staff resources** **€17.0 thousand**

370. The requested amount is required for travel, training and consultants.

*Travel* *€2.8 thousand*

371. The requested amount is required to attend the Annual Budget Network Meeting.



*Training*

€9.2 thousand

372. The requested amount is required to cover the costs of specialized training for budget planning and forecast for two staff, and for Visio training for two staff, and to attend management courses in line with the new executive functions assigned to the Section.

*Consultants*

€5.0 thousand

373. The requested amount is required for expert support on specialized performance areas in the capacity of organization performance management.

**Table 52: Sub-programme 3230: Proposed budget for 2016**

3230 Budget Section	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016vs 2015			
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						211.4		211.4	368.8		368.8	157.4	74.4
General Service staff						132.0		132.0	195.1		195.1	63.1	47.8
<i>Subtotal Staff</i>						<i>343.4</i>		<i>343.4</i>	<i>563.9</i>		<i>563.9</i>	<i>220.5</i>	<i>64.2</i>
General temporary assistance						71.9		71.9				-71.9	-100.0
Temporary assistance for meetings													
Overtime						1.1		1.1	1.5		1.5	0.4	36.4
<i>Subtotal Other staff</i>						<i>73.0</i>		<i>73.0</i>	<i>1.5</i>		<i>1.5</i>	<i>-71.5</i>	<i>-97.9</i>
Travel						3.0		3.0	2.8		2.8	-0.2	-6.7
Hospitality													
Contractual services						0.4		0.4				-0.4	-100.0
Training						3.6		3.6	9.2		9.2	5.6	155.8
Consultants									5.0		5.0	5.0	
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>						<i>7.0</i>		<i>7.0</i>	<i>17.0</i>		<i>17.0</i>	<i>10.0</i>	<i>143.0</i>
<b>Total</b>						<b>423.4</b>		<b>423.4</b>	<b>582.4</b>		<b>582.4</b>	<b>159.0</b>	<b>37.5</b>

**Table 53: Sub-programme 3230: Proposed staffing for 2016**

Budget Section		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1			1		2		2	2	4
	Situation-related														
	<i>Subtotal</i>					<i>1</i>			<i>1</i>		<i>2</i>		<i>2</i>	<i>2</i>	<i>4</i>
New/ Converted	Basic						1				1		1	1	2
	Situation-related														
	<i>Subtotal</i>						<i>1</i>				<i>1</i>		<i>1</i>	<i>1</i>	<i>2</i>
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
<b>Total</b>					<b>1</b>	<b>1</b>		<b>1</b>		<b>3</b>		<b>3</b>	<b>3</b>	<b>6</b>	

**(d) Sub-programme 3240: Finance Section****Introduction**

374. As part of the organizational restructure implemented during 2015, the Budget and Finance Section (BFS) was split into two separate Sections. While the Budget Section (BS) becomes a stand-alone section focusing on strategic support, the Finance Section (FS) continues to hold the responsibilities detailed below.

375. The Finance Section provides financial services for the efficient conduct of Court business. The Section carries out activities in support of the financial operations of the Court as a whole at the seat of the Court and elsewhere. The Section coordinates, collates and produces the financial statements for the Court and for the Trust Fund for Victims (TFV). The Finance Section also manages assessed contributions, voluntary contributions and contingency funds for operational and investment needs, and effectively monitors and reports on these in accordance with Assembly and donor requirements.

376. The Section is further responsible for carrying out all disbursement activities, including posting of salary and other staff costs and entitlements calculated by the Human Resources Section, and it manages the Court's financial accounts. Other key functions include treasury management, accounting and financial reporting within the Court's ERP system (SAP) and directly or indirectly implementing key Court finance projects such as IPSAS adoption, reporting and other SAP enhancement projects. In addition, the Section provides assistance and guidance in relation to financial procedures across the Court.

**Budget resources** **€1,459.9 thousand**

377. The requested amount has decreased by €56.6 thousand (39.6 per cent).

**Staff resources** **€1,306.5 thousand**

378. The Finance Section consists of 17 established posts. It reflects the approved organizational structure. No GTAs are required due to finalization of the IPSAS project implementation.

*Established posts: Professional and General Service* *€1,299.5 thousand*

379. One Chief of Section (P-5) is responsible for the management of the Section and advising the Director on financial matters of the Court.

380. One Administrative and Finance Assistant (GS-OL) supports the whole FS.

381. The Disbursement and Payroll Unit processes all payment vouchers for (Non) staff in respect of travel, and is responsible for the reimbursement of expenses incurred on behalf of the Court, advances and settlements to staff members related to operational field activities carried out mainly by OTP, VWS and VPRS, as well as the salaries, allowances and benefit payments for judges and staff per the HR Section's calculations. It also processes replenishment vouchers for the petty cash custodians and payment vouchers in respect of invoices to vendors and individual contractor, consultant and Counsel fees. It consists of one Head of the Disbursement and Payroll Unit (P-3), three Senior Finance Assistants (GS-OL) and four Finance Assistants (GS-OL).

382. The Accounts and Treasury Unit maintains accounts and posting schemes for transactions and records and prepares the Financial Statements of the Court and of the TFV. In addition, it executes payments, ensuring that funds are available to meet cash needs through cash flow forecasting, and executes and monitors investments. It consists of one Head, Accounts and Treasury Unit (P-3), one Associate Accounts/Contributions Officer (P-2), three Senior Finance Assistants (GS-OL) and two Finance Assistants (GS-OL).

*Overtime*

€7.0 thousand

383. The requested amount has decreased by €3.0 thousand (30.0 per cent). The overtime is particularly required during the periods of accounting close, financial reporting, and external auditing.

**Non-staff resources****€153.5 thousand**

384. The requested amount has decreased by €83.7 thousand (35.3 per cent). Non-staff resources are required for travel, contractual services, training, and general operating expenses.

*Travel*

€5.4 thousand

385. The requested amount has decreased by €21.4 thousand (79.9 per cent). It is required to attend several finance-related meetings such as the Annual Finance Network Meeting, the Task Force on Accounting Standards/IPSAS Meeting and the SAP Special Interest Group Meeting, so as to benefit from the knowledge exchange and best practices in using different SAP Modules such as Materials Management (MM), Travel, and Finance.

*Contractual services*

€77.1 thousand

386. The requested amount has decreased by €32.1 thousand (29.4 per cent). It is mainly required to cover the External Auditors' fees, the US Tax Reimbursement Administrative fees and UN IPSAS Task Force Observer 2016-2017.

*Training*

€9.0 thousand

387. The requested amount has decreased by €36.7 thousand (80.3 per cent). It is required for specialized IPSAS training for all the Section's staff members.

*General Operating Expenses*

€62.0 thousand

388. The requested amount has increased by €6.5 thousand (11.7 per cent). It is required to cover banking service fees and charges, correspondent bank charges, Western Union transfer fees, and the annual fee introduced by that company in 2015.

**Table 54: Sub-programme 3240: Proposed budget for 2016**

3240 Finance Section	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)				Proposed Budget 2016 (thousands of euro)				Resource growth 2016 vs 2015		
	Basic	Situat- related	Total	Cont. Fund	Total Incl.CF	Basic	Situat- related	IPSAS	Total	Basic	Situat- related	IPSAS	Total	Amount	%
Professional staff	1,839.2	324.8	2,164.0		2,164.0	758.1			758.1	454.1			454.1	-304.0	-40.1
General Service staff						792.0	344.4		1,136.4	845.4			845.4	-291.1	-25.6
<i>Subtotal Staff</i>	<i>1,839.2</i>	<i>324.8</i>	<i>2,164.0</i>		<i>2,164.0</i>	<i>1,550.1</i>	<i>344.4</i>		<i>1,894.5</i>	<i>1,299.5</i>			<i>1,299.5</i>	<i>-595.1</i>	<i>-31.4</i>
General temporary assistance	358.0		358.0		358.0	274.8			274.8					-274.8	-100.0
Temporary assistance for meetings															
Overtime	12.8		12.8		12.8	10.0			10.0	7.0			7.0	-3.0	-30.0
<i>Subtotal Other staff</i>	<i>370.8</i>		<i>370.8</i>		<i>370.8</i>	<i>284.8</i>			<i>284.8</i>	<i>7.0</i>			<i>7.0</i>	<i>-277.8</i>	<i>-97.5</i>
Travel	2.4		2.4		2.4	16.8		10.0	26.8	5.4			5.4	-21.4	-79.9
Hospitality															
Contractual services	165.7		165.7		165.7	93.9		15.3	109.2	77.1			77.1	-32.1	-29.4
Training	27.1		27.1		27.1	15.7		30.0	45.7	9.0			9.0	-36.7	-80.3
Consultants															
General operating expenses	120.0		120.0		120.0	55.5			55.5	62.0			62.0	6.5	11.7
Supplies and materials															
Furniture and equipment															
<i>Subtotal Non-staff</i>	<i>315.2</i>		<i>315.2</i>		<i>315.2</i>	<i>181.9</i>		<i>55.3</i>	<i>237.2</i>	<i>153.5</i>			<i>153.5</i>	<i>-83.7</i>	<i>-35.3</i>
<b>Total</b>	<b>2,525.2</b>	<b>324.8</b>	<b>2,850.0</b>		<b>2,850.0</b>	<b>2,016.8</b>	<b>344.4</b>	<b>55.3</b>	<b>2,416.5</b>	<b>1,459.9</b>			<b>1,459.9</b>	<b>-956.6</b>	<b>-39.6</b>

**Table 55: Sub-programme 3240: Proposed staffing for 2016**

Finance Section		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1		2	1		4		12	12	16
	Situation-related														
	<i>Subtotal</i>					<i>1</i>		<i>2</i>	<i>1</i>		<i>4</i>		<i>12</i>	<i>12</i>	<i>16</i>
New/ Converted	Basic												1	1	1
	Situation-related														
	<i>Subtotal</i>												<i>1</i>	<i>1</i>	<i>1</i>
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
<b>Total</b>					<b>1</b>		<b>2</b>	<b>1</b>			<b>4</b>		<b>13</b>	<b>13</b>	<b>17</b>

**(e) Sub-programme 3250: General Services Section****Introduction**

389. The General Services Section (GSS) belongs, organizationally, to the Division of Management Services in the Registry. The GSS consists of four units: the Facilities Management Unit (FMU), which is responsible for running the owner-occupied premises at The Hague, and the assessment, maintenance and adaptation of rental premises at field locations; the Procurement Unit, which provides value for money goods and services required by all Major Programmes of the Court; the Transport and Logistics Unit (TLU), which provides distribution, supply chain services, fleet management, and shipping at Headquarters and field locations, local transportation, and mail operations and archiving at Headquarters. The Travel Unit (TU) is responsible for arranging all the Court's official travel, related visa services and residence permits at The Hague, administrative functions related to privileges and immunities and the shipment of personal goods on appointment and separation. The Chief of GSS, also responsible for the Court's commercial insurance programme, reports to the Director of Division of Management Services.

**Budget resources** **€8,107.2 thousand**

390. The requested amount has increased by €2,815.9 thousand (53.2 per cent) due to the fact that the Court will take over its responsibility as owner of its new, larger, permanent premises at the end of 2015. The main increases are included in the general operating expenses for the building, including preventative and corrective maintenance on the one hand and higher operating costs on the other, due to the size of the building. Such costs, previously embedded in the rental costs of the interim premises, are now included under this sub-programme's budget. There is also a proposal for asset replacements that did not appear in the 2015 budget.

**Staff resources** **€3,516.4 thousand**

*Established posts: Professional and General Service* *€3,360.3 thousand*

391. GSS consists of 46 established posts and one GTA position (1.0 FTE).

392. GSS is headed by one Chief of Section (P-5), supported by one Administrative Assistant (GS-OL).

393. The Facilities Management Unit (FMU) consists of one Head, Facilities Management Unit (P-4), one Associate Project Officer (P-2), one Associate Project Administrator (P-2) transferred from the PDO, one Hard Services Coordinator (GS-PL), one Draughtsperson (GS-OL), three Facilities Services Clerks (GS-OL), three Handymen (GS-OL), one Facilities HVAC Technician (GS-OL), one Facilities Security Installation Technician, (GS-OL), and one Facilities Electrical Technician (GS-OL).

394. The Transport and Logistics Unit (TLU) consists of one Head, Transport and Logistics Unit (P-3), one Correspondence and Freight Co-ordinator (GS-OL), one Supply Coordinator (GS-OL), one Property Control Assistant (GS-OL), one Registry Clerk (GS-OL), four Logistics Clerks, (GS-OL), one Transport Coordinator and four Drivers.

395. The Procurement Unit consists of one Head, Procurement Unit (P-4), one Procurement Coordinator (GS-PL), four Procurement Assistants (GS-OL) and one Procurement Clerk (GS-OL).

396. The Travel Unit (TU) consists of one Travel Supervisor (GS-PL), and five Travel Assistants (GS-OL).

397. To handle the increased workload associated with the move of the Court to its permanent premises, a total of three posts were recommended by the *ReVision* project under GSS: one Associate Facilities Officer (P-2), one Facilities Services Clerk (GS-OL) and one Building Technician (GS-OL).

*General temporary assistance* €36.1 thousand

398. The requested amount will decrease with the recruitment of one Handyman for six months.

399. One *Handyman, (GS-OL), six months. New*. This position is required as a result of the expanded workload of FMU due to the additional responsibilities of the Court's owner-occupied permanent premises. This position is essential to a smooth transition from the interim premises to a properly functioning permanent seat of the Court. In the interim premises, this role was fulfilled by the employees of the property owner and/or the RGD and the costs covered through rent and maintenance charges.

**Non-staff resources** €4,590.7 thousand

400. The requested amount has increased by €2,429.9 thousand (112.5 per cent). Non-staff resources are required for travel, contractual services, training, general operating expenses, supplies and materials and furniture and equipment.

*Travel* €39.0 thousand

401. The requested amount has increased by €23.0 thousand (143.4 per cent) and is required for travel to field offices in fulfilment of the newly acquired roles of General Services, including determining the standards and requirements for field offices in terms of facilities and the condition of the vehicle fleet. Funds are also required to facilitate annual meetings of the IATN and INFM.

*Contractual services* €315.4 thousand

402. The requested amount has increased by €295.4 thousand (1,477.0 per cent). This increase is largely due to reallocation from General Operating Expenses and Supplies and Materials to Contractual Services, e.g. commercial insurance policies, payments for UNLP, focalpointnet (travel services) and outsourced mail charges.

*Training* €19.0 thousand

403. The requested amount has increased by €9.2 thousand (94.2 per cent) as almost all training activities during 2015 were suspended to free staff resources to support the demands of delivering the new building, e.g. additional demands upon Procurement, Facilities Management and Logistics and Transport. However, there remains a requirement to maintain professional qualifications and knowledge of industry best practice.

*General Operating Expenses* €3,528.5 thousand

404. The requested amount has increased by €1,630.0 thousand (85.9 per cent). The Court foresees a significant increase in general operating expenses in 2016 as a reflection of its status as owner-operator. The building is larger than the interim premises and installations will be maintained by the Court. Costs that were included as part of the rent will now be identified and paid for through the regular budget, e.g. building installation maintenance, building insurance etc. These changes will continue through 2017 and 2018 as the warranty on the installations expires. General operating expenses cover all costs associated with the day-to-day operation of the Court, including energy, fuel, the vehicle fleet at Headquarters, courier and mail services. A specific provision against Field Office operations has been included to cover costs expected as a result of the development of the Court's overseas offices, a task which is now part of the GSS portfolio.

*Supplies and materials* €246.7 thousand

405. The requested amount has increased slightly by €35.2 thousand (16.6 per cent). The funds are required to provide consumable materials including office supplies, toners, paper and oil. The increase is due to an index that is applied for inflation and the continued expansion of the Office of the Prosecutor.

## Furniture and equipment

€442.1 thousand

406. The requested amount is new as GSS did not include a provision for new furniture and equipment in the 2015 budget. With the move to the permanent seat of the Court, equipment that was approaching or has exceeded end-of-life will need to be replaced. This will include office furniture (new and replacement), one vehicle and water fountains. The provision will also cover the replacement of 6 vehicles located at the field locations.

**Table 56: Sub-programme 3250: Proposed budget for 2016**

3250 General Services Section	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	2,596.7		2,596.7		2,596.7	568.4	568.4	781.7		781.7	213.3	37.5	
General Service staff						2,392.8	2,392.8	2,578.7		2,578.7	185.9	7.8	
<i>Subtotal Staff</i>	<i>2,596.7</i>		<i>2,596.7</i>		<i>2,596.7</i>	<i>2,961.2</i>	<i>2,961.2</i>	<i>3,360.3</i>		<i>3,360.3</i>	<i>399.1</i>	<i>13.5</i>	
General temporary assistance	91.2	0.2	91.4		91.4	71.5	71.5	36.1		36.1	-35.4	-49.5	
Temporary assistance for meetings													
Overtime	54.6	6.4	61.0		61.0	55.6	42.2	97.8	55.0	65.0	120.0	22.2	22.7
<i>Subtotal Other staff</i>	<i>145.8</i>	<i>6.6</i>	<i>152.4</i>		<i>152.4</i>	<i>127.1</i>	<i>42.2</i>	<i>169.3</i>	<i>91.1</i>	<i>65.0</i>	<i>156.1</i>	<i>-13.2</i>	<i>-7.8</i>
Travel	13.9	10.1	24.0		24.0	16.0		16.0	2.1	36.9	39.0	23.0	143.4
Hospitality													
Contractual services	25.5		25.5		25.5	20.0		20.0	315.4		315.4	295.4	1,477.0
Training	17.4		17.4		17.4	9.8		9.8	19.0		19.0	9.2	94.2
Consultants	0.1		0.1		0.1	5.0		5.0				-5.0	-100.0
General operating expenses	2,087.6		2,087.6		2,087.6	1,898.5	1,898.5	3,358.5	170.0	3,528.5	1,630.0	85.9	
Supplies and materials	202.4		202.4		202.4	211.5		211.5	246.7		246.7	35.2	16.6
Furniture and equipment	87.5		87.5		87.5			442.1		442.1	442.1		
<i>Subtotal Non-staff</i>	<i>2,434.4</i>	<i>10.1</i>	<i>2,444.5</i>		<i>2,444.5</i>	<i>2,160.8</i>		<i>2,160.8</i>	<i>4,383.8</i>	<i>206.9</i>	<i>4,590.7</i>	<i>2,429.9</i>	<i>112.5</i>
<b>Total</b>	<b>5,176.9</b>	<b>16.7</b>	<b>5,193.6</b>		<b>5,193.6</b>	<b>5,249.1</b>	<b>42.2</b>	<b>5,291.3</b>	<b>7,835.3</b>	<b>271.9</b>	<b>8,107.2</b>	<b>2,815.9</b>	<b>53.2</b>

**Table 57: Sub-programme 3250: Proposed staffing for 2016**

General Services Section		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1	2	1	1		5	3	33	36	41
	Situation-related														
	<i>Subtotal</i>					<i>1</i>	<i>2</i>	<i>1</i>	<i>1</i>		<i>5</i>	<i>3</i>	<i>33</i>	<i>36</i>	<i>41</i>
New/ Converted	Basic								1		1		3	3	4
	Situation-related														
	<i>Subtotal</i>								<i>1</i>		<i>1</i>		<i>3</i>	<i>3</i>	<i>4</i>
Redeployed/ Returned	Basic								1		1				1
	Situation-related														
	<i>Subtotal</i>								<i>1</i>		<i>1</i>				<i>1</i>
<b>Total</b>					<b>1</b>	<b>2</b>	<b>1</b>	<b>3</b>		<b>7</b>	<b>3</b>	<b>36</b>	<b>39</b>	<b>46</b>	

**(f) Sub-programme 3290: Security and Safety Section****Introduction**

407. The Security and Safety Section (SSS) provides a safe, secure and confidential working environment for the Court's judges and elected officials, as well as for staff members, experts, counsel, accused persons, witnesses, visitors and others at Headquarters. The Section protects all persons to whom the Court owes a duty of care, as well as the tangible and intangible assets of the Court. The Chief of Security is the principal security adviser to the organization for all its areas of operation.

408. At Headquarters, the section provides uninterrupted round-the-clock service to all organs of the Court, including the Judiciary, the Office of the Prosecutor and the Registry, but also the Secretariat of the Assembly of States Parties and the Trust Fund for Victims. It also provides the necessary security and safety services for the safe and undisturbed conduct of court hearings.

409. The Field Security Unit and the Information Security Unit have been transferred outside the SSS as a result of the *ReVision* project.

**Budget resources** **€6,085.8 thousand**

410. The requested amount has decreased by €1,376.8 thousand (18.4 per cent).

**Staff resources** **€5,293.7 thousand**

411. SSS comprises 72 established posts including 16 which are related to the permanent premises and nine GTA positions (9.0 FTE) as a result of parallel hearings to be held in multiple courtrooms and the move to the Court's permanent premises.

*Established posts: Professional and General Service* *€4,449.6 thousand*

412. SSS is managed by the Chief of Section (P-5) who provides guidance on security and safety matters, ensuring a safe, secure and confidential working environment for the Court. The Chief of the Section is directly supported by one Administrative Assistant (GS-OL).

413. SSS is composed of two units: the Security Policy and Compliance Unit and the Building and Court Security Unit.

414. The Security Policy and Compliance Unit is composed of one Head, Security Policy and Compliance Unit (GS-PL), one Fire and Safety Officer (GS-PL), one Identification and Logistics Support Officer (GS-OL), one Identification and Logistics Support Assistant (GS-OL), one Personnel Security Officer (GS-PL), one Personnel Security Support Officer (GS-OL), one Administrative Assistant (GS-OL), one Security Training Coordinator (GS-OL) and one Security Training Assistant (GS-OL).

415. The Building and Court Security Unit is composed of one Head, Building and Court Security Unit (P-4), one Senior Lieutenant (GS-PL), one Security Planning and Scheduling Officer (GS-OL), two Security Lieutenants (GS-OL), one Security Systems Officer (GS-OL), five Security Sergeants (GS-OL), 12 Senior Security Officers (GS-OL) and 36 Security Officers (GS-OL).

416. SSS also comprises one Field Security Coordinator (P-4) and one Field Security Coordination Assistant (GS-OL) who are embedded in the Coordination and Planning Unit, Division of External Relations.

417. In order to ensure adequate security coverage at the Court's permanent premises, an additional 16 security officer posts recommended by the *ReVision* project have been included above under the Building and Court Security Unit.

*General temporary assistance* *€650.7 thousand*

418. The requested amount has increased by €361.2 thousand (124.8 per cent).



419. Nine *Security Officers (GS-OL)*, 12 months. *New*. These positions are required to guarantee security support in the second courtroom of the permanent premises.

*Overtime* €193.4 thousand

420. The requested amount has decreased by €3.8 thousand (1.9 per cent).

421. Maintenance of round-the-clock security and safety services requires permanent staffing of a number of security posts. In accordance with the Court's Staff Regulations and Rules, Security General Services Staff are entitled to financial compensation when performing night duties. Overtime is regularly required, due to public holidays and annual leave, mission support and staff shortages. In addition, overtime is required to cover extended hours for Court hearings.

**Non-staff resources** €792.2 thousand

422. The requested amount has decreased by €342.1 thousand (30.2 per cent). The non-staff resources are required for travel, contractual services, training, general operating expenses and supplies and materials.

*Travel* €190.1 thousand

423. The requested amount has decreased by €110.4 thousand (36.7 per cent). Resources are required for attendance at briefings and coordination meetings (with UNDSS, the Inter-Agency Security Management Network and INTERPOL); to ensure the compliance and cost-efficiency of security management decisions; networking and information sharing; inspections, compliance verification and policy assurance, safety and security investigations; liaison (UNDSS and local authorities); and travel in support of elected officials.

*Contractual services* €208.0 thousand

424. The requested amount has decreased by €135.8 thousand (39.5 per cent), largely due to the *ReVision* conducted within Registry which has centralized security-related expenses under the various Field Offices.

425. The resources are required for security vetting and key-holding services for the residences of elected officials. SSS continues to ensure that the pre-employment screening procedure for all new personnel, interns, visiting professionals, consultants and contractors is conducted. Based on a formal agreement between the Court and INTERPOL, the Court continues to pay an annual fee for vetting-related services.

426. In line with the budget assumptions, a third courtroom will be operational for a maximum of 20 weeks. Outsourced security services are requested to support these additional courtroom activities and will be used on demand, only when the operational requirements exceed the capacity of the in-house resources.

*Training* €148.7 thousand

427. The requested amount has increased by €4.7 thousand (3.3 per cent) due to the increased number of security officers within the SSS. The resources are required to ensure compliance with Court and host State regulations. Included are the mandatory first-aid, fire and emergency response and firearms training in order to maintain the necessary qualifications. Training in the use of the emergency trauma bag, control and restraint, accused transport and close protection is also required. Furthermore the Safe and Secure Approaches in the Field Environment (SSAFE) training delivered in collaboration with the host State military in the Netherlands will continue in 2016.

*General Operating Expenses* €125.0 thousand

428. The requested amount has decreased by €148.0 thousand (54.2 per cent), largely due to the *ReVision* conducted within Registry which centralized the relevant security-related expenses under the various Field Offices. The existing resources are for the maintenance of

firearms and security screening and training equipment. Fully functioning security screening equipment is essential to the Court's security regime. Also included is the United Nations Security Management System (UNSMS) membership fee.

*Supplies and materials*

€120.4 thousand

429. The requested amount has increased by €63.9 thousand (113.3 per cent) and is based on the need to provide equipment to the extra security officers for the additional courtroom. The increase is also due to the need to purchase security protective equipment – concealed body armour and tactical bullet proof vests and helmets – due to the end of the life-cycle of the older equipment (in the previous budget the funds had been placed under *Furniture and equipment*). The resources are also required for essential provisions for the Pass and ID Office, uniforms, safety footwear, and supplies and materials for firearms training.

**Table 58: Sub-programme 3290: Proposed budget for 2016**

3290 Security and Safety Section	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015			
	Basic	Situation-related	Total	Cont. Fund	Total Incl. CF	Basic	Situation-related	Total	Basic	Situation-related	Total	Amount	%
Professional staff	2,563.0	1,797.7	4,360.7		4,360.7	590.1	558.9	1,149.0	281.1	130.0	411.1	-737.9	-64.2
General Service staff						3,232.5	1,460.2	4,692.7	3,543.3	495.1	4,038.4	-654.3	-13.9
<i>Subtotal Staff</i>	<i>2,563.0</i>	<i>1,797.7</i>	<i>4,360.7</i>		<i>4,360.7</i>	<i>3,822.6</i>	<i>2,019.1</i>	<i>5,841.7</i>	<i>3,824.5</i>	<i>625.1</i>	<i>4,449.6</i>	<i>-1,392.2</i>	<i>-23.8</i>
General temporary assistance	1,095.6	193.3	1,288.9		1,288.9		289.5	289.5		650.7	650.7	361.2	124.8
Temporary assistance for meetings													
Overtime	143.8	46.4	190.2		190.2	134.8	62.4	197.2	132.0	61.4	193.4	-3.8	-1.9
<i>Subtotal Other staff</i>	<i>1,239.4</i>	<i>239.7</i>	<i>1,479.1</i>		<i>1,479.1</i>	<i>134.8</i>	<i>351.9</i>	<i>486.7</i>	<i>132.0</i>	<i>712.1</i>	<i>844.1</i>	<i>357.4</i>	<i>73.4</i>
Travel	10.6	219.1	229.7		229.7	9.9	290.6	300.5	10.5	179.6	190.1	-110.4	-36.7
Hospitality													
Contractual services	150.8	309.9	460.7		460.7	99.8	244.0	343.8	82.0	126.0	208.0	-135.8	-39.5
Training						60.5	83.5	144.0	53.6	95.1	148.7	4.7	3.3
Consultants													
General operating expenses	106.6	55.8	162.4		162.4	153.0	120.0	273.0	125.0		125.0	-148.0	-54.2
Supplies and materials	17.1	13.3	30.4		30.4	34.2	22.2	56.4	66.3	54.1	120.4	63.9	113.3
Furniture and equipment	40.1	1.0	41.1		41.1	8.5	8.0	16.5				-16.5	-100.0
<i>Subtotal Non-staff</i>	<i>325.2</i>	<i>599.1</i>	<i>924.3</i>		<i>924.3</i>	<i>365.9</i>	<i>768.3</i>	<i>1,134.2</i>	<i>337.4</i>	<i>454.8</i>	<i>792.2</i>	<i>-342.1</i>	<i>-30.2</i>
<b>Total</b>	<b>4,127.6</b>	<b>2,636.5</b>	<b>6,764.1</b>		<b>6,764.1</b>	<b>4,323.3</b>	<b>3,139.3</b>	<b>7,462.6</b>	<b>4,293.8</b>	<b>1,792.0</b>	<b>6,085.8</b>	<b>-1,376.8</b>	<b>-18.4</b>

**Table 59: Sub-programme 3290: Proposed staffing for 2016**

Security and Safety Section	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing					1	1				2	2	46	48	50
						1				1	1	7	8	9
<i>Subtotal</i>					<i>1</i>	<i>2</i>				<i>3</i>	<i>3</i>	<i>53</i>	<i>56</i>	<i>59</i>
New/ Converted												13	13	13
												13	13	13
<i>Subtotal</i>												<i>13</i>	<i>13</i>	<i>13</i>
Redeployed/ Returned														
<i>Subtotal</i>														
<b>Total</b>					<b>1</b>	<b>2</b>				<b>3</b>	<b>3</b>	<b>66</b>	<b>69</b>	<b>72</b>

### 3. Programme 3300: Division of Judicial Services

#### Introduction

430. With a view to providing effective and efficient support for proceedings, the Division of Judicial Services (DJS) groups together all the active components for sound and comprehensive judicial support the Office of the Director DJS (OD DJS), the Court Management Section (CMS), the Detention Section (DS), the Language Services Section (LSS), the Victims Participation and Reparations Section (VPRS), the Information Management Services Section (IMSS), the Counsel Support Section (CSS) and both independent Offices for Victims and Defence respectively (OPCV, OPCD).

431. In 2016, the DJS will continue to focus its efforts on supporting the on-going trials, in pursuance of its core businesses, such as but not limited to, enabling the expeditious and swift running of (simultaneous) trial proceedings before the Court and engaging in judicial cooperation with external parties.

432. The Division will continue to provide the necessary specialized services, such as high-quality e-Court provision, in particular live transcripts in both working languages, an essential contribution to the conduct of fair, effective and expeditious trials. The Division will also continue to provide interpretation from and into French and English, from and into the languages spoken by witnesses and persons detained or summoned to appear, and translation services required for judicial proceedings. The Division will remain responsible for the well-being of detained persons during the critical period of trial.

433. The Division will continue to provide the necessary services to ensure the adequate and meaningful legal representation of victims in proceedings before the Court, on the one hand, through in-house legal representation of victims ensured by the OPCV acting as an independent office, and on the other hand, by supporting teams of external legal representatives.

434. As various cases will be in the reparations phase before the Court in 2016, the Division in general, and the VPRS in particular, while continuing with the implementation of victims' strategy and the smooth processing of all applications for participation, will continue to devote specific attention to this interesting aspect of the Court's proceedings. In addition, the OPCV, acting as an independent office, will also continue to ensure in-house legal representation of victims in reparation proceedings.

435. In view of the delivery of effective information management services, the Division will work closely with the new DJS section – IMSS – to develop policies, best practice and a change management programme - this will be an ongoing project. The IMSS will also be involved in the Transition Project, as well as implementing the second stage of the IMSS Strategic Plan, ensuring that the technology used at the Court remains efficient and cost-effective.

436. The Division will implement the revised legal aid system and continuously monitor its adequacy and cost effectiveness in a manner consistent with judicial decisions and the rights of the defence. In addition, the OPCD, acting as an independent office, will continue to provide supplemental legal and technical support to Defence teams and defendants.

437. The Division of Judicial Services fully understands the current budgetary constraints. It is, however, important to be aware that certain costs, in particular in the area of the DJS Sections' respective core activities, will still need to be incurred.

438. Finally, the Division of Judicial Services will continue to contribute to the Court's objective of conducting investigations, in cooperation with the Office of the Prosecutor, assisting in the coordination of arrest operations for persons named in arrest warrants, or the appearance of persons subject to a summons to appear, by organizing operational and judicial support with States Parties, States not party to the Rome Statute and relevant institutional partners, both in the field and in The Hague.

#### *Objectives (Priority Objectives 2015-2016)*

1.1.2 Develop appropriate performance indicators for judicial processes (SG 1.1).

- 1.4.1 Implement the revised legal aid system and continuously monitor its adequacy and cost-effectiveness in a manner consistent with judicial decisions and the rights of the defence (SG 1.4).
- 1.4.2 Provide focused training for counsel admitted to the ICC List of counsel (SG 1.4).
- 1.5 Ensure adequate and meaningful participation and representation of victims (SG 1.5).
- 1.5.3 Implement the revised legal aid system relating to victims (SG 1.5).
- 1.6 Ensure meaningful reparations and a successful implementation of reparation orders including coherent principles for victim reparations (SG 1.6).
- 1.6.1 Apply and refine principles of victims' reparations established through the first proceedings of the ICC (SG 1.6).
- 1.6.2 Develop coordination mechanisms with the TFV for the implementation of the judicial decisions in relation to reparation (SG 1.6).
- 2.1.2 Effective resource management and identification and implementation of possible further efficiency measures (SG 2.1).
- 2.1.5 Improve judicial services performance (SG 2.1).
- 2.2.1 Ensure high standards in recruitment (SG 2.2).
- 2.2.2 Ensure compliance with the Court's regulatory framework governing staff conduct, including the Staff Rules, the Court-wide Code of Conduct for Staff Members and the Code of Conduct for the Office of the Prosecutor, and develop other codes of conduct, as necessary (SG 2.2).
- 2.5.1 Review and update e-Court system to increase efficiency and productivity of e-Court processes (SG 2.5).
- 2.5.3 Improve efficiency through technological developments (SG 2.5).
- 2.7.1 Organize a smooth transition from the current to the new premises (SG 2.7).

**Table 60: : Expected results, performance indicators and targets for 2016**

<i>Expected Results</i>	<i>Performance Indicator</i>	<i>Target 2016</i>
<p><i>Priority Objective 1.1.2</i></p> <p>Develop appropriate performance indicators for judicial processes</p>	<ul style="list-style-type: none"> <li>- Participate in and contribute to establishing strategies and vision for the management of overall performance of the Registry</li> <li>- Monitor all judicial cases and raise any issue which may impact on the overall performance of the Registry with the RMT for discussion and recommend solutions</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure the provision of judicial support to facilitate fair, efficient and expeditious proceedings</li> <li>- Provide strategic advice to the Registry sections and coordinate the work performed by them to ensure delivery of services in accordance with our mandates</li> <li>- Continue to monitor implementation of judicial decisions/orders and ensure that judicial deadlines are met</li> <li>- Endeavour to achieve expeditious proceedings by, <i>inter alia</i>, putting in place an adequate legal aid system and monitoring the quality of representation by counsel</li> <li>- Endeavour to adopt framework agreement to facilitate the work of the Registry</li> </ul>
<p><i>Priority Objective 1.4.1</i></p> <p>Implement the revised legal aid system and continuously monitor its adequacy and cost-effectiveness in a manner consistent with judicial decisions and the rights of the defence</p>	<ul style="list-style-type: none"> <li>- Report on the functioning of the legal aid system to the Bureau. Based on the findings of the report, the Court may propose adjustments to the legal aid system</li> <li>- Achieve adequate and sustainable representation of indigent defendants in a manner that is economically efficient</li> </ul>	<ul style="list-style-type: none"> <li>- Registry reports to ASP biannually as instructed</li> <li>- Registry continues to monitor the legal aid system</li> <li>- Registry considers amendments to the legal aid system</li> </ul>

<i>Expected Results</i>	<i>Performance Indicator</i>	<i>Target 2016</i>
<i>Priority Objective 1.4.2</i> Provide focused training for counsel admitted to the ICC List of counsel	for the Court <ul style="list-style-type: none"> <li>– Ensure access for suspects and accused to informed and experienced counsel in order to ensure their rights to fair and impartial proceedings</li> <li>– Provide all possible resources, including legal and technical support, to the external defence teams to ensure the right of each suspect/accused to have adequate time and facilities for the preparation of his/her defence</li> <li>– Organisation of successful regional seminars and training for legal professionals</li> </ul>	
<i>Priority Objective 1.5</i> Ensure adequate and meaningful participation and representation of victims	<ul style="list-style-type: none"> <li>– Registry facilitation of the victims' participation process for as many qualifying victims as possible</li> <li>– Registry neutral reporting and service provision to Chambers on issues linked to victims' participation in the proceedings</li> <li>– Legal representation of victims in the Court proceedings</li> </ul>	<ul style="list-style-type: none"> <li>– Registry organises efficient and meaningful participation of victims in the proceedings</li> <li>– Registry organises victim consultations on common legal representation</li> <li>– Registry files quality and timely reports on issues linked to victims' participation in the proceedings</li> <li>– Registry is able to adapt and follow the OTP's timeline</li> <li>– Victims are regularly informed</li> <li>– OPCV acting as an independent office provides in-house legal representation of victims in different situations/cases when appointed as legal representative</li> <li>– Registry provides support and assistance to external legal representatives of victims</li> </ul>
<i>Priority Objective 1.5.3</i> Implement the revised legal aid system relating to victims	<ul style="list-style-type: none"> <li>– Provision of legal aid in accordance with decisions by Chambers</li> </ul>	<ul style="list-style-type: none"> <li>– Registry efficiently manages legal aid for victims</li> </ul>
<i>Priority Objective 1.6</i> Ensure meaningful reparations and a successful implementation of reparation orders including coherent principles for victim reparations	<ul style="list-style-type: none"> <li>– Registry facilitation of the victims' reparations process for as many qualifying victims as possible</li> <li>– Registry neutral reporting and service provision to Chambers on issues linked to reparations</li> <li>– Representation of victims interests in reparation proceedings</li> </ul>	<ul style="list-style-type: none"> <li>– Registry cooperates fully with the TFV and the LRV in order to ensure that potential qualifying victims are identified</li> <li>– Registry organises victim consultations on common legal representation for reparations proceedings</li> <li>– Registry files quality and timely reports on issues linked to reparations</li> <li>– Victims are regularly informed</li> <li>– OPCV acting as an independent office provides in-house legal representation of victims in reparation proceedings when appointed as legal representative</li> <li>– Registry provides support and assistance to external legal representatives of victims in reparation proceedings</li> </ul>

<i>Expected Results</i>	<i>Performance Indicator</i>	<i>Target 2016</i>
<p><i>Priority Objective 1.6.1</i> Apply and refine principles of victims' reparations established through the first proceedings of the ICC</p> <p><i>Priority Objective 1.6.2</i> Develop coordination mechanisms with the TFV for the implementation of the judicial decisions in relation to reparation</p>	<ul style="list-style-type: none"> <li>- Compliance with article 75(1) of the Statute through judicial clarification of principles relating to reparations</li> <li>- Establishment of coordination regime between the Court and the TFV with regard to decisions pursuant to article 75 of the Statute</li> <li>- In the light of judicial decisions in the <i>Katanga</i> and <i>Lubanga</i> cases, establish a framework for the Registry's work on reparations and begin implementation, taking account of the separate roles and responsibilities of the TFV and Registry</li> </ul>	<ul style="list-style-type: none"> <li>- Full cooperation between the TFV and the Registry on reparation matters</li> <li>- Enhance client satisfaction</li> <li>- Provide timely and quality information to Chambers whenever required</li> </ul>
<p><i>Priority Objective 2.1.2</i> Effective resource management and identification and implementation of possible further efficiency measures</p>	<ul style="list-style-type: none"> <li>- Court hearings are conducted properly</li> <li>- Avoid delay and cancellation of court hearings and if incidents occur, 100% professional handling</li> </ul>	<ul style="list-style-type: none"> <li>- Avoid delay and cancellation of Court hearings. When incidents occur, they must be promptly recorded, reported, solved and avoided in the future (lessons learnt approach)</li> </ul>
<p><i>Priority Objective 2.1.5</i> Improve judicial services performance</p>	<ul style="list-style-type: none"> <li>- Develop comprehensive Court-wide database of case-law</li> </ul>	<ul style="list-style-type: none"> <li>- Launch development of ICC case-law database, requirements collection and development of a solution if possible</li> </ul>
<p><i>Priority Objective 2.2.1</i> Ensure high standards in recruitment</p> <p><i>Priority Objective 2.2.2</i> Ensure compliance with the Court's regulatory framework governing staff conduct, including the Staff Rules, the Court-wide Code of Conduct for Staff Members and the Code of Conduct for the Office of the Prosecutor, and develop other codes of conduct, as necessary</p>	<ul style="list-style-type: none"> <li>- Implement ways to be more cost effective in hiring (temporary) staffing needs for interpretation and translation services</li> <li>- Finalise Code of conduct for interpreters on mission</li> <li>- Consolidate Standard Operating Procedures</li> </ul>	<ul style="list-style-type: none"> <li>- Coordination of recruitment guidelines with HRS with regard for specific language requirements in line service with other international organisations</li> <li>- Finalised version of the Code to be sent for review by internal clients and for comment by external partners</li> <li>- SOPs to be updated to reflect <i>ReVision</i> amendments</li> </ul>
<p><i>Priority Objective 2.5.1</i> Review and update eCourt system to increase efficiency and productivity of e-Court processes.</p>	<ul style="list-style-type: none"> <li>- well-functioning e-filing system</li> <li>- well-functioning evidence management and presentation systems</li> <li>- effective eCourt forums for governance and for users</li> </ul>	<ul style="list-style-type: none"> <li>- All systems are updated and performing</li> <li>- e-filing used by majority of filing submitters</li> <li>- Streamlined processes for e-evidence management and presentation</li> <li>- Re-defining the Court wide forum for the discussion of eCourt issues and improvements/enhancements (this entails the creation of a new forum for discussion with effective terms of reference)</li> </ul>
<p><i>Priority Objective 2.5.3</i> Improve efficiency through technological developments</p>	<ul style="list-style-type: none"> <li>- Monitor and supervise the services being provided by the Sections to our clients and encourage the Sections to understand their needs, monitor developments in the clients' environments, and be able to adapt swiftly to changes so as to protect and serve their interests.</li> </ul>	<ul style="list-style-type: none"> <li>- Implement IMSS service catalogue</li> <li>- Implement a global solution change requests system for the Court</li> </ul>
<p><i>Priority Objective 2.7.1</i> Organize a smooth transition from the current to the new premises</p>	<ul style="list-style-type: none"> <li>- Conduct a smooth transition to the new premises, without interruption to core business and ensuring the optimal conditions for staff and other occupants</li> <li>- Supervise the programme of transition</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure adequate and effective technological support for judicial and administrative activities in the Court's new premises</li> <li>- Maintain an uptime of 99.2% of all</li> </ul>

<i>Expected Results</i>	<i>Performance Indicator</i>	<i>Target 2016</i>
	to the new premises, in particular the finalization of the digitization of the archives and destruction of the archives in paper version - report to the Registrar on the status of the programme by the end of the third quarter of the year.	information systems – Deliver a new IMSS Strategic Plan for the period 2017-2019 – Continue to protect the ICT network from external threats – Complete the adaptation of the new infrastructure to fully support all business processes

**Table 61: Programme 3300: Proposed budget for 2016**

3300 Division of Judicial Services	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	7,650.1	7,951.6	15,601.7		15,601.7	5,382.6	5,552.1	10,934.7	5,443.0	6,559.5	12,002.5	1,067.8	9.8
General Service staff						2,258.4	2,382.8	4,641.2	2,810.4	2,239.2	5,049.6	408.4	8.8
<i>Subtotal Staff</i>	<i>7,650.1</i>	<i>7,951.6</i>	<i>15,601.7</i>		<i>15,601.7</i>	<i>7,641.0</i>	<i>7,934.9</i>	<i>15,575.9</i>	<i>8,253.4</i>	<i>8,798.7</i>	<i>17,052.1</i>	<i>1,476.2</i>	<i>9.5</i>
General temporary assistance	54.0	1,225.1	1,279.1		1,279.1		1,620.1	1,620.1	216.7	1,415.5	1,632.2	12.1	0.7
Temporary assistance for meetings	194.6	161.7	356.3	3.8	360.1	179.9	308.4	488.3	274.3	375.5	649.8	161.5	33.1
Overtime	14.6		14.6		14.6	35.0	15.0	50.0	35.0		35.0	-15.0	-30.0
<i>Subtotal Other staff</i>	<i>263.2</i>	<i>1,386.8</i>	<i>1,650.0</i>	<i>3.8</i>	<i>1,653.8</i>	<i>214.9</i>	<i>1,943.5</i>	<i>2,158.4</i>	<i>526.0</i>	<i>1,791.0</i>	<i>2,317.0</i>	<i>158.6</i>	<i>7.3</i>
Travel	59.5	377.0	436.5	9.2	445.7	78.9	369.6	448.5	60.6	500.2	560.8	112.3	25.0
Hospitality		0.8	0.8		0.8								
Contractual services	303.4	447.4	750.8	19.2	770.0	254.0	275.4	529.4	317.8	670.7	988.5	459.2	86.7
Training	40.8	72.5	113.3		113.3	67.9	7.0	74.9	87.4	21.9	109.3	34.4	46.0
Consultants	81.5	86.5	168.0		168.0	2.5	251.0	253.5	35.0	296.8	331.8	78.3	30.9
Counsel for Defence		2,959.2	2,959.2	618.4	3,577.6		2,355.6	2,355.6		4,881.5	4,881.5	2,525.9	107.2
Counsel for Victims		1,745.7	1,745.7		1,745.7		1,862.1	1,862.1		2,178.5	2,178.5	316.4	17.0
General operating expenses	3,235.6	1,540.3	4,775.9	378.1	5,154.0	3,732.7	1,536.0	5,268.7	3,549.0	1,790.3	5,339.3	70.6	1.3
Supplies and materials	228.8	17.2	246.0		246.0	136.2	74.3	210.5	237.7	38.8	276.5	66.0	31.4
Furniture and equipment	581.9	352.8	934.7		934.7	300.0	235.0	535.0	289.0	513.0	802.0	267.0	49.9
<i>Subtotal Non-staff</i>	<i>4,531.5</i>	<i>7,599.4</i>	<i>12,130.9</i>	<i>1,024.9</i>	<i>13,155.8</i>	<i>4,572.1</i>	<i>6,966.0</i>	<i>11,538.1</i>	<i>4,576.5</i>	<i>10,891.7</i>	<i>15,468.2</i>	<i>3,930.1</i>	<i>34.1</i>
<b>Total</b>	<b>12,444.8</b>	<b>16,937.8</b>	<b>29,382.6</b>	<b>1,028.7</b>	<b>30,411.3</b>	<b>12,428.0</b>	<b>16,844.4</b>	<b>29,272.4</b>	<b>13,355.8</b>	<b>21,481.4</b>	<b>34,837.2</b>	<b>5,564.8</b>	<b>19.0</b>

**Table 62: Programme 3300: Proposed staffing for 2016**

Division of Judicial Services	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic			1	6	12	13	13	2	47	1	37	38	85
	Situation-related					13	19	26	3	61	2	32	34	95
	<i>Subtotal</i>			<i>1</i>	<i>6</i>	<i>25</i>	<i>32</i>	<i>39</i>	<i>5</i>	<i>108</i>	<i>3</i>	<i>69</i>	<i>72</i>	<i>180</i>
New/ Converted	Basic							1		1		5	5	6
	Situation-related						1	2		3				3
	<i>Subtotal</i>						<i>1</i>	<i>3</i>		<i>4</i>		<i>5</i>	<i>5</i>	<i>9</i>
Redeployed/ Returned	Basic													
	Situation-related													
	<i>Subtotal</i>													
<b>Total</b>				<b>1</b>	<b>6</b>	<b>25</b>	<b>33</b>	<b>42</b>	<b>5</b>	<b>112</b>	<b>3</b>	<b>74</b>	<b>77</b>	<b>189</b>

**(a) Sub-programme 3310: Office of the Director****Introduction**

439. The Division of Judicial Services (DJS) consists of the Office of the Director DJS (OD DJS), the Court Management Section (CMS), the Detention Section (DS), the Language Services Section (LSS), the Victims Participation and Reparations Section (VPRS), the Information Management Services Section (IMSS), the Counsel Support Section (CSS), the Office of Public Counsel for the Defence (OPCD) and the Office of Public Counsel for Victims (OPCV).

440. Under the supervision of the Director, the Division of Judicial Services is, *inter alia*, responsible for supporting the judicial process including legal support and practical organization of courtroom hearings. It ensures the receipt, recording, distribution and accessibility of information as stipulated under rule 13(1). It provides efficient translation and interpretation services; operates a fair, humane and secure system of detention for accused persons and other detained persons; and implements court-ordered protective measures. It maintains a list of court-approved experts; facilitates the exercise by the parties and participants of their roles in the proceedings, including administering legal aid, managing and supporting defence counsel, administering and managing victims participation and reparations and ensuring representation of victims participating in the proceedings. It provides judicial and non-judicial translation and interpretation services in the official languages of the Court; and provides information services, including information technology, information management and information security for the Court, a variety of internal Registry clients, other organs of the Court, defence counsel and victim representatives, and Court-related bodies such as the Trust Fund for Victims and the Secretariat of the Assembly of States Parties.

**Budget resources****€472.4 thousand**

441. The budget has changed in comparison to the approved 2015 budget considering the recommendations made by the *ReVision*.

**Staff resources****€435.0 thousand**

442. The Office of the Director DJS is currently composed of four established posts with no GTAs present. The Office is not requesting additional established posts or additional GTAs.

*Established posts: Professional and General Service*

*€ 435.0 thousand*

443. In 2016, the OD DJS will be comprised of four staff members: one Director (D-1), one Judicial Coordinator (P-3), one Associate Judicial Coordinator (P-2) and one Administrative Assistant (GS-OL).

**Non-staff resources****€37.4 thousand**

444. The requested resources have decreased by €9.4 thousand (61.4 per cent). The non-staff resources are requested for travel, training and consultants.

*Travel*

*€23.4 thousand*

445. The requested amount has decreased by €3.0 thousand (35.6 per cent). Regular meetings with representatives of various other international organizations and NGOs to keep abreast of current developments in such areas as detention in compliance with applicable human rights are necessary for the proper management of the Division and the proper execution of the mandate of the Registry and the Division of Judicial Services and require senior-level presence.



*Training*

€4.0 thousand

446. The requested amount has increased by €2.3 thousand (132.4 per cent). Certain aspects of the many tasks incumbent upon the Office of the Director DJS, and the DJS in general, require specific training such as the concept of UN conditions of detention and human rights.

*Consultants*

€10.0 thousand

447. The requested amount has decreased by €10.0 thousand (50.0 per cent). A consultant with the necessary specialized knowledge in the field of human resources is required four times per year to assess applications received for inclusion on the Court's List of Experts. Consultancy is also required to provide the Office of the Director DJS and, to a larger extent, the Division of Judicial Services, with the necessary resources to execute specific orders issued by the Chambers (e.g. facilitation of operations in the field and preparation and implementation of specific aspects of that mandate, including detention-related requests, taking into account the characteristics and specifics of certain situations currently before the Court (Libya, Mali, CIV)).

**Table 63: Sub-programme 3310: Proposed budget for 2016**

3310 Office of the Director OD-DJS	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015			
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	239.6	318.7	558.3		558.3	170.6	294.6	465.2	174.7	195.3	370.0	-95.2	-20.5
General Service staff						66.0		66.0	65.0		65.0	-1.0	-1.5
<i>Subtotal Staff</i>	<i>239.6</i>	<i>318.7</i>	<i>558.3</i>		<i>558.3</i>	<i>236.6</i>	<i>294.6</i>	<i>531.2</i>	<i>239.7</i>	<i>195.3</i>	<i>435.0</i>	<i>-96.2</i>	<i>-18.1</i>
General temporary assistance		0.1	0.1		0.1								
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>		<i>0.1</i>	<i>0.1</i>		<i>0.1</i>								
Travel	2.9	25.9	28.8		28.8	20.1	16.3	36.4	17.6	5.8	23.4	-13.0	-35.6
Hospitality													
Contractual services													
Training	6.0		6.0		6.0	1.7		1.7	4.0		4.0	2.3	132.4
Consultants	1.8		1.8		1.8	2.5	17.5	20.0	5.0	5.0	10.0	-10.0	-50.0
General operating expenses		10.4	10.4		10.4		38.7	38.7				-38.7	-100.0
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>10.7</i>	<i>36.3</i>	<i>47.0</i>		<i>47.0</i>	<i>24.3</i>	<i>72.5</i>	<i>96.8</i>	<i>26.6</i>	<i>10.8</i>	<i>37.4</i>	<i>-59.4</i>	<i>-61.4</i>
<b>Total</b>	<b>250.3</b>	<b>355.1</b>	<b>605.4</b>		<b>605.4</b>	<b>260.9</b>	<b>367.1</b>	<b>628.0</b>	<b>266.3</b>	<b>206.1</b>	<b>472.4</b>	<b>-155.6</b>	<b>-24.8</b>

**Table 64: Sub-programme 3310: Proposed staffing for 2016**

Office of the Director OD- DJS	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing				1						1		1	1	2
							1	1		2				2
				1			1	1		3		1	1	4
New/ Converted														
Redeployed/ Returned														
<b>Total</b>				<b>1</b>			<b>1</b>	<b>1</b>		<b>3</b>		<b>1</b>	<b>1</b>	<b>4</b>

**(b) Sub-programme 3320: Court Management Section****Introduction**

448. The Court Management Section (CMS) keeps audio-visual and written records of proceedings in both working languages of the Court, as well as receives, registers and distributes decisions, orders and documents from Chambers, parties and participants in situations and cases. The Section ensures scheduling and publication of courtroom proceedings and serves as the communication hub for parties, participants, Chambers and relevant Registry sections in all matters relating to the organization of hearings. CMS, as the custodian of the records of proceedings, is responsible for the management and handling of all judicial records and information, both in their original form and in their electronic format, including, in particular, audio-visual recordings and transcripts produced by the Section and filings and evidence submitted by Chambers, parties and participants in the proceedings. The *ReVision* resulted in strengthened ownership of the entire eCourt system, and CMS has been mandated to handle eCourt administration and management. For increased output and synergies, eCourt-related functions are now grouped under CMS.

**Budget resources****€3,635.7 thousand**

449. The requested amount has increased by €1,199.7 thousand (49.2 per cent) as a result of the change in the Section's mandate and the expected increase in judicial activity in 2016. The change in mandate requires the creation of new positions and the transfer of some positions previously located within the IMSS. Due to the expected increase in judicial activity, the Section will have to provide support for four trials running in three courtrooms. Three of the four trials will be running simultaneously in blocks of several weeks throughout the year. Requests for new staff arising from the increased judicial activity are limited to the strict minimum required to support the hearings, with the ensuing risk to business continuity. In the event that any of the key CMS courtroom staff are unavailable, they will be replaced by redeploying existing staff. This, in turn, will affect other areas of the Section, save in the case of Audio-Visual Assistants, who cannot be replaced by other staff. That means that should one of the Audio-Visual Assistants be unavailable when three hearings are being held simultaneously, one of the hearings will have to be cancelled.

**Staff resources****€3,159.0 thousand**

450. There are 33 established posts and six GTA (6.0 FTE) positions.

*Established posts: Professional and General Service*

*€2,602.9 thousand*

451. CMS is managed by one Chief of Section (P-5), assisted by one Administrative Assistant (GS-OL).

452. The Judicial Operations Unit consists of one Head, Judicial Operations Unit (P-3), two Associate Legal Officers/Courtroom Officers (P-2), five French Court Reporters (P-2), four English Court Reporters (P-2), one Senior Court Records Assistant (GS-OL), five Court Records Assistants (GS-OL), one Senior Transcript Coordinator (GS-OL), one Transcript Coordinator (GS-OL), and three Court Clerks (GS-OL).

453. The Judicial Information Management Unit consists of one Head, Judicial Information Management Unit (P-3), one Associate Judicial Information Management Officer (P-2), one Senior Audio-Visual Production Assistant (GS-PL), two Audio-Visual Production Assistants (GS-OL) and three eCourt Assistants (GS-OL).

*General temporary assistance*

*€556.1 thousand*

454. The requested amount has increased by €322.0 thousand (137.5 per cent). The increase is linked to the judicial activity forecast in 2016 and the change in the CMS mandate.

455. One *eCourt Project Manager (P-4), 12 months. ReVision. New*. This is one of seven transition posts recommended by the *ReVision* Project to create capacity in order to

transition into and implement the new Registry structure. The Registrar has initiated a reform of the Court's eCourt environment, with a view to better supporting the proceedings and the judges, parties and participants with appropriate electronic tools for filings, case law analysis, oral decisions, witness information, disclosure and evidence. As a result, a project has been initiated which will be led by the Project Manager, under the overall supervision of the Chief of Court Management Services and in close cooperation with the Head of the Judicial Information Management Unit. This position is required for three years.

456. One *ALO/Courtroom Officer (P-2)*, 12 months. *New*. One ALO/Courtroom Officer is required to support hearings, alongside the two existing ALO/courtroom officers, for three simultaneous trials. Support for potential testimony given via video teleconferencing will have to be absorbed internally by the Head of Unit acting as ALO/CO.

457. One *French Court Reporter (P-2)*, 12 months. *New*. Three *French Text Processors (GS-OL)*, 12 months each. *New*. The production of French realtime transcripts cannot be outsourced. In order to provide French realtime transcripts for one trial, a team of two court Reporters and two Text Processors is required. The section currently employs five French Court Reporters (P-2). In order to provide French realtime transcripts for three simultaneous trials, one additional French Court Reporter is required. In order to provide the edited version of the French transcript within the required time, an additional six French Text Processors are required. The number of French Text Processors was reduced to three so as to limit the budget increase; however this entails a delay in providing the edited version of one to two of the three trial hearings.

#### **Non-staff resources**

**€476.7 thousand**

458. The requested amount has increased by €367.9 thousand (338.1 per cent). Non-staff resources are required for contractual services, training, and supplies and materials.

#### *Contractual services*

*€430.9 thousand*

459. The requested amount has increased by €374.6 thousand (665.4 per cent) due to the *ReVision*, following the decision to move eCourt-related costs from ICTS/IMSS to CMS, and the increase in judicial activity requiring outsourcing of court reporting to complement in-house capacity.

460. The requested amount of €81.3 thousand is recurrent and is required for the maintenance of and improvements to the eCourt operating system (€56.3 thousand in the CMS budget in previous years, to which is added the former ICTS recurring amount of €25 thousand).

461. The requested amount of €198.8 thousand is new and is required for outsourcing English realtime court reporting for one case (100 days). The Section employs four English Court Reporters. Outsourcing is required in order to provide support for an additional trial in case of three simultaneous trials. Additional resources of €150.8 thousand has also been proposed to provide delayed court transcripts in French.

#### *Training*

*€19.5 thousand*

462. The requested amount has increased by €14.0 thousand (254.5 per cent), due to the implementation of recommendations relating to the development of a quality management system for evidence management/chain of custody. The training will be provided as far as possible in-house or online in order to reduce costs. It also includes specialized training in real-time court reporting to maintain speed and accuracy. The request is resumed from previous budget years, having been approved in all budgets save in 2015.

#### *Supplies and materials*

*€26.3 thousand*

463. The requested amount has decreased by €20.7 thousand (44.0 per cent), due to the change of technology supporting audio-visual recording of proceedings, namely moving to a tapeless environment, which no longer requires the use of DVCAM tapes. Instead digital backup storage devices will be used.

464. The requested amount of €25.5 thousand is required for cartridges designed for daily digital back-up/storage media for the courtroom tapeless audio-visual recording and distribution system. The amount of €0.8 thousand is required for DVDs intended to provide copies upon request from Chambers, parties or participants, of audio-visual recordings of proceedings.

**Table 65: Sub-programme 3320: Proposed budget for 2016**

3320 Court Management Section	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	527.1	1,735.4	2,262.5		2,262.5	421.8	783.9	1,205.7	521.8	896.5	1,418.3	212.6	17.6
General Service staff						132.0	740.4	872.4	390.2	794.5	1,184.7	312.3	35.8
<i>Subtotal Staff</i>	<i>527.1</i>	<i>1,735.4</i>	<i>2,262.5</i>		<i>2,262.5</i>	<i>553.8</i>	<i>1,524.3</i>	<i>2,078.1</i>	<i>911.9</i>	<i>1,691.0</i>	<i>2,602.9</i>	<i>524.8</i>	<i>25.3</i>
General temporary assistance		233.2	233.2		233.2		234.1	234.1	144.4	411.7	556.1	322.0	137.5
Temporary assistance for meetings													
Overtime							15.0	15.0				-15.0	-100.0
<i>Subtotal Other staff</i>		<i>233.2</i>	<i>233.2</i>		<i>233.2</i>		<i>249.1</i>	<i>249.1</i>	<i>144.4</i>	<i>411.7</i>	<i>556.1</i>	<i>307.0</i>	<i>123.2</i>
Travel													
Hospitality													
Contractual services		152.4	152.4		152.4	56.3		56.3	81.3	349.6	430.9	374.6	665.4
Training		2.5	2.5		2.5	5.5		5.5	13.5	6.0	19.5	14.0	254.5
Consultants													
General operating expenses	0.1		0.1		0.1								
Supplies and materials	4.8		4.8		4.8		47.0	47.0		26.3	26.3	-20.7	-44.0
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>4.9</i>	<i>154.9</i>	<i>159.8</i>		<i>159.8</i>	<i>61.8</i>	<i>47.0</i>	<i>108.8</i>	<i>94.8</i>	<i>381.9</i>	<i>476.7</i>	<i>367.9</i>	<i>338.1</i>
<b>Total</b>	<b>532.0</b>	<b>2,123.5</b>	<b>2,655.5</b>		<b>2,655.5</b>	<b>615.6</b>	<b>1,820.4</b>	<b>2,436.0</b>	<b>1,151.1</b>	<b>2,484.6</b>	<b>3,635.7</b>	<b>1,199.7</b>	<b>49.2</b>

**Table 66: Sub-programme 3320: Proposed staffing for 2016**

Court Management Section		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1		1	2		4		3	3	7
	Situation-related							1	8		9	1	11	12	21
	<i>Subtotal</i>					<i>1</i>		<i>2</i>	<i>10</i>		<i>13</i>	<i>1</i>	<i>14</i>	<i>15</i>	<i>28</i>
New/ Converted	Basic								1		1		3	3	4
	Situation-related								1		1				1
	<i>Subtotal</i>								<i>2</i>		<i>2</i>		<i>3</i>	<i>3</i>	<i>5</i>
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
<b>Total</b>					<b>1</b>		<b>2</b>	<b>12</b>		<b>15</b>	<b>1</b>	<b>17</b>	<b>18</b>	<b>33</b>	

**(c) Sub-programme 3330: Detention Section****Introduction**

465. The Detention Section (DS) provides safe, secure and humane conditions for persons detained by the Court while awaiting trial or pending appeal. The Section ensures compliance with international standards and conditions of detention, and strives to be a model of good practice. Its overall objective is to ensure a physically and mentally healthy environment for detained persons at every stage of detention, from their initial transfer to the Court until they are either released on the Court's order or transferred to a State of enforcement to serve a sentence.

**Budget resources** **€2,220.6 thousand**

466. The requested amount has increased by €103.5 thousand (4.9 per cent).

**Staff resources** **€435.2 thousand**

467. The DS has five established posts.

*Established posts: Professional and General Service* *€435.2 thousand*

468. The Detention Section comprises one Chief Custody Officer (P-4); one Deputy Chief Custody Officer (P-2), who deputizes for the Chief Custody Officer to ensure continuous, round-the-clock supervision; one Associate Legal Officer (P-2); one Administrative Assistant (GS-OL); and one Language/Administrative Assistant (GS-OL).

**Non-staff resources** **€1,785.3 thousand**

469. The requested amount has increased by €96.5 thousand (5.7 per cent). Non-staff resources are required for travel, consultants, general operating expenses and supplies and materials.

*Travel* *€2.8 thousand*

470. The requested amount has increased by €2.8 thousand and is required for attendance at the Conference of the International Corrections and Prison Association.

*Consultants* *€6.0 thousand*

471. The requested amount remains unchanged and is required for psychological and/or psychiatric services to provide for the well-being of detained persons, on a case-by-case basis.

*General operating expenses* *€1,769.0 thousand*

472. The requested amount has increased by €93.7 thousand (5.6 per cent), largely owing to the yearly indexing of the rental price of cells. Despite the fact that the UN-ICTY Detention Unit (UNDU) will further downsize in 2016, no increase in funds will be requested for this as the Registrar is of the opinion that additional costs (of functions) as a result of any further downsizing by UNDU should be borne by the host State and further joint negotiations are anticipated on the way forward. Other costs include medical care and items specific to ensuring respect for detained persons' religious and cultural background in providing for their well-being, as well as costs for indigent detained persons to call family and provision for privileged phone calls.

*Supplies and materials* *€7.5 thousand*

473. The requested amount remains unchanged and is required for uniforms (for replacement staff and owing to wear-and-tear).

**Table 67: Sub-programme 3330: Proposed budget for 2016**

3330 Detention Section	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	249.4	153.5	402.9		402.9	211.4	84.9	296.3	217.6	87.6	305.2	8.9	3.0
General Service staff						66.0	66.0	132.0	65.0	65.0	130.0	-2.0	-1.5
<i>Subtotal Staff</i>	<i>249.4</i>	<i>153.5</i>	<i>402.9</i>		<i>402.9</i>	<i>277.4</i>	<i>150.9</i>	<i>428.3</i>	<i>282.6</i>	<i>152.6</i>	<i>435.2</i>	<i>6.9</i>	<i>1.6</i>
General temporary assistance	0.1		0.1		0.1								
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>	<i>0.1</i>		<i>0.1</i>		<i>0.1</i>								
Travel	3.5	1.7	5.2		5.2				2.8		2.8	2.8	
Hospitality													
Contractual services													
Training		16.9	16.9		16.9								
Consultants	18.5	40.6	59.1		59.1		6.0	6.0		6.0	6.0		
General operating expenses	1,355.5	18.4	1,373.9	378.1	1,752.0	1,629.0	46.3	1,675.3	1,647.0	122.0	1,769.0	93.7	5.6
Supplies and materials	1.0	8.6	9.6		9.6	7.5		7.5	7.5		7.5		
Furniture and equipment		6.8	6.8		6.8								
<i>Subtotal Non-staff</i>	<i>1,378.5</i>	<i>93.0</i>	<i>1,471.5</i>	<i>378.1</i>	<i>1,849.6</i>	<i>1,636.5</i>	<i>52.3</i>	<i>1,688.8</i>	<i>1,657.3</i>	<i>128.0</i>	<i>1,785.3</i>	<i>96.5</i>	<i>5.7</i>
<b>Total</b>	<b>1,628.0</b>	<b>246.5</b>	<b>1,874.5</b>	<b>378.1</b>	<b>2,252.6</b>	<b>1,913.9</b>	<b>203.2</b>	<b>2,117.1</b>	<b>1,940.0</b>	<b>280.6</b>	<b>2,220.6</b>	<b>103.5</b>	<b>4.9</b>

**Table 68: Sub-programme 3330: Proposed staffing for 2016**

Detention Section	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff	
Existing	Basic					1		1		2			1	1	3
	Situation-related							1		1			1	1	2
	<i>Subtotal</i>							<i>1</i>		<i>2</i>			<i>2</i>	<i>2</i>	<i>5</i>
New/ Converted	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
<b>Total</b>						<b>1</b>		<b>2</b>		<b>3</b>		<b>2</b>	<b>2</b>	<b>5</b>	

**(d) Sub-programme 3340: Language Services Section****Introduction**

474. The Language Services Section (LSS) provides language services for the efficient conduct of Court business. The Section provides language services to the organs of the Court, i.e. translation, revision and editing of Court documents; consecutive and simultaneous interpretation for trial hearings, press conferences, meetings and other events at the seat of the Court and elsewhere; assistance and guidance in terminology and references; and management of language tools to ensure the use of consistent terminology in all organs of the Court. The Section also ensures recruitment, training and accreditation of field interpreters jointly with the Language Services Unit (LSU) of the Office of the Prosecutor. In addition to providing the working languages, French and English, and the official languages as defined in article 50 of the Statute, the Section trains interpreters from and into languages to be used in specific cases. The Section provides relevant information to service users to familiarize them with all the language services provided and with the procedures and requirements of the professions in question.

**Budget resources****€6,672.6 thousand**

475. The requested amount has increased by 742.8 thousand (12.5 per cent) overall. The Language Services Section underwent a review of its structure to increase efficiency, streamline reporting lines to the Chief of Section and allocate responsibilities in a coherent and transparent manner. Seven reporting units have been reduced to five, achieved by merging two units. Four positions have been abolished and four new positions have been created. Three posts have additional duties and changed titles without the changes being substantial.

**Staff resources****€6,353.3 thousand**

476. There are 49 established posts, 4 GTA positions (4.0 FTE) and a number of Field Interpreter Positions (2.8 FTE).

*Established posts: Professional and General Service**€5,121.5 thousand*

477. LSS is managed by one Chief of Language Services Section (P-5), assisted by one Administrative Assistant (GS-OL).

478. The Interpretation Unit consists of one Head of Interpretation Unit (P-4), assisted by one Administrative Assistant (Interpretation) (GS-OL), four Court Interpreters (P-4), seven Court Interpreters (P-3), and one Associate Court Interpreter (P-2), one Field and Operational Interpretation Coordinator (P-3) and one Associate Field and Operational Interpretation Coordinator (P-2), supported by one Field and Operational Interpretation Assistant (GS-OL).

479. The Translation Support and Terminology Unit consists of one Head of Translation and Terminology Support Unit (P-4), one Associate Terminologist (P-2), one Reference Assistant (GS-PL), one Translation Coordination Assistant (GS-OL), one Terminology and Reference Assistant (GS-OL) and two Document Management Assistants (GS-OL).

480. The Situation Languages Translation Unit consists of one Head, Situation Languages Translation Unit (P-4) and one Associate Translator (P-2).

481. The French Translation Unit consists of one Senior Reviser – Head of French Translation Unit (P-4), three Revisers (P-4), eight Translators (P-3) and one Associate Translator (P-2).

482. The English Translation Unit consists of one Senior Reviser – Head of English Translation Unit (P-4), one Reviser (P-4), three Translators (P-3), and three Associate Translators (P-2).

*General temporary assistance**€592.0 thousand*

483. The requested amount has increased by €206.6 thousand (53.6 per cent).

484. One *Proof-Reader (French) (GS-OL)*, 12 months. *New.* Proof-reading and formatting are currently performed by translators and take up a significant amount of their time. Having one proof-reader for each Unit would allow translators to concentrate solely on translation thus leading to more efficiency, increased productivity and faster delivery of translations to clients.

485. Three *Court Interpreters Kinyarwanda (P-3)*, 12 months each. *Continued.* The interpreters recruited in 2015 for the *Ntaganda* trial will continue their GTA contracts in 2016. The Section has one Senior Kinyarwanda, Swahili and Lingala Interpreter (P-4). In order to provide interpretation for the accused in the *Ntaganda* trial from and into Kinyarwanda, the Senior Interpreter will be joined by three more Kinyarwanda interpreters. Kinyarwanda has been designated as one of the *Ntaganda* trial languages as per the Chamber's decision.

486. *Accredited field and operational interpreters (GS-PL)*, 33.70 months. Field interpretation requirements are also included in GTA as it is through this budget line that field interpreters on Special Service Agreement (SSA) contracts are recruited. All requested funds are based on service requests from clients in addition to the requirement to provide interpretation from and into Kinyarwanda for the *Ntaganda* trial and from and into Acholi for the Confirmation of Charges in the *Ongwen* case. The increase reflects the high number of service requests submitted by VPRS and OPCV (increased need for reparations missions in the DRC case and increase in meetings with victims in Uganda in relation to the *Ongwen* case), CSS (increase in field and operational activities by legal counsel in the SUD/UGA/MLI/DRC situations) and VWS (increased need for threat and psychosocial assessments for protection referrals (CAR/UGA/KEN/MLI/DRC/CIV)). The Detention Section indicates a considerable increase in monitoring needs for LIN/KIN/SWC: implementation of regulations 174 to 175 of the Regulations of the Registry i.e. monitoring of conversations in situation languages at Headquarters.

*Temporary assistance for meetings*

€639.8 thousand

487. The amount requested has increased by €161.5 thousand (33.8 per cent), as a result, primarily, of additional recruitment for the English and French booths to service simultaneous trials and recurrent non-judicial events. With parallel trials and only one and a half teams of English and French interpreters, freelancers have to be recruited to provide interpretation at trials.

488. Freelance interpreters are required to complete teams of staff interpreters for hearings as well as annual meetings, diplomatic briefings, seminars of counsel, NGO round tables, press conferences, disciplinary hearings and TFV meetings when they coincide with hearings. Freelance interpreters for languages other than French and English are essential when the accused or witnesses require interpretation.

489. Short-term language staff are needed to support and reinforce the in-house resources available for translating urgent judicial, administrative and operational documents. Such services will be particularly required during peak times to compensate for the resources allocated to specific projects (e.g. editing reports for the Committee on Budget and Finance and the Assembly of States Parties, editing of the proposed and approved programme budget and translating Major Programme III, as well editing other budget-related documents, the *Bemba* Judgment and ensuring the translation of appeals documentation, if any, in the last quarter of 2015). Specific service requests indicate a greater demand for translation into English, French and Arabic (interlocutory appeals in both Pre-Trial and Trial phases in various cases, TFV documents regarding reparations, PIOS outreach, etc.).

**Non-staff resources**

€19.3 thousand

490. The requested amount has increased by €48.3 thousand (17.8 per cent). Non-staff resources are required for travel, contractual services, training, consultants and supplies and materials.



*Travel*

€149.0 thousand

491. The requested amount has increased by €37.4 thousand (33.5 per cent) and is required for travel to the International Annual Meeting on Language Arrangements, Documentation and Publications (IAMLADP), the International Annual Meeting on Computer-Assisted Translation and Terminology (JIAMCATT) and the annual meeting of Heads of Interpretation Services (HINTS).

492. Funds are also required for attending the Critical Link meeting on community interpreting relevant for challenges in field and operational interpretation. Other travel includes sourcing, recruitment and training of field and operational interpreters (accreditation) essential for proceedings, and travel of accredited field interpreters on missions as per service requests. The increase reflects the high number of service requests submitted by CSS (increase in field and operational activities in the SUD/UGA/MLI/DRC situations) and VWS (increase in need for assessment missions in the CAR/MLI situations). The Detention Section indicates a considerable increase in monitoring needs for LIN/KIN/SWC resulting in high DSA costs. Wherever possible, field interpreters will be deployed locally and when this is not possible, they will travel for the mission.

*Contractual services*

€125.6 thousand

493. The requested amount has increased by €2.2 thousand (1.8 per cent).

494. Translation is outsourced when there is no in-house provision for the languages requested or when competing priorities mean that the translation cannot be done by in-house staff. The outsourcing rates for translation have not changed since 2003. Based on service requests, there is a particular need to outsource situation-related languages (Zaghawa, Swahili, Lingala, Kinyarwanda, Turkish, Greek and Hebrew, Acholi etc.).

495. Resources are required to outsource conversion services for which no in-house capacity is available: filed PDF documents to be converted into Word format to enable uploading in language tools and to enable translators to perform their tasks.

496. The resources requested for external printing remain unchanged and are required in order to produce terminology bulletins aiming at disseminating the official (and legal) terminology of the Court.

497. Work will also continue on ECOS maintenance and enhancement of the modules for translation, interpretation and field interpretation. The resources requested remain unchanged.

*Training*

€10.6 thousand

498. The requested amount has increased by €7.9 thousand (292.6 per cent) to cover training needs which are specific to language staff and which cannot be addressed by the Human Resources Section. Participation in the International Terminology Summer School and organization of a speed reading training course and a revision workshop for translators and revisers are envisaged for 2016.

*Consultants*

€15.9 thousand

499. The requested amount has increased by €0.8 thousand (5.3 per cent) due to a higher rate applied for expert fees, and is required to provide external expertise and advisory assistance on situation/case languages for which no in-house resources or skills are available. Language expert panels have been organized since 2004 for specific languages whose legal and judicial terminology needs to be developed for use during investigative and prosecutorial activities as well as during trial.

*Supplies and materials*

€18.2 thousand

500. The requested amount remains unchanged. In line with the zero growth budget approach, there has been no nominal growth despite higher subscription fees and reference material prices (due to inflation). The resources are required for online and library

subscriptions and up-to-date dictionaries and reference materials (electronic and hard copies) in working/official/situation and case languages for expert language staff.

**Table 69: Sub-programme 3340: Proposed budget for 2016**

3340 Language Services Section	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	2,264.1	2,682.9	4,947.0		4,947.0	1,852.1	2,400.6	4,252.7	1,902.1	2,685.0	4,587.1	334.4	7.9
General Service staff						264.0	278.4	542.4	260.1	274.3	534.4	-8.0	-1.5
<i>Subtotal Staff</i>	<i>2,264.1</i>	<i>2,682.9</i>	<i>4,947.0</i>		<i>4,947.0</i>	<i>2,116.1</i>	<i>2,679.0</i>	<i>4,795.1</i>	<i>2,162.2</i>	<i>2,959.3</i>	<i>5,121.5</i>	<i>326.4</i>	<i>6.8</i>
General temporary assistance	4.9	310.5	315.4		315.4		385.4	385.4		592.0	592.0	206.6	53.6
Temporary assistance for meetings	194.6	161.7	356.3	3.8	360.1	169.9	308.4	478.3	264.3	375.5	639.8	161.5	33.8
Overtime	0.1		0.1		0.1								
<i>Subtotal Other staff</i>	<i>199.6</i>	<i>472.2</i>	<i>671.8</i>	<i>3.8</i>	<i>675.6</i>	<i>169.9</i>	<i>693.8</i>	<i>863.7</i>	<i>264.3</i>	<i>967.5</i>	<i>1,231.8</i>	<i>368.1</i>	<i>42.6</i>
Travel	4.5	86.6	91.1	4.9	96.0	3.6	108.0	111.6	5.2	143.8	149.0	37.4	33.5
Hospitality		0.8	0.8		0.8								
Contractual services	61.1	59.1	120.2	19.2	139.4	57.5	65.9	123.4	35.0	90.6	125.6	2.2	1.8
Training	0.7	6.8	7.5		7.5		2.7	2.7		10.6	10.6	7.9	292.6
Consultants		10.5	10.5		10.5		15.1	15.1		15.9	15.9	0.8	5.3
General operating expenses													
Supplies and materials	8.5	5.5	14.0		14.0	8.7	9.5	18.2	8.7	9.5	18.2		
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>74.8</i>	<i>169.3</i>	<i>244.1</i>	<i>24.1</i>	<i>268.2</i>	<i>69.8</i>	<i>201.2</i>	<i>271.0</i>	<i>48.9</i>	<i>270.4</i>	<i>319.3</i>	<i>48.3</i>	<i>17.8</i>
<b>Total</b>	<b>2,538.5</b>	<b>3,324.4</b>	<b>5,862.9</b>	<b>27.9</b>	<b>5,890.8</b>	<b>2,355.8</b>	<b>3,574.0</b>	<b>5,929.8</b>	<b>2,475.4</b>	<b>4,197.2</b>	<b>6,672.6</b>	<b>742.8</b>	<b>12.5</b>

**Table 70: Sub-programme 3340: Proposed staffing for 2016**

Language Services Section	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic				1	7	7	1		16		4	4	20
	Situation-related					6	12	7		25	1	3	4	29
	<i>Subtotal</i>					<i>1</i>	<i>13</i>	<i>19</i>	<i>8</i>		<i>41</i>	<i>1</i>	<i>7</i>	<i>49</i>
New/ Converted	Basic													
	Situation-related													
	<i>Subtotal</i>													
Redeployed/ Returned	Basic													
	Situation-related													
	<i>Subtotal</i>													
<b>Total</b>					<b>1</b>	<b>13</b>	<b>19</b>	<b>8</b>		<b>41</b>	<b>1</b>	<b>7</b>	<b>8</b>	<b>49</b>

**(e) Sub-programme 3360: Victims Participation and Reparations Section****Introduction**

501. The Victims Participation and Reparations Section (VPRS) is the specialized section within the Registry envisaged in regulation 86(9) of the Regulations of the Court, charged with assisting victims in participating in different phases of the proceedings and reparations in accordance, *inter alia*, with rules 16 and 89 to 96 of the Rules of Procedure and Evidence. The Section undertakes operations both in the field, to enable victims to make their applications, to be legally represented and to participate in proceedings effectively, and at the seat of the Court, to manage applications for participation and reparations and all other related documents received from victims, to transmit them to those involved in the relevant proceedings, and to assist Chambers by analysing the applications according to judicially determined criteria and preparing reports thereon. This section is also responsible for providing accurate data, reports and statistics on victims' participation and reparations inside and outside the Court.

**Budget resources** **€1,598.4 thousand**

502. The requested amount has decreased by €387.2 thousand (19.5 per cent).

**Staff resources** **€1,348.9 thousand**

503. VPRS comprises 16 established posts and no GTA positions. Although the Section has not yet undergone the structural review under the *ReVision* project, the staffing table has been cleaned up and adjusted in order to reflect reality.

*Established posts: Professional and General Service* *€1,348.9 thousand*

504. The VPRS is managed by one Chief of Victims Participation and Reparations Section (P-4), assisted by one Administrative Assistant (G-6) and one Documentation and Database Administrator (P-1).

505. The Legal Unit consists of one Legal Coordinator (P-3) and five Associate Legal Officers (P-2).

506. The Data Processing Unit consists of one Victims Applications Manager (P-2) and four Data Processing Assistants (G-4).

507. The Field Unit consists of one Field Coordinator (P-3) assisted by one Administrative Assistant (G-5).

**Non-staff resources** **€249.5 thousand**

508. The requested amount has increased by €45.0 thousand (22.0 per cent). Non-staff resources are required for travel, contractual services, training, consultants and supplies and materials.

*Travel* *€144.7 thousand*

509. The requested amount has increased by €25.0 thousand (20.9 per cent). The requested resources are all linked directly to field activities to facilitate and support the participation of victims in the proceedings or the Court's reparations activities, involving staff travel from field duty stations to locations where victim communities are concentrated, and/or between The Hague and the field. The increase is due to the confirmation of charges and possible preparation for trial in the *Ongwen* case, which in the light of its scope and sensitivity, will require intensive engagement.

*Contractual services*

€87.5 thousand

510. The requested amount has increased by €20.0 thousand (29.6 per cent) as a result of the *Ongwen* case. Resources are required for (a) external printing (of application forms for victim participation and reparations and explanatory booklets and materials for victims); (b) database development (improvement and adaptation of VPRS' systems used for storing, tracking and processing documentation, and to respond to new requirements arising out of Chambers' decisions); and (c) other contractual services (field activities to facilitate victim participation/reparation such as meetings with victims and meetings with intermediaries for the purposes of selection, training, monitoring and support). The increase falls under the last item due to field activities linked to the confirmation of charges and possible preparation for trial in the *Ongwen* case, which in the light of its scope and sensitivity, will require intensive engagement.

*Training*

€4.3 thousand

511. The requested amount remains unchanged and is required for (a) excel and other tools for staff working with the database to improve skills and efficiency in combining and extracting data and producing statistics; and (b) training of staff members who interact with victims and intermediaries in highly sensitive environments and require ongoing training and support from qualified experts to enable them to manage that interaction in such a way as to promote well-being and avoid causing harm, to themselves as well as victims.

*Consultants*

€10.0 thousand

512. The requested amount is unchanged. These funds are required to hire local experts for victim mapping, which is a necessary first step for organizing victim participation or reparations; and to bring in specialist external expertise to provide training and support to staff who interact regularly with victims so as to maximize the well-being of both staff and victims.

*Supplies and materials*

€3.0 thousand

513. The requested amount remains unchanged and is required: (a) to purchase items to ensure secure storage and/or transmission of confidential documents between the field and The Hague, such as plastic sealable envelopes; (b) to purchase items such as thumb pads to enable victims to make their applications (enabling victims who cannot sign their names to do so by thumbprint) and equipment to provide copies of supporting documents (portable printers, cameras, scanners etc. to enable copying of supporting documents); and (c) to equip selected intermediaries with tools such as secure USB sticks and sealable envelopes to enable them to secure confidential documents and information and to conduct their activities safely, in accordance with the Court-wide Guidelines on Intermediaries, to avoid putting victims and intermediaries engaging with the Court at risk.

**Table 71: Sub-programme 3360: Proposed budget for 2016**

3360 Victims Participation and Reparation Section	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	642.9	426.3	1,069.2		1,069.2	764.4	189.5	953.9	412.9	545.8	958.7	4.8	0.5
General Service staff						66.0	197.5	263.5	130.1	260.1	390.2	126.7	48.1
<i>Subtotal Staff</i>	<i>642.9</i>	<i>426.3</i>	<i>1,069.2</i>		<i>1,069.2</i>	<i>830.4</i>	<i>387.0</i>	<i>1,217.4</i>	<i>543.0</i>	<i>805.9</i>	<i>1,348.9</i>	<i>131.5</i>	<i>10.8</i>
General temporary assistance		402.0	402.0		402.0		563.7	563.7				-563.7	-100.0
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>		<i>402.0</i>	<i>402.0</i>		<i>402.0</i>		<i>563.7</i>	<i>563.7</i>				<i>-563.7</i>	<i>-100.0</i>
Travel		123.6	123.6		123.6		119.7	119.7		144.7	144.7	25.0	20.9
Hospitality													
Contractual services	2.0	53.4	55.4		55.4		67.5	67.5		87.5	87.5	20.0	29.6
Training	2.0	1.5	3.5		3.5		4.3	4.3	1.5	2.8	4.3		
Consultants	61.2	4.3	65.5		65.5		10.0	10.0	10.0		10.0		
General operating expenses													
Supplies and materials		0.4	0.4		0.4		3.0	3.0		3.0	3.0		
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>65.2</i>	<i>183.2</i>	<i>248.4</i>		<i>248.4</i>		<i>204.5</i>	<i>204.5</i>	<i>11.5</i>	<i>238.0</i>	<i>249.5</i>	<i>45.0</i>	<i>22.0</i>
<b>Total</b>	<b>708.1</b>	<b>1,011.5</b>	<b>1,719.6</b>		<b>1,719.6</b>	<b>830.4</b>	<b>1,155.2</b>	<b>1,985.6</b>	<b>554.5</b>	<b>1,043.9</b>	<b>1,598.4</b>	<b>-387.2</b>	<b>-19.5</b>

**Table 72: Sub-programme 3360: Proposed staffing for 2016**

Victims Participation and Reparations Section	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing						1	1	1	1	4		2	2	6
								1	5	6		4	4	10
						1	2	6	1	10		6	6	16
New/ Converted														
Redeployed/ Returned														
<b>Total</b>						<b>1</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>10</b>		<b>6</b>	<b>6</b>	<b>16</b>

**(f) Sub-programme 3190: Counsel Support Section****Introduction**

514. The Counsel Support Section (CSS) is in charge of centralizing and coordinating all assistance provided to counsel by the Court. It serves as the Registry's focal point for the Offices of Public Counsel, which depend on the Registry solely for administrative purposes, and also provides logistical and administrative assistance. The Section also manages the Court's programme of legal aid for indigent defendants and victims and handles all provisions relating to the activities of the Court's disciplinary organs.

**Budget resources** **€8,278.4 thousand**

515. The requested amount has increased by €3,180.0 thousand (62.4 per cent).

**Staff resources** **€1,128.9 thousand**

516. There are ten established posts. Two GTA (2.0 FTE) positions are requested.

*Established posts: Professional and General Service* *€934.1 thousand*

517. CSS is managed by one Chief, Counsel Support Section (P-5), assisted by one Administrative Assistant (GS-OL). It also has one Financial Investigator (P-4) and one Administrative Assistant (GS-OL) for the disciplinary organs for counsel. It is divided into two units: the Legal Aid Unit and the Counsel Assistance Unit.

518. The Legal Aid Unit consists of one Head, Legal Aid Unit (P-4); one Legal Aid Fund Monitoring Specialist (P-2) dealing with defence issues; one Assistant Legal Aid Officer (P-1) dealing with victim issues; and one Administrative Assistant (GS-OL).

519. The Counsel Assistance Unit is headed by one Associate Legal Officer (P-2) assisted by one Administrative Assistant (GS-OL).

*General temporary assistance* *€194.8 thousand*

520. Two GTA positions are requested in order to comply with the recommendations of the Report on Legal Aid prepared by the Office of Internal Audit and the consequences of the ReVision on technical (computer) assistance to external (legal team members) users.

521. One *IT Services Coordinator for External Counsel (P-1), 12 months. New.* This position is a direct consequence of the redeployment of the eCourt-related posts from ICTS to CMS. Since CMS cannot provide assistance to external legal teams to protect their impartiality, these functions have to be included in CSS.

522. One *Assistant Financial Officer (P-1), 12 months. New.* This position was recommended by the Report on Legal Aid prepared by the Office of Internal Audit presented on 3 September 2014.

**Non-staff resources** **€7,149.5 thousand**

523. The requested amount has increased by €2,905.9 thousand (68.5 per cent). Non-staff resources are required for travel, consultants, counsel for the Defence, counsel for victims and general operating expenses.

*Travel* *€67.5 thousand*

524. The requested amount has increased by €43.6 thousand (182.5 per cent) and is required for travel of disciplinary organ members to attend three hearings, to maintain contacts with associations of lawyers (one mission in Europe, two to situation countries) and for investigative purposes.

*Consultants* *€20.0 thousand*

525. The requested amount has increased by €20.0 thousand (100 per cent) as a consequence of the need for the Court to start working on the review of the legal aid policy on completion of the *Lubanga* case. The Registry will count on two lawyers from different legal systems to assist in assessing the policy and proposing amendments to allow for an improved legal aid system.

*Counsel for the Defence*

€4,881.5 thousand

526. The requested amount has increased by €2,525.9 thousand (107.2 per cent) as a result of the application of the Court's legal aid system as approved in 2012 to the assumptions on which the 2016 budget is based. An additional sum has been provided for duty and ad hoc counsel, appointed respectively by the Registrar and Chambers under the conditions established in the Statute, the Rules of Procedure and Evidence and the Regulations of the Court.

*Counsel for victims*

€2,178.5 thousand

527. The requested amount has increased by €316.4 thousand (17.0 per cent) as a result of the application of the Court's legal aid system as approved in 2012 to the assumptions on which the 2016 budget is based. An additional sum has been provided for legal representation of victims at the situation stage on the basis of the assumptions provided by the VPRS.

*General operating expenses*

€2.0 thousand

528. The requested amount remains unchanged and is required for the annual subscription to the investigative database.

**Table 73: Sub-programme 3190: Proposed budget for 2016**

3190 Counsel Support Section	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	372.5	348.4	720.9		720.9	445.4	211.4	656.8	456.4	217.6	674.0	17.2	2.6
General Service staff						132.0	66.0	198.0	195.1	65.0	260.1	62.1	31.4
<i>Subtotal Staff</i>	<i>372.5</i>	<i>348.4</i>	<i>720.9</i>		<i>720.9</i>	<i>577.4</i>	<i>277.4</i>	<i>854.8</i>	<i>651.5</i>	<i>282.6</i>	<i>934.1</i>	<i>79.3</i>	<i>9.3</i>
General temporary assistance		13.6	13.6		13.6					194.8	194.8	194.8	
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>		<i>13.6</i>	<i>13.6</i>		<i>13.6</i>					<i>194.8</i>	<i>194.8</i>	<i>194.8</i>	
Travel	3.3	7.0	10.3		10.3	19.3	4.6	23.9	1.7	65.8	67.5	43.6	182.5
Hospitality													
Contractual services		23.0	23.0		23.0								
Training													
Consultants		31.1	31.1		31.1				20.0		20.0	20.0	
Counsel for Defence		2,959.2	2,959.2	618.4	3,577.6		2,355.6	2,355.6		4,881.5	4,881.5	2,525.9	107.2
Counsel for Victims		1,745.7	1,745.7		1,745.7		1,862.1	1,862.1		2,178.5	2,178.5	316.4	17.0
General operating expenses	0.3	0.2	0.5		0.5	2.0		2.0		2.0	2.0		
Supplies and materials		2.7	2.7		2.7								
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>3.6</i>	<i>4,768.9</i>	<i>4,772.5</i>	<i>618.4</i>	<i>5,390.9</i>	<i>21.3</i>	<i>4,222.3</i>	<i>4,243.6</i>	<i>21.7</i>	<i>7,127.8</i>	<i>7,149.5</i>	<i>2,905.9</i>	<i>68.5</i>
<b>Total</b>	<b>376.1</b>	<b>5,130.9</b>	<b>5,507.0</b>	<b>618.4</b>	<b>6,125.4</b>	<b>598.7</b>	<b>4,499.7</b>	<b>5,098.4</b>	<b>673.2</b>	<b>7,605.2</b>	<b>8,278.4</b>	<b>3,180.0</b>	<b>62.4</b>

**Table 74: Sub-programme 3190: Proposed staffing for 2016**

Counsel Support Section	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing					1	1		1	1	4		2	2	6
							1	1		2		1	1	3
<i>Subtotal</i>					<i>1</i>	<i>2</i>		<i>2</i>	<i>1</i>	<i>6</i>		<i>3</i>	<i>3</i>	<i>9</i>
New/ Converted												1	1	1
												1	1	1
<i>Subtotal</i>												<i>1</i>	<i>1</i>	<i>1</i>
Redeployed/ Returned														
<i>Subtotal</i>														
<b>Total</b>					<b>1</b>	<b>2</b>		<b>2</b>	<b>1</b>	<b>6</b>		<b>4</b>	<b>4</b>	<b>10</b>

**(g) Sub-programme 3740: Office of Public Counsel for the Defence****Introduction**

529. The Office of Public Counsel for the Defence (OPCD) protects, represents and promotes the rights of all suspects and accused at the initial stages of a case and is occasionally called upon by the Chambers to appear before the Court or prepare work for a specific situation or suspect. At the same time, the Office assists the Defence teams with legal research and case management, ensuring their ability to comply with judicial deadlines and focus on relevant legal issues. The OPCD secures institutional memory of the Court for the Defence and maintains a repository of memoranda, manuals and databases to allow for quick reference on issues of import to the Defence, so as to contribute to equality of arms between Defence and Prosecution. Finally, the OPCD provides a Defence viewpoint on legal issues for both internal working groups and external partnerships.

**Budget resources****€666.6 thousand**

530. The requested amount has increased by €132.6 thousand (24.8 per cent) due to the addition of one GTA Legal Officer (P-3).

**Staff resources****€641.1 thousand**

531. The OPCD is composed of five established posts. The office is requesting one GTA position (1.0 FTE).

*Established posts: Professional and General Service*

*€521.5 thousand*

532. One Principal Counsel (P-5) fulfils duties related to the OPCD core mandate as set forth in regulation 77 of the Regulations of the Court, including the direct representation of suspects and accused when called upon to do so by the Court; manages the Office overall, including legal assistance to teams; and represents the Defence internally and externally. One Legal Assistant (GS-OL) directly assists the Principal Counsel in relation to the core mandate (*inter alia*, drafting presentations, preparing reports on administrative and budget issues, providing assistance at meetings and liaising with other organs or sections); and performs substantive legal research to assist Defence teams.

533. One Legal Adviser/Counsel (P-4), working under the supervision of the Principal Counsel, manages manuals and ongoing research projects; when called upon by the Court, drafts legal submissions and appears before the Court; and performs administrative and/or policy functions in conjunction with or in place of the Principal Counsel, when the latter is unavailable. One Associate Counsel (P-2) conducts legal research to provide assistance to the Defence teams and assists with the policy functions of the Office in executing its role of ensuring equality of arms for the Defence (including participation in certain working groups). One Case Manager (P-1) organizes the data of the Office to ensure efficient research processes; carries out legal research in relation to Defence requests; and assists the Defence teams with case management (including training on software used by the Court and assisting with disclosure matters).

*General temporary assistance*

*€119.6 thousand*

534. One *Legal Officer (P-3), 12 months. New*. In light of the workload created by an increasing number of cases, especially at the trial stage (four cases at trial with 10 separate Defence teams), it is anticipated, based on the current increased workload, that the OPCD will continue to have insufficient resources to assist trial teams in real-time or respond to requests or, in the alternative, there will be significant delays in manual and general source updating. The Legal Officer will, in conjunction with the Associate Counsel (P-2), conduct legal research and prepare manuals to provide assistance to the Defence teams, and execute policy functions where needed. This position will also assist the Legal Adviser/Counsel (P-4) in management duties by supervising the output of the OPCD and undertaking tasks arising out of requests made by the Chambers.

**Non-staff resources****€25.5 thousand**

535. The proposed 2016 budget for non-staff costs has increased by €2.9 thousand (13.0 per cent). The resources are required for travel, contractual services and training.



*Travel*

€3.0 thousand

536. The requested amount has increased by €0.4 thousand (16.5 per cent). The resources ensure that the OPCD is able to travel in relation to representation duties pursuant to appointments under article 56 and rule 47(2); will permit training exercises in the field; and will allow participation at key conferences concerning the rights of the Defence before the Court.

*Contractual services*

€20.0 thousand

537. The requested amount remains unchanged. Resources are required for Defence training seminars in affected countries for potential counsel/duty counsel, run in conjunction with other sections.

*Training*

€2.5 thousand

538. Requested training ensures that the limited resources of the OPCD are employed effectively. The OPCD shares this expertise with all teams and further seeks to assist the Court in providing training for Defence teams.

**Table 75: Sub-programme 3740: Proposed budget for 2016**

3740 Office of Public Counsel for Defense	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	217.7	177.4	395.1		395.1	147.2	298.2	445.4	151.2	305.3	456.5	11.1	2.5
General Service staff						66.0		66.0	65.0		65.0	-1.0	-1.5
<i>Subtotal Staff</i>	<i>217.7</i>	<i>177.4</i>	<i>395.1</i>		<i>395.1</i>	<i>213.2</i>	<i>298.2</i>	<i>511.4</i>	<i>216.2</i>	<i>305.3</i>	<i>521.5</i>	<i>10.1</i>	<i>2.0</i>
General temporary assistance	51.0		51.0		51.0					119.6	119.6	119.6	
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>	<i>51.0</i>		<i>51.0</i>		<i>51.0</i>					<i>119.6</i>	<i>119.6</i>	<i>119.6</i>	
Travel	6.9		6.9		6.9	2.6		2.6	1.0	2.0	3.0	0.4	16.5
Hospitality													
Contractual services		9.7	9.7		9.7		20.0	20.0		20.0	20.0		
Training										2.5	2.5	2.5	
Consultants													
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>6.9</i>	<i>9.7</i>	<i>16.6</i>		<i>16.6</i>	<i>2.6</i>	<i>20.0</i>	<i>22.6</i>	<i>1.0</i>	<i>24.5</i>	<i>25.5</i>	<i>2.9</i>	<i>13.0</i>
<b>Total</b>	<b>275.6</b>	<b>187.1</b>	<b>462.7</b>		<b>462.7</b>	<b>215.8</b>	<b>318.2</b>	<b>534.0</b>	<b>217.2</b>	<b>449.4</b>	<b>666.6</b>	<b>132.6</b>	<b>24.8</b>

**Table 76: Sub-programme 3740: Proposed staffing for 2016**

Office of Public Counsel for the Defence	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing					1					1		1	1	2
						1		1	1	3				3
					1	1		1	1	4		1	1	5
New/ Converted														
Redeployed/ Returned														
<b>Total</b>					<b>1</b>	<b>1</b>		<b>1</b>	<b>1</b>	<b>4</b>		<b>1</b>	<b>1</b>	<b>5</b>

**(h) Sub-programme 3750: Office of Public Counsel for Victims****Introduction**

539. The Office of Public Counsel for Victims (OPCV) assists victims to be heard in proceedings before the Court, provides high-quality representation for victims and support and assistance for external counsel, and appears before Chambers in respect of specific issues. OPCV also raises awareness of victims' rights in international criminal proceedings.

540. As of May 2015, OPCV had been appointed as the legal representative of around 5,300 victims in the various situations and cases before the Court. Moreover, the Office represents the interests of victims having communicated with the Court in all the admissibility proceedings under article 19 of the Rome Statute, and in the proceedings related to article 53 of the Rome Statute. The Office also supports and assists external legal representatives in all situations and cases before the Court through the provision of legal advice and research.

**Budget resources****€1,789.1 thousand**

541. The requested amount has increased by €264.1 thousand (17.3 per cent), largely due to a new legal field staff member, and the fact that OPCV is representing victims at the trial stage, where more resources are needed, and in different proceedings at the pre-trial and reparations stages.

**Staff resources****€1,334.8 thousand**

542. OPCV currently comprises 12 staff members. It is requested that one GTA (1.0 FTE) position be continued.

*Established posts: Professional and General Service*

*€1,237.4 thousand*

543. Staff members are allocated simultaneously to more than one situation/case and may form teams which follow the proceedings (including in the courtroom), depending on the tasks assigned.

544. OPCV consists of one Principal Counsel (P-5), two Counsel (P-4), three Legal Officers (P-3), three Associate Legal Officers (P-2), two Case Managers (P-1) and one Administrative Assistant (GS-OL).

*General temporary assistance*

*€97.4 thousand*

545. The requested amount has decreased by €63.4 thousand (39.4 per cent).

546. One *Associate Legal Officer (P-2), 12 months. Continued.* The current staff of the Office is already assigned to different cases at the trial stage and one staff member continues to be permanently assigned to the common legal representative appointed in *Ruto and Sang*, in which proceedings are also at the trial stage. In accordance with the previous practice of Chambers, it is anticipated that the Office will be appointed for the pre-trial phase of the *Ongwen* case. Moreover, the Office assists external legal representatives in different situations and cases and it is entrusted with making representations to the Chamber on behalf of applicants in accordance with regulation 81 of the Regulations of the Court. An additional staff member is therefore required in order for the OPCV to be able to fulfil all its tasks.

**Non-staff resources****€154.3 thousand**

547. The requested amount has increased by €109.4 thousand (31.7 per cent). Non-staff resources are requested for travel, contractual services, consultants and general operating expenses.

548. Practice has shown that the assistance of a legal staff member in the field is essential to maintain continuous contact with represented victims and to keep them updated on the

proceedings, to gather their views and concerns and to collect evidence. When appointing counsel from the OPCV as legal representative of victims, Chambers have consistently stated that she or he can avail herself or himself of the assistance of a legal staff member in the field. The Registry itself has recommended to the relevant Chambers that the same system of legal representation of victims at the trial stage be maintained. Legal representation by OPCV counsel decreases the resources required under the legal aid budget.

549. Continuation of the services of existing legal staff in the field is necessary in the cases of *Gbagbo and Blé Goudé* and *Bosco Ntaganda*. Moreover, a new legal staff member is required in Uganda. The costs are calculated on the basis of the actual consultant's contract.

*Travel* €123.4 thousand

550. The requested amount has increased by €26.9 thousand (27.9 per cent). The increase is due to the fact that Mr Ongwen's surrender triggered the need for the appointed counsel to meet with the victims they represent in Uganda, and to the fact that more resources to meet with victims are needed at the trial stage of cases, including for identifying victims who may appear as witnesses or in person and to collect potential evidence.

551. Travel for missions in the field is essential for the Office to fulfil its mandate. Face-to-face meetings with victims are vital in providing meaningful assistance, support and representation at all stages of the proceedings.

*Contractual services* €50.0 thousand

552. The requested amount has increased by €15.0 thousand (42.9 per cent) and is required for transportation of victims from their place of residence to a safe location where they can meet with counsel. The increase is due to the fact that Mr Ongwen's surrender triggered the need for the appointed counsel to meet with the victims they represent in Uganda, and to the fact that more resources to meet with victims are needed at the trial stage of cases, including for identifying victims who may appear as witnesses or in person and to collect potential evidence.

*Consultants* €269.9 thousand

553. The requested amount has increased by €67.5 thousand (33.3 per cent). In accordance with Chambers' decisions on the legal representation of victims, three staff from the legal team in The Hague, funded under consultants are based in the relevant situation country: one in Côte d'Ivoire for *Laurent Gbagbo and Blé Goudé* and two in the DRC for *Bosco Ntaganda*. The increase is due to the fact that counsel from the OPCV represent victims in the Uganda proceedings and will most likely be appointed for the *Ongwen* pre-trial proceedings for which a legal staff member in the field is required.

*General operating expenses* €11.0 thousand

554. The requested resources remain unchanged and are required to cover the costs of renting premises where victims can be met safely, in a way which preserves the privileged relationship between counsel and client.

**Table 77: Sub-programme 3750: Proposed budget for 2016**

3750 Office of Public Counsel for Victims	Expenditure 2014 (thousands of euro)					Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	279.2	689.0	968.2		968.2	232.1	721.2	953.3	151.2	1,021.2	1,172.4	219.1	23.0
General Service staff						66.0		66.0	65.0		65.0	-1.0	-1.5
<i>Subtotal Staff</i>	<i>279.2</i>	<i>689.0</i>	<i>968.2</i>		<i>968.2</i>	<i>298.1</i>	<i>721.2</i>	<i>1,019.3</i>	<i>216.2</i>	<i>1,021.2</i>	<i>1,237.4</i>	<i>218.1</i>	<i>21.4</i>
General temporary assistance		90.1	90.1		90.1		160.8	160.8		97.4	97.4	-63.4	-39.4
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>		<i>90.1</i>	<i>90.1</i>		<i>90.1</i>		<i>160.8</i>	<i>160.8</i>		<i>97.4</i>	<i>97.4</i>	<i>-63.4</i>	<i>-39.4</i>
Travel	3.2	80.1	83.3	4.3	87.6		96.5	96.5	4.4	119.0	123.4	26.9	27.9
Hospitality													
Contractual services		7.9	7.9		7.9		35.0	35.0		50.0	50.0	15.0	42.9
Training													
Consultants							202.4	202.4		269.9	269.9	67.5	33.3
General operating expenses		26.5	26.5		26.5		11.0	11.0		11.0	11.0		
Supplies and materials	1.1		1.1		1.1								
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>4.3</i>	<i>114.5</i>	<i>118.8</i>	<i>4.3</i>	<i>123.1</i>		<i>344.9</i>	<i>344.9</i>	<i>4.4</i>	<i>449.9</i>	<i>454.3</i>	<i>109.4</i>	<i>31.7</i>
<b>Total</b>	<b>283.5</b>	<b>893.6</b>	<b>1,177.1</b>	<b>4.3</b>	<b>1,181.4</b>	<b>298.1</b>	<b>1,226.9</b>	<b>1,525.0</b>	<b>220.6</b>	<b>1,568.5</b>	<b>1,789.1</b>	<b>264.1</b>	<b>17.3</b>

**Table 78: Sub-programme 3750: Proposed staffing for 2016**

Office of Public Counsel for Victims	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing					1					1		1	1	2
						2	2	2	2	8				8
					1	2	2	2	2	9		1	1	10
New/ Converted							1	1		2				2
							1	1		2				2
Redeployed/ Returned														
<b>Total</b>					<b>1</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>11</b>		<b>1</b>	<b>1</b>	<b>12</b>

**(i) Sub-programme 3390: Information Management Services Section**

555. Under the direct supervision of the Director of Judicial Services, the Information Management Services Section (IMSS) ensures that the Registry puts in place adequate Information Management (IM) services for the benefit of all organs and activities of the Court. IMSS will also provide services to other Registry clients, including external parties relying on the policies and technology of the Court. Information services consist of:

- (a) Information management activities which include: developing policies and best practices for the management of (digital) documents, records and archives; library services; and knowledge management, whether or not technology based;
- (b) Information Systems support, including systems development, administration and integration;
- (c) Technology Services Operations support, including end-user services, communications and networking technology; and audio-visual technology; and
- (d) Information security activities, including developing policies and best practices; implementing information security standards; and managing risk related to information, whether or not technology based.

556. The main driver for 2016 will be related to ensuring the smooth transition to the permanent premises and implementing the *ReVision* recommendations for the Section. This involves support for a new approach to service delivery, including building Information Management capacity and placing greater emphasis on information security.

557. In 2016 there is a proposed increase in expenditure for information systems, following the Registrar's decision to concentrate on this area, and to address the considerable adverse effects in the global arena of cyber-threats and transnational cyber-espionage.

558. The activities of the Information Management unit in 2016 will be focused on three main areas; establishing a digital archiving service in the Court; integrating the library to support internal information consumption; and the proper description and classification of all business information, including the development of information management competencies. Resources will be spent on ingesting archival and legacy information into the archive, transforming the library to support the classification of judicial information and the development of information management focal roles.

**Budget resources** **€9,503.5 thousand**

559. The requested amount has increased by €485.0 thousand (5.4 per cent).

**Staff resources** **€4,532.9 thousand**

560. There are 55 established posts and one GTA (1.0 FTE) position.

*Established posts: Professional and General Service* *€4,415.6 thousand*

561. IMSS is managed by one Chief of Section (P-5), assisted by one Administrative Assistant (GS-OL).

562. The Information Management Unit consists of one Head, Information Management Unit (P-4), one Information Management Officer (P-3), one Library, Archives and Legacy Officer (P-3), one Associate Information Management Officer (P-2), one Associate Library Officer (P-2), one Information Management Assistant (GS-OL), one Library Systems Support Assistant (GS-OL), one Library Acquisitions Assistant (GS-OL) and one Archives and Legacy Assistant (GS-OL).

563. The Information Security Unit consists of one Head, Information Security Unit (P-4), one IT Security Officer (P-3) and two Information Security Assistants (GS-OL).

564. The Systems Development and Administration Unit consists of one Head, Systems Development and Administration Unit (P-4), one Systems Development Officer (P-3), one

Systems and Database Administrator (P-3), one Database and ERP Administration Officer (P-2), one Associate Systems Support Officer (P-2), one Data Management Officer (P-2), two Senior Development Assistants (GS-OL), two Development Assistants (GS-OL), two Systems Support Assistants (GS-OL), two Data Management Assistants (GS-OL) and one Database Administration Assistant (GS-OL).

565. The Service Operations Unit consists of one Head, Services Operations Unit (P-4), one Technology and Communications Officer (P-3), one End-User Services Coordinator (P-2), one Senior Services Support Technician (GS-OL), one Senior Network and Communications Technician (GS-OL), one Senior Audio-Visual Technician (GS-OL), two Services Support Technicians (GS-OL), three Network and Communications Technicians (GS-OL), two Audio-Visual Technicians (GS-OL), seven Service Assistants (GS-OL), one Hardware Technician (GS-OL) and one Application Support and Training Assistant (GS OL).

566. The Architecture and Service Delivery Unit consists of one Enterprise and Solutions Architect (P-4), one Service Delivery Manager (P-2) and one Configuration and Change Management Assistant (GS-OL).

*General temporary assistance* €72.3 thousand

567. One *ICT Service Desk Technician (GS-OL)*, 12 months. New The ICT Service Desk has eight FTEs for approximately 1,400 users (including 195 active external team members). This position is required to support the increased workload during the transition period while users adapt to the new premises and work procedures.

*Temporary assistance for meetings* € 10.0 thousand

568. The requested amount is required for provision of IMSS services for meetings and event management.

*Overtime* € 35.0 thousand

569. The requested amount remains unchanged.

570. All the computer systems require regular upgrades, security fixes and minor functionality enhancements (patches). In order to ensure continuity of services, this work is performed in the evenings and at weekends. For reasons of business continuity, it is not always feasible to allow compensatory time off. All attempts are made to keep overtime payments to a minimum.

**Non-staff resources** €4,970.6 thousand

571. The requested amount has decreased by €413.5 thousand (9.1 per cent) after transfer of activities and related costs to other sections such as DMS, DJS and Field Offices, as well as inclusion of activities from Information Security and Library. Non-staff resources are required for travel, contractual services, training, general operating expenses, supplies and materials and furniture and equipment.

*Travel* € 46.9 thousand

572. The amount requested is required for travel to the field to install equipment needed to securely connect to the Headquarters network; travel to Information Management and Information Technology meetings for updates on changes and the impact on the Court; travel to United Nations User Group meetings for lessons learnt to implement practices that have been tested in UN organizations and proven to be successful and cost-effective; and travel to keep abreast of ICT security initiatives which address potential security and safety vulnerabilities, networking and information sharing.

*Contractual services* € 274.5 thousand

573. Current services relate to systems upgrades and further strengthening of IT security measures. Additional contractual costs related to the implementation of monitoring tools, detection systems and response to intelligence threats, are also expected. Related capital expenditures are outlined in paragraph 578. These are all in line with the Registrar's priority to invest in Cyber defences.

*Training* € 68.5 thousand

574. The move to the permanent premises will result in new technologies across the technical landscape of the organization. In-house expertise and technical skills for implementing an effective Information Management strategy are critical to an effective working environment, alongside strengthening staff skills in their area of responsibility within the organization. Information security training will also be required to keep abreast of security issues and reduce any risk to the Court.

*General Operating Expenses* € 3,557.3 thousand

575. Reductions have been made possible as a result of aggressive renegotiation of existing contracts and services, prioritizing and taking advantage of investments made in previous years. Fixed costs are unchanged for network and security systems, office automation, translation management, library, intrusion detection system, and email and archive systems, anti-virus, secure remote access, database licenses, storage licenses, application licenses, video link and 2-way radio system maintenance. Further costs are for Citrix remote access, voice logging at the Detention Centre and for the rental of the Court's main and backup Internet lines and satellite systems at field locations.

*Supplies and materials* € 221.5 thousand

576. The requested amount is required for online and library subscriptions as well as up-to-date dictionaries and reference materials (electronic and hard copies) in working, official, situation and case languages for expert language staff.

577. Toner cartridges for the high-volume printers, memory chips, different language keyboards, external DVD burners, AV supplies, headphones, network supplies and laptop batteries are also required.

*Furniture and Equipment* € 802.0 thousand

578. There will be a need for increased data storage due to the new investigations, break fix of computer equipment and investment in disaster recovery infrastructure. The requested amount also covers implementation of *ReVision* recommendations (Phase 1) related to the improvement of Information Security capacities. This includes the development, acquisition and implementation of new cyber-security systems and will extend and increase the existing capacity for the provision of information technology security services to the Court, improving layered protection, detection, event logging, alerting and response capabilities

579. As recommended by the *ReVision* project, the Section will work towards implementation of an electronic solution for replacing paper-based approval workflows (Service Desk Tooling).

580. Based on the 2016 services requests from the Office of the Prosecutor to IMSS, there is an increase of 15 per cent in software licenses and storage needs. There is also provision for additional application servers and completion of the Situation Security Monitoring.

**Table 79: Sub-programme 3390: Proposed budget for 2016**

3390 Information Management Services Section	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	2,857.6	1,420.0	4,277.6		4,277.6	1,137.6	567.8	1,705.4	1,455.2	605.2	2,060.4	355.0	20.8
General Service staff						1,400.4	1,034.5	2,434.9	1,574.9	780.3	2,355.2	-79.8	-3.3
<i>Subtotal Staff</i>	<i>2,857.6</i>	<i>1,420.0</i>	<i>4,277.6</i>		<i>4,277.6</i>	<i>2,538.0</i>	<i>1,602.3</i>	<i>4,140.3</i>	<i>3,030.1</i>	<i>1,385.5</i>	<i>4,415.6</i>	<i>275.3</i>	<i>6.6</i>
General temporary assistance	-2.0	175.6	173.6		173.6		276.1	276.1	72.3		72.3	-203.8	-73.8
Temporary assistance for meetings						10.0		10.0	10.0		10.0		
Overtime	14.5		14.5		14.5	35.0		35.0	35.0		35.0		
<i>Subtotal Other staff</i>	<i>12.5</i>	<i>175.6</i>	<i>188.1</i>		<i>188.1</i>	<i>45.0</i>	<i>276.1</i>	<i>321.1</i>	<i>117.3</i>		<i>117.3</i>	<i>-203.8</i>	<i>-63.5</i>
Travel	35.2	52.1	87.3		87.3	33.3	24.6	57.8	27.8	19.1	46.9	-11.0	-18.9
Hospitality													
Contractual services	240.3	142.0	382.3		382.3	140.2	87.0	227.2	201.5	73.0	274.5	47.4	20.8
Training	32.1	44.8	76.9		76.9	60.7		60.7	68.5		68.5	7.8	12.8
Consultants													
General operating expenses	1,879.7	1,484.8	3,364.5		3,364.5	2,101.7	1,440.0	3,541.7	1,902.0	1,655.3	3,557.3	15.6	0.4
Supplies and materials	213.4		213.4		213.4	120.0	14.8	134.8	221.5		221.5	86.7	64.3
Furniture and equipment	581.9	346.0	927.9		927.9	300.0	235.0	535.0	289.0	513.0	802.0	267.0	49.9
<i>Subtotal Non-staff</i>	<i>2,982.6</i>	<i>2,069.7</i>	<i>5,052.3</i>		<i>5,052.3</i>	<i>2,755.8</i>	<i>1,801.3</i>	<i>4,557.1</i>	<i>2,710.2</i>	<i>2,260.4</i>	<i>4,970.6</i>	<i>413.5</i>	<i>9.1</i>
<b>Total</b>	<b>5,852.7</b>	<b>3,665.3</b>	<b>9,518.0</b>		<b>9,518.0</b>	<b>5,338.8</b>	<b>3,679.7</b>	<b>9,018.5</b>	<b>5,857.6</b>	<b>3,645.9</b>	<b>9,503.5</b>	<b>485.0</b>	<b>5.4</b>

**Table 80: Sub-programme 3390: Proposed staffing for 2016**

Information Management Services Section	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing					1	2	4	7		14		23	23	37
						3	2			5		12	12	17
					1	5	6	7		19		35	35	54
New/ Converted												1	1	1
												1	1	1
Redeployed/ Returned														
<b>Total</b>					<b>1</b>	<b>5</b>	<b>6</b>	<b>7</b>		<b>19</b>		<b>36</b>	<b>36</b>	<b>55</b>



#### 4. Programme 3800: Division of External Relations

581. The Division of External Relations is a new division created out of the Registry's *ReVision* Project, which has involved a Registry-wide discussion on the Registry's mission, values, and objectives, as well as its operations, work methods and practices. As such, the Director-level post is new to the Registry.

582. The Division consists of the Field Offices, the External Relations and Field Coordination Section, the Victims and Witnesses Section, and the Public Information and Outreach Section. It will anticipate and plan for external developments affecting the Court's operations and is to be highly responsive to such developments.

583. The Division promotes support for the Court and the Registry to maximize their impact and efficiency by shaping the Court's communications; by ensuring that the public is proactively, accurately and timely informed about the Court's objectives; by collecting and analysing relevant political and security information products in relation to the work of the Registry in the situation countries or any other country of interest for the Court; through fostering dialogue, cooperation and relations with stakeholders and partners including States, intergovernmental organizations and civil society; and through representing the Registrar and the Court as appropriate in internal and external fora.

584. The Division will carry out the Registrar's duties in relation to state cooperation and will maintain and coordinate the Court's presence in the field through the establishment of new structures within the field offices. These offices carry out the Registrar's external relations, public information, outreach and victim-related functions in the field, and both create preconditions for the provision of, and provide, high-quality services in support of Registry clients' operations in the field. The Division coordinates, supports and provides planning and control for missions away from Headquarters.

585. The Division is also responsible for ensuring the timely appearance of witnesses in court and for providing support, protection and other appropriate services to witnesses and other persons at risk.

586. In pursuance of the Division's coordination mandate, the Field Offices continue to implement its field operations strategy. In 2016, in line with the judicially-driven field operations principle, the field offices and presences will continue to be essential in the implementation of the Court's judicial proceedings. The field office in Kinshasa (DRC) and a field presence in Bunia (DRC) will continue to support activities in relation to the appeals and reparations proceedings in the *Lubanga* and *Katanga* cases, as well as increased activities in *Ntaganda*, in particular in Kivu and Ituri Provinces. Bangui (CAR) will also continue with its activities in support of investigations. A field presence will be strengthened in Kampala (Uganda) to enable adequate preparation of the confirmation of charges hearing in the *Dominic Ongwen* case and to continue to support the regional presence of the Trust Fund for Victims in relation to their work in Uganda, Kenya and the eastern part of the DRC. Trial proceedings work in relation to the *Ruto and Sang* case will continue to benefit from the support of the Registry's field presence in Nairobi. A field presence will also be maintained in Côte d'Ivoire and in Mali for the whole of 2016.

587. The Office of the Director is responsible for creating synergies among the sections of the Division. The Office of the Director of the Division works closely with other Offices of Division Directors to ensure the implementation of the Registry's strategic objectives and to coordinate activities.

##### *Objectives (Priority Objectives 2015-2016)*

- 1.1.2 Participate in and contribute to establishing strategies and vision for the management of overall performance of the Registry (SG 1.1).
- 1.7.1 Conduct effective outreach to and communication with victims and affected communities in accordance with the Court's relevant strategic documents (SG 1.7).

- 2.1.1 Re-examine and adapt the structure, staffing and resources of the Court in the light of practical experience, promoting efficiency and effectiveness while ensuring the capacity to deliver on the Organs' respective mandates and responsibilities (SG 2.1).
- 2.1.2 Effective resource management and identification and implementation of possible further efficiency measures (SG 2.1).
- 2.8.1 Ensure security and safety measures are tailored to the circumstances and facilitate the requisite operations of the Court while being included from the outset in the planning and execution of the Court's operations (SG 2.8).
- 2.8.2 Improve governance and security and safety risk management mechanism for all countries of ICC operations, including non-situation countries, and for all stages of investigation and judicial process (SG 2.8).
- 2.8.3 Management of security and safety risks through a risk management process (SG 2.8).
- 3.2.1 Promote information exchanges between the Court and States, international and regional organizations, NGOs and other stakeholders (SG 3.2).
- 3.2.2 Actively promote awareness among key stakeholders about the reforms being undertaken by the organs of the Court (SG 3.2).
- 3.3.1 Make constructive contributions to the Assembly's discussions on cooperation issues, particularly on the review of the 66 recommendations on cooperation, arrest strategies and the review of non-cooperation procedures (SG 3.3).
- 3.3.2 Engage in constructive discussions with States to overcome obstacles and to promote best practices, such as consulting promptly with the Court in order to resolve any matter that has impeded or prevented the execution of requests (SG 3.3).
- 3.3.4 Organise seminars on cooperation in different regions for key representatives of States and the Court (SG 3.3).
- 3.4.3 Explore partnerships to assist States to conclude agreements of key importance to the Court (SG 3.4).
- 3.4.4 Increase external and internal level of cooperation in relation to witness protection (SG 3.4).
- 3.6.2 Promote engagement of development aid and rule of law actors in complementarity discussions. (SG 3.6).

**Table 81: Expected results, performance indicators and targets 2016**

<i>Expected Results</i>	<i>Performance Indicators</i>	<i>Target 2016</i>
<i>Priority Objective 1.1.2</i>		
Participate in and contribute to establishing strategies and vision for the management of overall performance of the Registry.	<ul style="list-style-type: none"> <li>Participate in and contribute to establishing strategies and vision for the management of overall performance of the Registry;</li> <li>Monitor all cooperation cases and raise any issue which may impact on the overall performance of the Registry with the RMT for discussion and recommend solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Contribute to fair and expeditious trials by ensuring cooperation with States, establishing and/or developing partnership with NGOs and other external stakeholders and by ensuring that more States adopt an implementing legislation;</li> <li>Ensure developing synergies with the Presidency and the OTP.</li> </ul>
<i>Priority Objective 1.7.1</i>		
Conduct effective outreach to and communication with victims and affected communities in accordance with the Court's relevant strategic documents.	<ul style="list-style-type: none"> <li>Best practices of outreach methods are implemented successfully, leading to improved communications with external and internal stakeholders;</li> <li>Same or increased capacity amongst the local populations to follow judicial</li> </ul>	<ul style="list-style-type: none"> <li>New public information and outreach monitoring and reporting system in place by the end of 2016;</li> <li>Number of radio broadcasts in concerned countries is the same</li> </ul>

<i>Expected Results</i>	<i>Performance Indicators</i>	<i>Target 2016</i>
	<ul style="list-style-type: none"> <li>developments of relevant cases in offices with Registry field presence ;</li> <li>Increased understanding of the Court's mandate and proceedings amongst victims and affected communities.</li> </ul>	<ul style="list-style-type: none"> <li>or increased compared to 2015;</li> <li>Higher percentage of questions showing that the level of understanding of participants in outreach sessions has become more sophisticated than in 2015.</li> </ul>
<i>Priority Objective 2.1.1</i>		
Re-examine and adapt the structure, staffing and resources of the Court in the light of practical experience, promoting efficiency and effectiveness while ensuring the capacity to deliver on the Organs' respective mandates and responsibilities.	<ul style="list-style-type: none"> <li>As recommended in the Registry <i>ReVision</i> project, elaborate with DER Section Chiefs a detailed division of tasks and related decision-making responsibilities as well as reporting requirements;</li> <li>Implementation of improved efficiency strategy;</li> <li>Enhanced accountability through empowerment and delegation of authority to sections;</li> <li>Liaise with the other two Divisions in better forecasting budget and determination of financial and staff resources required;</li> <li>Development of a functional "Case Management System" for witnesses, including possible review of ICCPP cases.</li> </ul>	<ul style="list-style-type: none"> <li>Division of tasks and decision-making responsibilities to be in place and implemented in 2016;</li> <li>Regular liaison with the two other divisions to be in place as of 2016;</li> <li>Case Management System to be fully operational and functional by end of 2016.</li> </ul>
<i>Priority Objective 2.1.2</i>		
Effective resource management and identification and implementation of possible further efficiency measures.	<ul style="list-style-type: none"> <li>Implement Registry <i>ReVision</i> project</li> <li>Implementation of improved efficiency strategy;</li> <li>Decentralisation of activities from Headquarters to the field offices to achieve efficiencies and greater coordination;</li> <li>Updated mission planning processes, exit strategy, field capacity model and standardised template for the setup of new field offices;</li> <li>Enhanced accountability through empowerment and delegation of authority to units and teams.</li> </ul>	<ul style="list-style-type: none"> <li>To be fully achieved by end of 2016.</li> </ul>
<i>Priority Objective 2.8.1</i>		
Ensure security and safety measures are tailored to the circumstances and facilitate the requisite operations of the Court while being included from the outset in the planning and execution of the Court's operations.	<ul style="list-style-type: none"> <li>Conduct yearly review of the state of readiness of the staff and witness protection;</li> <li>In-depth review of witness protection is undertaken;</li> </ul>	<ul style="list-style-type: none"> <li>Completion of annual review by the end of each year. Avoid incidents and if incidents occur, 100% professional handling;</li> <li>100% of field offices in compliance with UN MOSS.</li> </ul>
<i>Priority Objective 2.8.2</i>		
Improve governance, security and safety risk management mechanism for all countries of ICC operations, including non-situation countries, and for all stages of investigation and judicial process.	<ul style="list-style-type: none"> <li>Implementation of systematic security risk management process to all of the Court's activities at Headquarters and in the field;</li> <li>Security risk assessment updated and measures reviewed yearly or when required;</li> <li>Completion of UN MOSS self-assessment for all field offices and update ICC-specific Security Risk Assessment.</li> </ul>	

<i>Expected Results</i>	<i>Performance Indicators</i>	<i>Target 2016</i>
<i>Priority Objective 2.8.3</i>		
Management of security and safety risks through a risk management process.		
<i>Priority Objective 3.2.1</i>		
Promote information exchanges between the Court and States, international and regional organizations, NGOs and other stakeholders.	<ul style="list-style-type: none"> <li>Increased understanding regarding the Court's mandate and processes amongst influential stakeholders by addressing their information needs and concerns in a timely manner;</li> </ul>	<ul style="list-style-type: none"> <li>Diplomatic community in The Hague and New York as well as focal points of situation countries aware of mandate of the new Division;</li> </ul>
<i>Priority Objective 3.2.2</i>		
Actively promote awareness among key stakeholders about the reforms being undertaken by the organs of the Court.	<ul style="list-style-type: none"> <li>Successful establishment of the new Division of External Relations of the Registry.</li> </ul>	<ul style="list-style-type: none"> <li>Main NGOs aware of the mandate of the new Division ;</li> <li>Main UN partners aware of the mandate of the new division.</li> </ul>
<i>Priority Objective 3.3.1</i>		
Make constructive contributions to the Assembly's discussions on cooperation issues, particularly on the review of the 66 recommendations on cooperation, arrest strategies and the review of non-cooperation procedures.	<ul style="list-style-type: none"> <li>Attendance at all facilitations on cooperation and non-cooperation as well as active engagement with the facilitators;</li> <li>Development of an updated list of focal points of central authorities to discuss format of requests for assistance;</li> </ul>	<ul style="list-style-type: none"> <li>100 % attendance at the facilitations and 100% replies to questions raised during facilitations;</li> </ul>
<i>Priority Objective 3.3.2</i>		
Engage in constructive discussions with States to overcome obstacles and to promote best practices, such as consulting promptly with the Court in order to resolve any matter that has impeded or prevented the execution of requests.	<ul style="list-style-type: none"> <li>Development of manuals on cooperation procedures to facilitate work of focal points;</li> <li>Development of systems enabling proper follow-up of cooperation seminars and sustainability of the exchanges.</li> </ul>	<ul style="list-style-type: none"> <li>One cooperation manual available in both working languages;</li> <li>One central registry for all focal points.</li> </ul>
<i>Priority Objective 3.3.4</i>		
Organise seminars on cooperation in different regions for key representatives of States and the Court.		
<i>Priority Objective 3.4.3</i>		
Explore partnerships to assist States to conclude agreements of key importance to the Court, including relocation agreements.	<ul style="list-style-type: none"> <li>Conclusion of new agreements;</li> <li>Advancement in negotiations with States Parties and other possible partner states;</li> <li>Refined strategy regarding States to be approached with ad hoc cooperation requests.</li> </ul>	<ul style="list-style-type: none"> <li>Five new cooperation agreements;</li> <li>Four negotiations initiated.</li> </ul>
<i>Priority Objective 3.4.4</i>		
Increase external and internal level of cooperation in relation to witness protection.	<ul style="list-style-type: none"> <li>Improved relations with the Prosecution and Defence in the area of cooperation.</li> </ul>	<ul style="list-style-type: none"> <li>Reply provided within one month to all queries relating to the conclusion of an agreement.</li> </ul>
<i>Priority Objective 3.6.2</i>		
Promote engagement of development aid and rule of law actors in complementarity discussions.	<ul style="list-style-type: none"> <li>Conclude agreements with partners that can support capacity building activities in target countries;</li> </ul>	<ul style="list-style-type: none"> <li>One new agreement with relevant Organisation;</li> </ul>
Support, as appropriate, efforts of States and relevant intergovernmental and nongovernmental organizations to encourage the implementation of the principle of complementarity at the national level.	<ul style="list-style-type: none"> <li>Identify new opportunities for partnerships that would reinforce the cooperation capacity of the Court.</li> </ul>	<ul style="list-style-type: none"> <li>One new partner identified.</li> </ul>

**Table 82: Programme 3800: Proposed budget for 2016**

3800 Division of External Relations (DER)	Expenditure 2014 (thousands of euro)					Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	2,333.0	4,507.5	6,840.5		6,840.5	1,685.9	2,315.7	4,001.6	1,905.7	8,428.9	10,334.6	6,333.0	158.3
General Service staff						674.4	2,193.9	2,868.3	650.3	3,419.1	4,069.4	1,201.1	41.9
<i>Subtotal Staff</i>	<i>2,333.0</i>	<i>4,507.5</i>	<i>6,840.5</i>		<i>6,840.5</i>	<i>2,360.3</i>	<i>4,509.6</i>	<i>6,869.9</i>	<i>2,556.0</i>	<i>11,848.0</i>	<i>14,404.0</i>	<i>7,534.1</i>	<i>109.7</i>
General temporary assistance	128.7	1,345.1	1,473.8		1,473.8	155.4	1,808.8	1,964.2		753.9	753.9	-1,210.3	-61.6
Temporary assistance for meetings										366.7	366.7	366.7	
Overtime	0.4	41.4	41.8		41.8					30.0	30.0	30.0	
<i>Subtotal Other staff</i>	<i>129.1</i>	<i>1,386.5</i>	<i>1,515.6</i>		<i>1,515.6</i>	<i>155.4</i>	<i>1,808.8</i>	<i>1,964.2</i>		<i>1,150.6</i>	<i>1,150.6</i>	<i>-813.6</i>	<i>-41.4</i>
Travel	32.8	1,154.5	1,187.3	12.6	1,199.9	35.9	1,269.3	1,305.2	132.3	1,301.7	1,434.0	128.8	9.9
Hospitality	1.0		1.0		1.0								
Contractual services	370.1	668.3	1,038.4	64.4	1,102.8	226.1	683.2	909.3	187.8	1,150.3	1,338.1	428.7	47.1
Training		80.5	80.5		80.5	7.0	57.0	64.0	36.9	47.0	83.9	19.9	31.1
Consultants	0.6		0.6		0.6								
General operating expenses	57.7	2,688.9	2,746.6	133.0	2,879.6	55.0	4,320.5	4,375.5	59.0	5,736.4	5,795.4	1,420.0	32.5
Supplies and materials	152.8	120.8	273.6	13.2	286.8	105.5	203.3	308.8		234.6	234.6	-74.2	-24.0
Furniture and equipment	16.9	239.9	256.8	25.3	282.1		202.4	202.4		54.5	54.5	-147.9	-73.1
<i>Subtotal Non-staff</i>	<i>631.9</i>	<i>4,952.9</i>	<i>5,584.8</i>	<i>248.5</i>	<i>5,833.3</i>	<i>429.5</i>	<i>6,735.6</i>	<i>7,165.1</i>	<i>416.0</i>	<i>8,524.5</i>	<i>8,940.5</i>	<i>1,775.3</i>	<i>24.8</i>
<b>Total</b>	<b>3,094.0</b>	<b>10,846.9</b>	<b>13,940.9</b>	<b>248.5</b>	<b>14,189.4</b>	<b>2,945.2</b>	<b>13,054.0</b>	<b>15,999.2</b>	<b>2,971.9</b>	<b>21,523.1</b>	<b>24,495.0</b>	<b>8,495.8</b>	<b>53.1</b>

**Table 83: Programme 3800: Proposed staffing for 2016**

Division of External Relations	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic				2	4	3	3		12		7	7	19
	Situation-related				1	2	8	16		27	3	38	41	68
	<i>Subtotal</i>				<i>3</i>	<i>6</i>	<i>11</i>	<i>19</i>		<i>39</i>	<i>3</i>	<i>45</i>	<i>48</i>	<i>87</i>
New/ Converted	Basic			1			3			4		3	3	7
	Situation-related				4	2	24	19		49	1	54	55	104
	<i>Subtotal</i>			<i>1</i>	<i>4</i>	<i>2</i>	<i>27</i>	<i>19</i>		<i>53</i>	<i>1</i>	<i>57</i>	<i>58</i>	<i>111</i>
Redeployed/ Returned	Basic													
	Situation-related													
	<i>Subtotal</i>													
<b>Total</b>				<b>1</b>	<b>7</b>	<b>8</b>	<b>38</b>	<b>38</b>		<b>92</b>	<b>4</b>	<b>102</b>	<b>106</b>	<b>198</b>

**(a) Sub-programme 3810: Office of the Director of the Division of External Relations****Introduction**

588. The Division of External Relations (DER) was created to improve performance and to establish synergies between public information, outreach, diplomacy and State cooperation activities. The aim is to ensure that all Registry functions that have an impact on and which influence the Court's public image and support for the Court's operations are under the same strategic leadership. The following previously decentralized activities now fall within the remit of the new Division:

- (a) External relations:<sup>33</sup> the dialogue between the Court and States Parties, non-States Parties, international organizations, NGOs and other key partners that have a direct or indirect role in the Court's activities, enabling the Court to carry out its statutory mandate. This includes both support at the political level and the creation of a supportive enabling environment, i.e. raising awareness, managing expectations, obtaining feedback, engaging in dialogue, reducing misunderstandings and creating a climate conducive to further ratifications and accessions.
- (b) Cooperation: specific actions and support provided by various stakeholders that are required for the Court to carry out its activities in accordance with its legal framework. Cooperation may be provided directly on the basis of the Statute and/or through agreements, MOUs, SOPs and other instruments entered into between the Court and the relevant stakeholders. This can cover obtaining security, staffing and logistical support.
- (c) Judicial cooperation: the process followed by the Registry to implement an order of the Chamber (i.e. arrest and surrender orders, orders relating to the freezing of assets, requests to serve a summons to appear, etc.) or more generally when drafting, notifying and following-up on a request falling under Part 9 of the Rome Statute (i.e. all requests sent under article 93 of the Rome Statute).<sup>34</sup> Judicial cooperation includes cooperation framework, operational cooperation and cooperation in situation countries.

589. Another fundamental reason for the creation of the new Division is the need to enhance the field presence and operations of the Court and to centralize and facilitate all field coordination and support activities. This includes those Registry functions that have a predominant relationship with the field or the external relations functions of the Registry and which affect or shape the public image of the Registry (and to an extent that of the Court as a whole).

**Budget resources****€464.9 thousand**

590. Resources of €464.9 thousand are proposed for the Office of the Director of the new Division.

**Staff resources****€347.4 thousand**

591. There are three established posts.

*Established posts: Professional and General Service*

*€347.4 thousand*

592. The Office of the Director (DER-OD) is managed by one Director, Division of External Relations (D-1), assisted by one External Relations Coordinator (P-3) and one Administrative Assistant (GS-OL).

593. The Director of the Division is a key member of the Registry Management Team (RMT) and has a wide portfolio of responsibilities ranging from strategic direction on the implementation of Court-wide policies (such as Public Information or witness protection

<sup>33</sup> ICC-ASP/13/26.

<sup>34</sup> Definition derived from the draft Integrated Strategy for External Relations, Public Information and Outreach dated 2005.

issues) to the operational oversight of Field Office management.<sup>35</sup> The Director of the Division works closely with the Registrar and the IOR in the determination of strategic objectives in such fields as external relations, judicial cooperation and outreach. He or she is responsible for making proposals to that effect to the Registrar who retains an oversight role and has the ultimate authority to determine strategic direction in these areas, in consultation with the RMT. In addition, the Director is responsible for the implementation of strategic decisions, i.e. for their transformation into programs of work, action plans and specific activities whose implementation the Director monitors and reports periodically to the Registrar/RMT. In this regard, the Director provides advice, guidance and support to the RMT on all issues related to the Court's external relations, judicial cooperation, outreach and more broadly, the public image of the Registry and the Court. Last but not least, the Director is also responsible for the efficient and effective functioning of the Division and exercises oversight over the work of the Chiefs within the Division while applying fully the principle of 'delegation of responsibility'.

**Non-staff resources** **€17.6 thousand**

594. The requested amount is €17.6 thousand is required for travel and general operating expenses.

*Travel* *€20.3 thousand*

595. The requested amount is required for travel in the performance of the duties and responsibilities of the Director of the DER to New York, Africa, European and non-European destinations. Particular emphasis is placed on (fostering) strategic cooperation, liaison and coordination meetings.

*General operating expenses* *€ 97.3 thousand*

596. The resources are required to cover all operational aspects facilitating the appearance of persons summoned to appear before the Court (e.g. travel and accommodation costs).

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<sup>35</sup> *Ibid.*

**Table 84: Sub-programme 3810: Proposed budget for 2016**

3810 Office of Director, OD-DER	Expenditure 2014 (thousands of euro)					Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff									282.3		282.3	282.3	
General Service staff									65.0		65.0	65.0	
<i>Subtotal Staff</i>									347.4		347.4	347.4	
General temporary assistance													
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>													
Travel									20.3		20.3	20.3	
Hospitality													
Contractual services													
Training													
Consultants													
General operating expenses										97.3	97.3	97.3	
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>									20.3	97.3	117.6	117.6	
<b>Total</b>									<b>367.6</b>	<b>97.3</b>	<b>464.9</b>	<b>464.9</b>	

**Table 85: Sub-Programme 3810: Proposed staffing for 2016**

Office of Director, OD-DER		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic														
	Situation-related														
	<i>Subtotal</i>														
New/ Converted	Basic				1			1			2		1	1	3
	Situation-related														
	<i>Subtotal</i>				1			1			2		1	1	3
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
<b>Total</b>				<b>1</b>				<b>1</b>			<b>2</b>		<b>1</b>	<b>1</b>	<b>3</b>



**(b) Sub-programme 3820: External Relations and Field Coordination Section****Introduction**

597. The External Relations and Field Coordination Section (ERFCS) is the central repository of all external relations, judicial cooperation, analytical and field operational activities of the Registry. The Section consists of three (3) Units:

- (a) External Relations and State Cooperation Unit (ERSCU): This Unit leads in the implementation of the Registry's external relations and cooperation mandate. Its work includes, but it is not limited to, effectively managing relationships with States and the subsidiary bodies of the Assembly of States Parties, international and inter-governmental organizations; (field) host State affairs and the execution of requests for assistance and cooperation and judicial cooperation; support for the negotiation of agreements and memoranda of understanding; and the conduct of fundraising activities;
- (b) Coordination and Planning Unit (CPU): This is a central coordinating body/operating centre for all mission planning, strategic planning, support and facilitation of all Field Offices. This operating centre is a one-stop-shop for all travellers and, as the central point, also oversees the logistical support of missions away from Headquarters (i.e. ensures prioritization of resources). It consolidates all execution activities, whether or not in situation countries, strategic planning of field operations and support to all Field Offices. It includes structural elements that influence the decision-making process (including situation desk assistance, security and travel coordination). The CPU also supports the implementation of Crisis Management Protocols; and
- (c) Country Analysis Unit (CAU): This is a central analysis hub which leads the collection, analysis and dissemination of political and security information products in relation to the work of the Registry in the situation countries or any other country of interest to the Court. The Unit provides coordinated and focused information to targeted audiences at the Court, and particularly in the context of missions. The Unit consolidates the information collection and analysis functions previously dispersed within the Registry, providing the Director of the Division, the Registrar and Senior Management with an improved understanding of Court-related issues and trends, their implications and potential developments, as well assessments of cross-cutting issues and threats that may affect the Registry in the implementation of its mandate.

**Budget resources****€2,257.8 thousand**

598. This Section is a brand new structure. Any comparison with former structures would not provide an accurate indication of changes in requested resources as the same unit of measurement is not applied.

**Staff resources****€2,147.8 thousand**

599. The new section will consist of 23 established posts.

*Established posts: Professional and General Service*

*€2,147.8 thousand*

600. The ERFCS is managed by one Chief of External Relations and Field Coordination Section (P-5), assisted by one Administrative Assistant (GS-OL).

601. The ERSCU consists of one Head, External Relations and State Cooperation Unit (P-4); two Cooperation and External Relations Officers (P-3); and four Associate Cooperation and External Relations Officers (P-2).

602. The CPU consists of one Head, Coordination and Planning Unit (P-4); one Desk Officer (P-3); one Associate Mission Planning Officer (P-2); and four Situation Desk Assistants (GS-OL). Also embedded in the CPU are personnel from SSS in the form of one Head Field Security Coordinator (P-4) and one Field Security Coordination Assistant (GS-OL).

603. The CAU consists of one Head, Analysis Unit (P-4); two Analysts (P-3); two Associate Analysts (P-2); and two Analyst Assistants (GS-OL).

**Non-staff resources****€110.0 thousand**

604. The requested amount is €110.0 thousand and required for travel, contractual services and supplies and materials.

*Travel**€72.0 thousand*

605. The requested amount is required for travel to annual meetings and the regular deployment of DER personnel to both situation and non-situation countries. Particular emphasis is placed on external cooperation and the core functions of the Chief ERFCS and the pertinent duties and responsibilities of the ERSCU, CAU and CPU in support of the activities of the Court.

*Contractual services**€35.0 thousand*

606. The requested amount is €35.0 thousand. The CPU will, for 2016, maintain a centralized role in the provision of coordinated support and assistance for areas such as Anonymous Third Party contractual representation in the field, and the CAU requires funding for commercial analysis subscriptions. Funding is also required for the CPU Mission Planning Software Applications for initial set-up of the project, to cover preliminary consultation, licensing and application, where applicable, as a basis for further progressive development.

*Supplies and materials**€3.0 thousand*

607. The requested amount is required for commercial analysis subscription for the security analysis office.

**Table 86: Sub-programme 3820: Proposed budget for 2016**

3820 External Relations and Field Coordination Section	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount
Professional staff		1,623.9	1,623.9		1,623.9	858.9	858.9		1,692.7	1,692.7	833.8	97.1
General Service staff						708.2	708.2		455.1	455.1	-253.1	-35.7
<i>Subtotal Staff</i>		<i>1,623.9</i>	<i>1,623.9</i>		<i>1,623.9</i>	<i>1,567.1</i>	<i>1,567.1</i>		<i>2,147.8</i>	<i>2,147.8</i>	<i>580.7</i>	<i>37.1</i>
General temporary assistance		465.9	465.9		465.9	526.8	526.8				-526.8	-100.0
Temporary assistance for meetings												
Overtime		40.4	40.4		40.4							
<i>Subtotal Other staff</i>		<i>506.3</i>	<i>506.3</i>		<i>506.3</i>	<i>526.8</i>	<i>526.8</i>				<i>-526.8</i>	<i>-100.0</i>
Travel		142.5	142.5	12.6	155.1	102.9	102.9	72.0		72.0	-30.9	-30.0
Hospitality												
Contractual services		140.3	140.3	64.4	204.7	166.7	166.7		35.0	35.0	-131.7	-79.0
Training						10.0	10.0				-10.0	-100.0
Consultants												
General operating expenses		628.7	628.7	44.5	673.2	912.7	912.7				-912.7	-100.0
Supplies and materials		117.4	117.4	13.2	130.6	198.5	198.5		3.0	3.0	-195.5	-98.5
Furniture and equipment		175.5	175.5	25.3	200.8	202.4	202.4				-202.4	-100.0
<i>Subtotal Non-staff</i>		<i>1,204.4</i>	<i>1,204.4</i>	<i>160.0</i>	<i>1,364.4</i>	<i>1,593.2</i>	<i>1,593.2</i>	<i>72.0</i>	<i>38.0</i>	<i>110.0</i>	<i>-1,483.2</i>	<i>-93.1</i>
<b>Total</b>		<b>3,334.6</b>	<b>3,334.6</b>	<b>160.0</b>	<b>3,494.6</b>	<b>3,687.1</b>	<b>3,687.1</b>	<b>72.0</b>	<b>2,185.8</b>	<b>2,257.8</b>	<b>-1,429.3</b>	<b>-38.8</b>

**Table 87: Sub-programme 3820: Proposed staffing for 2016**

External Relations and Field Coordination Section		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic														
	Situation-related					1	2	3	1		7		7	7	14
	<i>Subtotal</i>					<i>1</i>	<i>2</i>	<i>3</i>	<i>1</i>		<i>7</i>		<i>7</i>	<i>7</i>	<i>14</i>
New/ Converted	Basic														
	Situation-related						1	2	6		9				9
	<i>Subtotal</i>						<i>1</i>	<i>2</i>	<i>6</i>		<i>9</i>				<i>9</i>
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
<b>Total</b>					<b>1</b>	<b>3</b>	<b>5</b>	<b>7</b>		<b>16</b>		<b>7</b>	<b>7</b>	<b>23</b>	

**(c) Sub-programme 3830: Victims and Witnesses Section****Introduction**

608. The Victims and Witnesses Section (VWS) is mandated to provide protective measures and security arrangements, counselling and other appropriate assistance to witnesses and victims who appear before the Court and others who are at risk on account of testimony given by such witnesses. The VWS implements the Court's protection programme (ICCP), the support programme of regulation 83 of the Regulations of the Registry, and ensures the appearance before the Court of witnesses and victims called by Chambers. As a service provider, VWS acts on the basis of referrals from the parties and others, and it calculates its annual budget according to the anticipated number of new requests for protection and support services and for witnesses and victims to appear before the Court. The budget also includes the number of existing protection cases already under its responsibility. VWS provides its expert services to Chambers, parties and participants.

**Budget resources****€1,587.8 thousand**

609. The requested amount has increased by €2,754.6 thousand (31.2 per cent). The main increase is in general operating expenses (37.3 per cent) due to continued support to a large number of protected witnesses who are in the care of the VWS; an increase in the number of anticipated new witness referrals for protection and relocation as requested by the parties (Office of the Prosecutor and Defence) in situation countries; four simultaneous trials and an estimated 100 witnesses to appear before the Court; and increased judicial and investigative activities anticipated in the Mali situation. The afore-mentioned service requests and activities by parties are reflected in the increase in travel (5.2 per cent) and requests for additional staff resources (under general temporary assistance) in support of those activities.

**Staff resources****€5,732.3 thousand**

610. The VWS underwent a *ReVision* process resulting in significant organizational and structural changes, including the number of staff. As per the new organizational structure, the Section now consists of 63 posts, an additional 13 posts compared to the previous year (29 Professional posts and 34 General Service posts). 34 posts are based at Headquarters, whereas 29 are in the Court's field offices.

*Established posts: Professional and General Service**€4,780.2 thousand*

611. The VWS is managed by one Chief of Victims and Witnesses Section (P-5), directly supported by three Senior Managers (P-4), two Administrative Assistants (GS-OL) and one Senior Administrative Assistant (GS-PL).

612. The two Senior Managers (P-4) are responsible for three situation teams led by three Team Leaders (P-3), further supported by three Associate Case Officers (P-2) at Headquarters. The Headquarters-based teams are assisted by three Senior Case Management Assistants (GS-OL) and three Case Management Assistants (GS-OL) at Headquarters.

613. In the field offices and in five situation countries, the situation teams are supported by five Associate Team Leaders (P-2), five Associate Welfare Officers (P-2), five Associate Field Case Officers (P-2) and 14 Field Case Management Assistants (GS-OL).

614. The third Senior Manager (P-4) is responsible for four teams (Psychological Support Team, Planning Team, VWS Analyst Team, and Legal Support Team) composed of one Psychologist (P-3), two Associate Psychologists (P-2), one Senior Welfare Assistant (GS-PL); one Planning Officer (P-3) supported by one Associate Planning Officer (P-2) and three Administrative Assistants (GS-OL), one Analyst (P-3), one Associate Analyst (P-2) and two Analyst Assistants (GS-PL), one Legal Officer (P-3) and one Associate Legal Officer (P-2).

*General temporary assistance*

€585.4 thousand

615. The amount requested has decreased by €51.8 thousand (48.5 per cent). The restructuring of the Section has resulted in the conversion of GTA positions from previous years into established posts.

616. The nine GTA positions (7.5 FTE) below are all new positions requested in support of OTP investigations and increased judicial activities in Mali and in support of simultaneous trials.

617. One *Associate Team Leader in Mali (P-2), 10 months. New*. This position is linked to the operational team for Mali. It is required to lead the VWS field team in the field office and to support the relevant Team Leader at Headquarters in the daily management of protection-related issues; the management of existing protection cases and new witness referrals for protection and support made by the parties; the conduct of threat and risk assessments for inclusion in the ICCPP and recommendations on witness-protection measures; collection and updating of witness information for the Senior Managers and for filings to be submitted to Chambers; and operational support for the safe and timely appearance of witnesses before the Court, taking into account their specific protection and psycho-social needs.

618. One *Associate Welfare Officer in Mali (P-2), 10 months. New*. This position is an integral part of the new multi-skilled VWS operational teams in the field responsible for day-to-day case management of persons under protection and handling all support-related duties in respect of witnesses and victims under the responsibility of the Section. The staff members are to conduct psycho-social assessments in the Mali and newly created situations.

619. One *Associate Field Case Officer in Mali (P-2), 10 months. New*. This position is required for the planning and management of safety and security operations in the field, including the design and implementation of a threat/risk mitigation strategy; the implementation of witness protection operations; the maintenance of a 'high risk response' capacity in the field; the conduct of confidential missions in both conflict and non-conflict areas; the organization of video-link testimony; and the collection and analysis of information related to the Court's areas of operations.

620. Two *Field Case Management Assistants in Mali (GS-OL), 10 months each. New*. These positions are required to interact and provide psycho-social and other practical assistance to ICCPP participants and testifying witnesses, within the framework of approved case management plans; to assist with administrative or logistical tasks regarding the appearance of witnesses in Court; to implement the courtroom familiarization protocol; to monitor the well-being of witnesses during testimony; and to provide in-court assistance.

621. One *Associate Training Officer (P-2), 10 months. New*. This position is required for the development, coordination, maintenance and delivery of the new training plan in support of the Section's organizational and structural changes due to the *ReVision* process. The need for an Associate Training Officer was identified by the various reviews conducted on VWS activities within the last two years.

622. One *Associate Analyst (P-2), 10 months. New*. This position is required to support the Analyst in monitoring and reviewing the security situation in Uganda and Mali and regions in which the Court operates, and security incidents involving victims and witnesses; to register information and intelligence collected; to provide analytical support to the VWS management in the absence of the Analyst; and to provide analytical interpretation on matters concerning the mandate of the VWS.

623. One *Senior Archives and Records Assistant (GS-OL), 10 months. New*. This position is linked to an increase in investigative and judicial activity in current and new situations and the resultant increase of VWS information collection activities in terms of the new revised structure. It serves as the focal point for electronic materials and audio-visual records management and archival activities in compliance with preservation and metadata standards and is responsible for organization and management of the electronic filing systems for documents, records, devices and case management systems; digitization of documents, hardcopy materials and analogue audio/video materials; secure receipt, processing, storage electronic naming/categorizing/registration of materials collected by the

VWS during operations; and dissemination of completed translations/transcriptions and of information so stored to the Analytical Unit, the Situation Teams or other VWS staff.

624. One *Administrative Assistant (GS-OL)*, 10 months. *New*. This position is required to provide support to the Planning Officer and Associate Administrative Officer in managing an increased administrative workload with regard to the witnesses appearing before the Court during four simultaneous trials and the workload related to ICCPP participants.

*Temporary assistance for meetings* € 366.7 thousand

625. Six *Witness Assistants (GS-OL)* to be included in a roster consisting of six Witness Assistants (G-4), required to support four simultaneous trials. The positions are required to provide the necessary welfare-related services to witnesses appearing before the Court in the Hague; to assist with escorting witnesses during their stay (medical, shopping, activities, other); to monitor and assist witnesses during the day and night; and to assist with other witness assistant related duties.

**Non-staff resources** €5,855.5 thousand

626. The requested amount has increased by €1,323.3 thousand (29.2 per cent). Non-staff resources are required for travel, training, general operating expenses and supplies and materials.

*Travel* € 1,142.8 thousand

627. The requested amount represents an increase of €56.7 thousand (5.2 per cent) as a direct consequence of the estimated number of protection referrals and escorting missions for witnesses to appear before the Court. Resources are required to negotiate relocation agreements; for staff operational travel related to witness protection and support services; escorting witnesses to the Court for trial purposes; relocation of witnesses and assisted moves; psycho-social assessments; and implementation of local protective measures.

*Training* € 47.0 thousand

628. The requested amount remains unchanged and is required to provide witness protection courses for VWS staff at Headquarters and in the field as part of the VWS Training Plan. The training plan is intended to provide staff with initial familiarization with and a consolidated understanding of concepts in witness protection, risk assessment and risk management, as well as case management for protected witnesses.

*General operating expenses* €4,660.7 thousand

629. The requested amount has increased by €1,266.4 thousand (37.3 per cent) as a direct consequence of 57 new OTP protection referrals (26 relocations and 31 resettlements/assisted moves), 26 support referrals and four Defence witness referrals for relocation, and an estimated 100 witnesses to testify before the Court during four simultaneous trials.

630. The increase is also largely due to the estimated 75 witnesses and their dependents (an average of six persons per family) who will continue to be in the care and protection of the VWS as foreseen from January 2016, mainly due to the lack of relocation options.

*Supplies and materials* €5.0 thousand

631. The requested amount has increased by €0.2 thousand (4.2 per cent) and is required to cover the costs of supplies and materials for the needs of witness waiting rooms at Headquarters and the renewal of the annual subscription to the electronic newsletter used by the VWS Analyst.

**Table 88: Sub-programme 3830: Proposed budget for 2016**

3830 Victims and Witnesses Section	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	766.5	2,375.7	3,142.2		3,142.2	714.7	1,086.2	1,800.9	801.7	2,599.6	3,401.3	1,600.4	88.9
General Service staff						66.0	1,296.9	1,362.9		1,378.9	1,378.9	16.0	1.2
<i>Subtotal Staff</i>	<i>766.5</i>	<i>2,375.7</i>	<i>3,142.2</i>		<i>3,142.2</i>	<i>780.7</i>	<i>2,383.1</i>	<i>3,163.8</i>	<i>801.7</i>	<i>3,978.5</i>	<i>4,780.2</i>	<i>1,616.4</i>	<i>51.1</i>
General temporary assistance		826.0	826.0		826.0		1,137.2	1,137.2		585.4	585.4	-551.8	-48.5
Temporary assistance for meetings										366.7	366.7	366.7	
Overtime		1.0	1.0		1.0								
<i>Subtotal Other staff</i>		<i>827.0</i>	<i>827.0</i>		<i>827.0</i>		<i>1,137.2</i>	<i>1,137.2</i>		<i>952.1</i>	<i>952.1</i>	<i>-185.1</i>	<i>-16.3</i>
Travel	26.9	922.8	949.7		949.7	25.3	1,060.8	1,086.1	25.9	1,116.9	1,142.8	56.7	5.2
Hospitality													
Contractual services		25.7	25.7		25.7								
Training		80.5	80.5		80.5		47.0	47.0		47.0	47.0		
Consultants													
General operating expenses	0.8	2,056.6	2,057.4	88.5	2,145.9		3,394.3	3,394.3	7.0	4,653.7	4,660.7	1,266.4	37.3
Supplies and materials		3.4	3.4		3.4		4.8	4.8		5.0	5.0	0.2	4.2
Furniture and equipment		64.4	64.4		64.4								
<i>Subtotal Non-staff</i>	<i>27.7</i>	<i>3,153.4</i>	<i>3,181.1</i>	<i>88.5</i>	<i>3,269.6</i>	<i>25.3</i>	<i>4,506.9</i>	<i>4,532.2</i>	<i>32.9</i>	<i>5,822.6</i>	<i>5,855.5</i>	<i>1,323.3</i>	<i>29.2</i>
<b>Total</b>	<b>794.2</b>	<b>6,356.1</b>	<b>7,150.3</b>	<b>88.5</b>	<b>7,238.8</b>	<b>806.0</b>	<b>8,027.2</b>	<b>8,833.2</b>	<b>834.6</b>	<b>10,753.2</b>	<b>11,587.8</b>	<b>2,754.6</b>	<b>31.2</b>

**Table 89: Sub-programme 3830: Proposed staffing for 2016**

Victims and Witnesses Section		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1	2	2	2		7				7
	Situation-related							5	11		16	3	25	28	44
	<i>Subtotal</i>					<i>1</i>	<i>2</i>	<i>7</i>	<i>13</i>		<i>23</i>	<i>3</i>	<i>25</i>	<i>28</i>	<i>51</i>
New/ Converted	Basic														
	Situation-related						1		10		11	1		1	12
	<i>Subtotal</i>						<i>1</i>		<i>10</i>		<i>11</i>	<i>1</i>		<i>1</i>	<i>12</i>
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
<b>Total</b>					<b>1</b>	<b>3</b>	<b>7</b>	<b>23</b>		<b>34</b>	<b>4</b>	<b>25</b>	<b>29</b>	<b>63</b>	

**(d) Sub-programme 3840: Public Information and Outreach Section****Introduction**

632. Within the Registry Division of External Relations, the Public Information and Outreach Section (PIOS) ensures that the Court's proceedings are accessible to the public, raises awareness and promotes an understanding of the Court's mandate and activities with the ultimate goal of garnering support. Its activities target a number of audiences, including global audiences, mainly encompassing the international press and media, victims and communities affected by crimes within the jurisdiction of the Court, and key stakeholders such as legal communities, academics and non-governmental organizations. PIOS achieves its objectives through a variety of communication means, including interviews with the media, press releases and other publications and audio visual materials, as well as through the website and new social media platforms. PIOS also organizes campaigns, events and visits involving both general groups and high profile visitors.

633. From 2016, as a result of the *ReVision* project, the library and field outreach teams will be placed under other sections, while PIOS' online capacity and strategic planning, reporting, monitoring and evaluation activities to support outreach, press and other information efforts have been enhanced. In addition, the Audio-Visual Production Unit has been created to strengthen PIOS' capacity to produce programmes for general audiences and specific key groups, especially in the situation countries, and to reinforce the multimedia content of the Court's website and social media. The Section consists of four Units: the Public Affairs Unit; the Protocol, Events and Visits Unit, the Outreach Unit and the Audio-Visual Production Unit. As a result of the move to the permanent premises by 1 January 2016, and the consequent need for separate receptionists, two receptionist positions have been created in the Protocol, Events and Visits Unit.

**Budget resources** **€2,568.2 thousand**

634. The requested amount is decreased by €10.7 thousand (26.2 per cent).

**Staff resources** **€2,147.5 thousand**

635. There are 26 established posts and no GTA positions. The library and the field outreach staff are no longer part of PIOS.

*Established posts: Professional and General Service* *€2,147.5 thousand*

636. The section is managed by the Chief of the Public Information and Outreach Section (P-5) and is assisted by one Administrative Assistant (GS-OL).

637. The Public Affairs Unit (PAU) consists of one Head, Public Affairs Unit (P-4), one Public Affairs Officer (P-3), one Associate Public Affairs Officer (P-2), one Associate Online Officer (P-2), two Public Information Assistants (GS-OL), one Graphic Designer (GS-OL) and one Online Communications Assistant (GS-OL).

638. The Outreach Unit (OU) consists of one Head (P-4), one Outreach Policy Officer (P-3), two Associate Outreach Officers (P-2) and one Outreach Assistant (GS-OL).

639. The Audio-Visual Production Unit (AVPU) consists of one AV Producer (P-2), two AV Production Assistants (GS-OL) and two AV technicians (GS-OL).

640. The Protocol, Events and Visits Unit (PEVU) consists of one Head (P-3), three Protocol and Events Assistants (GS-OL).

641. The two receptionist positions proposed above in the Protocol, Events and Visits Unit have been recommended by the *ReVision* project as part of the permanent premises related posts.

**Non-staff resources****€420.7 thousand**

642. The requested amount has decreased by €19.1 thousand (59.5 per cent), mainly due to the transfer of field outreach and library operational budgets to their parental offices in 2016 as a result of the *ReVision* project. Non-staff resources are required for travel, contractual services, training and general operating expenses.

*Travel**€49.0 thousand*

643. The requested amount has decreased by €67.1 thousand (57.8 per cent), mainly due to the transfer of field outreach and library funds to the budgets of their current parental offices. Resources are required to conduct outreach activities in connection with the ongoing investigations in Mali and Libya where the Court has no permanent presence, and to enable the Section Chief to attend meetings, seminars and conferences aimed at building institutional networks and raising awareness of the Court. The Spokesperson will also travel with Court principals and conduct training sessions for journalists in Africa, the Middle East, The Hague, Brussels and London, to promote more thorough and positive coverage of the Court, with a view to garnering greater support from the general public. Funds are also required for the Audio-Visual Production Unit to film key events in the field.

*Contractual services**€282.8 thousand*

644. The requested amount has decreased by €459.9 thousand (61.9 per cent), largely due to the transfer of outreach activities to the field office budget and increasing the use of digital tools and platforms, thus allowing cuts to be made in the cost of satellite, broadcast services and printing. Resources are required for reviewing the monitoring and evaluation systems and database used by the outreach teams to assess impact; training journalists; renting venues for outreach activities related to the situations of Mali and Libya, where the Registry has no permanent presence; and publishing and broadcasting information materials aimed at raising awareness of the Court and inspiring support for the Court among various audiences.

645. The requested amount also reflects additional funds transferred to PIOS from IT as a result of the *ReVision* recommendations, for hosting and developing the website and other related services aimed at maintaining and enhancing the Court's digital communication capacities to promote online support for the Court.

646. Resources are also requested for the production of various materials as a result of the new corporate image, such as banners, flags and publications. Funds are also required for organizing events to raise awareness of the Court among various target groups such as the Moot Courts and publicity concerning the Day of International Justice on 17 July.

647. Funds are further needed to hire consultants to set up the studio environment for filming interviews or statements and for integration of the new production systems in the new premises with social media in order to achieve efficiencies.

*Training**€ 36.9 thousand*

648. The requested amount has increased by €29.9 thousand (427.3 per cent) mainly due to changes arising from new operating procedures at the permanent premises with regard to the new website. Funds are required for training on Share point, the platform of the new website, and for training to keep abreast of social media at both the technical and content level. Also included is presentation training: taking advantage of the visitors centre in the new premises, it is planned to better equip a selected group of staff members to make more effective, persuasive and powerful presentations to the public while reducing the human resources required. The newly established Audio-Visual Production Unit requires training as a result of changes to the production environment related to the move to the Court's permanent premises.



## General operating expenses

€52.0 thousand

649. The requested amount has decreased by €16.5 thousand (24.1 per cent) and is required for the purchase of a new server and maintenance of AV equipment.

**Table 90: Sub-programme 3840: Proposed budget for 2016**

3840 Public Information and Outreach Section	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	1,566.5	507.9	2,074.4		2,074.4	971.2	370.6	1,341.8	821.7	350.4	1,172.1	-169.7	-12.6
General Service staff						608.4	188.8	797.2	585.2	390.2	975.4	178.2	22.4
<i>Subtotal Staff</i>	<i>1,566.5</i>	<i>507.9</i>	<i>2,074.4</i>		<i>2,074.4</i>	<i>1,579.6</i>	<i>559.4</i>	<i>2,139.0</i>	<i>1,406.9</i>	<i>740.6</i>	<i>2,147.5</i>	<i>8.5</i>	<i>0.4</i>
General temporary assistance	128.7	53.2	181.9		181.9	155.4	144.8	300.2				-300.2	-100.0
Temporary assistance for meetings													
Overtime	0.4		0.4		0.4								
<i>Subtotal Other staff</i>	<i>129.1</i>	<i>53.2</i>	<i>182.3</i>		<i>182.3</i>	<i>155.4</i>	<i>144.8</i>	<i>300.2</i>				<i>-300.2</i>	<i>-100.0</i>
Travel	5.9	89.2	95.1		95.1	10.6	105.6	116.2	14.1	34.9	49.0	-67.1	-57.8
Hospitality	1.0		1.0		1.0								
Contractual services	370.1	502.3	872.4		872.4	226.1	516.5	742.6	187.8	95.0	282.8	-459.9	-61.9
Training						7.0		7.0	36.9		36.9	29.9	427.3
Consultants	0.6		0.6		0.6								
General operating expenses	56.9	3.6	60.5		60.5	55.0	13.5	68.5	52.0		52.0	-16.5	-24.1
Supplies and materials	152.8		152.8		152.8	105.5		105.5				-105.5	-100.0
Furniture and equipment	16.9		16.9		16.9								
<i>Subtotal Non-staff</i>	<i>604.2</i>	<i>595.1</i>	<i>1,199.3</i>		<i>1,199.3</i>	<i>404.2</i>	<i>635.6</i>	<i>1,039.8</i>	<i>290.8</i>	<i>129.9</i>	<i>420.7</i>	<i>-619.1</i>	<i>-59.5</i>
<b>Total</b>	<b>2,299.8</b>	<b>1,156.2</b>	<b>3,456.0</b>		<b>3,456.0</b>	<b>2,139.2</b>	<b>1,339.8</b>	<b>3,479.0</b>	<b>1,697.7</b>	<b>870.5</b>	<b>2,568.2</b>	<b>-910.7</b>	<b>-26.2</b>

**Table 91: Sub-programme 3840: Proposed staffing for 2016**

Public Information and Outreach Section	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic				1	2	1	1		5		7	7	12
	Situation-related							4		4		6	6	10
	<i>Subtotal</i>				<i>1</i>	<i>2</i>	<i>1</i>	<i>5</i>		<i>9</i>		<i>13</i>	<i>13</i>	<i>22</i>
New/ Converted	Basic						2			2		2	2	4
	Situation-related													
	<i>Subtotal</i>						<i>2</i>			<i>2</i>		<i>2</i>	<i>2</i>	<i>4</i>
Redeployed/ Returned	Basic													
	Situation-related													
	<i>Subtotal</i>													
<b>Total</b>					<b>1</b>	<b>2</b>	<b>3</b>	<b>5</b>		<b>11</b>		<b>15</b>	<b>15</b>	<b>26</b>

(e) **Sub-programme 3850: Field Offices****Introduction**

650. The operations of the Court in situation countries are facilitated by the Field Offices (FO). The “Field Office” concept includes both the premises of the Court in the situation country and the staff and infrastructure required to carry out or support the Court’s activities on the ground. A ‘standard’ Field Office provides office space, vehicular support for missions and communication material for staff members operating in the area and thus serves as a base for Registry activities in these countries. The volume of work carried out by the Field Offices depends on the phase of proceedings in and the profile of the ongoing case(s).

651. The Field Offices are the Registry’s permanent representation in situation countries and serve as the staging ground for the Court’s operations as a whole. They must also be a source of information for Headquarters in terms of media, social-political and security developments in the situation countries, many of which influence how the Court conducts operations and communicates with its external partners. The Field Offices must develop and maintain relationships with key partners on the ground, including State bodies and agencies, international governmental organizations, NGOs and civil society groups. Moreover, depending on the situation country and the stage of the proceedings, a strong field presence can send a positive message to the local community about the Court’s commitment and intentions. The Chief of FO, who represents the Registrar in the situation country, is responsible for both the staff and operations on the ground, including the provision of services to the other organs, the parties and participants in the field.

652. Field Offices are staffed by multidisciplinary teams (mainly integrated staff), reporting to a single manager - the Chief of FO - while maintaining an active link to sections at Headquarters performing the corresponding substantive functions. While the specific needs of each Field Office vary depending on such factors as the situation country, the stage of the proceedings, the level of cooperation of the local authorities and the profile that the Court wishes to establish in the country, in principle the following functions should be represented in the multifunctional Field Office team:

- (a) Outreach;
- (b) Security;
- (c) Victim participation support;
- (d) Witness support;
- (e) Judicial cooperation support capacity (facilitating role); and
- (f) Administration/operational support, including local ICT support, administrative assistants, drivers, security guards and cleaners. Some of the local administrative functions can be outsourced when appropriate.

*Uganda*

653. Current judicial activity for Uganda is the case of *The Prosecutor v. Dominic Ongwen*, with Confirmation of Charges hearings scheduled for January 2016. In addition to providing support to operational requirements through a field presence in Kampala (and eventually a forward field office presence in Gulu, northern Uganda), continued/on-going operational support services to the Office of the Prosecutor and the regional presence of the Trust Fund for Victims in relation to their work in Uganda, Kenya and the eastern part of the DRC, and support to a very limited number of Registry residual activities is also maintained.

*Democratic Republic of the Congo (DRC)*

654. Current judicial activities for DRC are *The Prosecutor v. Bosco Ntaganda* (currently at trial phase – presentation of the OTP case); *The Prosecutor v. Thomas Lubanga* (continuation of reparations phase); and *The Prosecutor v. Germain Katanga* (continuation of the reparations phase). The field office in Kinshasa (western DRC) and the forward field presence in Bunia (eastern DRC) will continue to provide support to the aforementioned judicial activities.

*Central African Republic (CAR)*

655. Current judicial activities for CAR are *The Prosecutor v. Jean-Pierre Bemba et al* (article 70) (presentation of the OTP and defence cases); and *The Prosecutor v. Jean-Pierre Bemba* (if convicted/sentenced, there is a likelihood of a reparations phase in 2016). A field office presence in Bangui, CAR, has been re-opened (after its closure following the violence of 2014) as a new presence to ensure provision of support to the Court's many operational requirements in this situation country.

*Kenya*

656. Current judicial activity for Kenya is *The Prosecutor v. William Samoei Ruto and Joshua Arap Sang* (presentation of the Defence case). Current activities/work in Kenya will continue to be supported by a field presence in Nairobi.

*Côte d'Ivoire (CIV)*

657. Current judicial activity for CIV is *The Prosecutor v. Laurent Gbagbo and Charles Blé Goudé* (presentation of the OTP case). A field office presence (expanded in 2015 to cater for increased staffing levels) in Abidjan is maintained to ensure provision of support to the Court's operational requirements in this situation country.

*Mali*

658. Current activities in Mali are focused on the provision of operational support to the OTP forensics mission and anonymous activities. A "low profile" office presence is maintained in Bamako at the request of the OTP to ensure provision of support to the Court's operational requirements in this situation country.

**Budget resources (All)****€7,616.3 thousand**

659. As newly created Sections under the new DER, the requested amounts for each Field Office are an amalgamation of resources from former FOS, ICT, SSS and Outreach funds required to ensure continuity of the Court's activities specific to each situation country.

660. Uganda (€1,136.7 thousand), DRC (€2,341.5 thousand), CAR (€1,177.5 thousand), Kenya (€1,061.2 thousand), CIV (€1,336.1 thousand), Mali (€563.3 thousand) giving a total of €7,616.3 thousand.

661. The requested amounts will show increases in a number of areas as outlined below.

**Staff resources****€5,179.6 thousand****Uganda Field Office (Staff Resources)****€716.0 thousand**

662. There are 14 established posts and one GTA position (0.8 FTE).

*Established posts: Professional and General Service**€696.3 thousand*

663. The Uganda Field Office is managed by one Administration and Operations Officer (P-3), two Field Officers (P-3), one Field Security Officer (P-3), one Associate Field Security Officer (P-2), one Administrative Assistant (GS-OL), two Senior Drivers (GS-OL), two Drivers (GS-OL), one Cleaner (GS-OL), two Field Assistants (GS-OL) and one Local Security Assistant (GS-OL).

664. Of the posts indicated above, one Field Officer (P-3) and one Field Security Officer (P-3) are workload related posts which have been recommended by the *ReVision* project to create additional capacity due to increased judicial and prosecutorial activity.

*General temporary assistance**€19.7 thousand*

665. One *ICT Technician (GS-OL)*, 10 months. *ReVision. New*. This is one of seven transition posts recommended by the *ReVision* project to create capacity in order to

transition into and implement the new Registry structure. This position is required to ensure continued in-country ICT technical support, previously under ICT Headquarters arrangements and now taken over by the management of the Uganda Field Office.

**DRC Field Offices (Staff Resources) €1,587.7 thousand**

666. Between Kinshasa and Bunia, there are 26 established posts and five GTA positions (2.2 FTE).

*Established posts: Professional and General Service €1,510.6 thousand*

667. The DRC Field Offices are managed by one Chief of Field Office (P-5), supported by two Administration and Operations Officers (P-3) (Kinshasa and Bunia), one Field Security Officer (P-3), one Field Officer (VPRS) (P-3), one Field Officer (Outreach) (P-3), one Associate Field Security Officer (P-2), one Administrative Assistant (GS-OL), ten Drivers (GS-OL), four Field Assistants (GS-OL), two Local Security Assistants (GS-OL), and two Cleaners (GS-OL).

*General temporary assistance €72.8 thousand*

668. The requested amount is required for the recruitment of five GTA positions as detailed below.

669. One *ICT Technician (GS-OL), 8.2 months. ReVision. New.* This is one of seven transition posts recommended by the *ReVision* project to create capacity in order to transition into and implement the new Registry structure. The position is required to ensure continued in-country ICT technical support for each office, previously under ICT Headquarters arrangements and now taken over by the management of the DRC Field Offices.

670. Two *Cleaners (GS-OL), two months each. New.* As for previous years, to provide continued field office cleaning and hygiene support during periods of staff absence and sickness for Kinshasa and Bunia respectively.

671. One *Driver (GS-OL), four months. New.* As for previous years, the position is to be used as additional funding for a generic SSA driver replacement to cover periods of driver recruitment, prolonged absences and/or ad hoc urgent immediate operational requirements/shortfalls throughout the DRC.

672. One *Field Outreach Assistant (GS-OL), 9.6 months. New.* The Field Outreach Assistant is to be based in Bunia (Ituri) to address key judicial developments such as reparations phases in two cases, one case at trial and developments in the *Bemba* case (appeals in *Bemba* and trial in *Bemba et al*) of particular interest for the DRC.

*Overtime €30.0 thousand*

673. The requested amount is required for payment of overtime to duty drivers, as per projections and in conjunction with the application of the driver CTO policy in place for drivers in DRC who are not always able to take their full leave entitlement due to workload/operational requirements.

**CAR Field Office (Staff Resources) €35.5 thousand**

674. There are 12 established posts and one GTA position (0.9 FTE).

*Established posts: Professional and General Service €812.2 thousand*

675. The CAR Field Office is managed by one Administration and Operations Officer (P-3), one Field Security Officer (P-3), one Administrative Assistant (GS-OL), three Drivers (GS-OL), two Field Assistants (GS-OL), one Cleaner (GS-OL) and one Local Security Assistant (GS-OL).

676. There are two workload related positions in CAR: one Chief of Field Office (P-5) and one Field Officer (VPRS and Outreach) (P-3). These posts have been recommended by the ReVision project to create additional capacity due to increased judicial and prosecutorial activity.

*General temporary assistance* €23.3 thousand

677. One *ICT Technician (GS-OL)*, 11.3 months. *New*. This position is required to ensure continued in-country ICT technical support, previously under ICT Headquarters arrangements and now taken over by the management of the CAR Field Office.

**Kenya Field Office (Staff Resources) €808.4 thousand**

678. There are 11 established posts and one GTA position (0.8 FTE).

*Established posts: Professional and General Service* €781.2 thousand

679. The Kenya Field Office is managed by one Chief of Office (P-5), assisted by one Administration and Operations Officer (P-3), one Field Security Officer (P-3), one Field Officer (VPRS) (P-3), one Field Officer (Outreach) (P-3), one Administrative Assistant (GS-OL), two Field Assistants (GS-OL), two Drivers (GS-OL), and one Local Security Assistant (GS-OL).

*General temporary assistance* €27.2 thousand

680. One *ICT Technician (GS-OL)*, 9.6 months. *New*. This position is required to ensure continuity of in-country ICT technical support, previously under ICT Headquarters arrangements and now taken over by the management of the Kenya Field Office.

**CIV Field Office (Staff Resources) €947.7 thousand**

681. There are 15 established posts and one GTA position (0.9 FTE).

*Established posts: Professional and General Service* €922.2 thousand

682. The CIV Field Office is managed by one Chief of Field Office (P-5), assisted by one Administration and Operations Officer (P-3), one Field Security Officer (P-3), one Field Officer (Outreach) (P-3), one Associate Field Security Officer (P-2), one Senior Driver (GS-OL), four Drivers (GS-OL), one Administrative Assistant (GS-OL), one Cleaner (GS-OL), two Field Assistants (GS-OL) and one Local Security Assistant (GS-OL).

683. There are two workload related posts created in Abidjan: one Field Officer (VPRS) (P-3) and one Field Assistant (VPRS) (GS-OL). These posts have been recommended by the ReVision project to create additional capacity due to increased judicial and prosecutorial activity.

*General temporary assistance* €25.5 thousand

684. One *ICT Technician (GS-OL)*, 11.3 months. *New*. This position is required to ensure in-country ICT technical support, previously under ICT Headquarters arrangements and now taken over by the management of the CIV Field Office.

**Mali Field Office (Staff Resources) €284.3 thousand**

685. There are three established posts and no GTA positions.

*Established posts: Professional and General Service* €284.3 thousand

686. The Mali Field Office is managed by one Administration and Operations Officer (P-3), assisted by one Administrative Assistant (GS-OL) and one Field Security Officer (P-3).

687. The Field Security Officer (P-3) indicated above is a workload related post which has been recommended by the *ReVision* project to create additional capacity due to increased judicial and prosecutorial activity.

**Non-staff resources** **€2,436.7 thousand**

688. Non-staff resources are required for travel, contractual services, general operating expenses, furniture and equipment and supplies and materials. The breakdown by field offices is as follows: Uganda Field Office (€420.7 thousand), DRC Field Offices (€753.8 thousand), CAR Field Office (€342.0 thousand), Kenya Field Office (€52.8 thousand), CIV (€388.4 thousand) and Mali (€79.0 thousand).

689. In addition to the former FOS requirements, each Field Office, as a newly created Section, also absorbs ICT, Security and Outreach field requirements.

*Travel* *€149.9 thousand*

690. In addition to former FOS requirements, each Field Office, as a newly created section, also absorbs ICT, Security and Outreach field travel requirements. Resources are required for travel and DSA for the provision of in-country mission support, security assessment deployments and support, as well as travel of in-country field office personnel to Headquarters for such purposes as coordination meetings, briefings, de-briefings and induction. The breakdown of Travel by field offices is as follows: Uganda (€24.7 thousand), DRC (€36.9 thousand), CAR (€14.0 thousand), Kenya (€29.2 thousand), CIV (€28.4 thousand) and Mali (€16.7 thousand).

*Contractual Services* *€1,020.3 thousand*

691. In addition to former FOS requirements, absorbed under contractual services, the requested amount is required for outreach activities under Public Information and Production Costs and Other Contractual Services, as well as Field Security Support Requirements under Outsourcing Services.

692. The requested amounts show an increase of 100 per cent and are required for holding in-country outreach sessions (including rental of venues, transportation and mobilization costs), publications in the local press and monitoring of media reports; police/military escort/protection to in-country resources and missions (including OTP activities), MOSS upgrades to field office(s), and field office security guard servicing for each country; and conducting in-country outreach missions, outreach sensitization campaigns using key national and community radio stations, and the continued provision of UN country mission support capabilities and services (with particular focus on areas where the Court may not have suitable available resources and/or may be co-located with the UN). The breakdown under Contractual Services by field offices is as follows: Uganda (€96.8 thousand), DRC (€378.2 thousand), CAR (€134.8 thousand), Kenya (€172.3 thousand), CIV (€164.9 thousand) and Mali (€73.3 thousand).

*General Operating Expenses* *€985.4 thousand*

693. Funds are required for leasing of premises (and where applicable forward field office locations as per judicial activities); as well as for maintenance of premises, maintenance of furniture and equipment, utilities and other miscellaneous operating costs (including projections for vehicle rentals, insurances, petty cash and local cost sharing arrangements for the United Nations Security Management System for the purposes of staff safety and security (formerly under the SSS budget)). All other communication costs remain centralized at ICT Headquarters. The breakdown by field offices is as follows: Uganda (€207.0 thousand), DRC (€258.1 thousand), CAR (€165.0 thousand), Kenya (€49.3 thousand), CIV (€155.0 thousand) and Mali (€151.0 thousand).

*Supplies and Materials*

€226.6 thousand

694. The requested amounts are required for the purchase of miscellaneous supplies and materials through petty cash, stationary and toner supplies, fuel for vehicles and generators, as well as emergency drinking water supplies and rations for each field office location. The breakdown by field office is as follows: Uganda (€67.2 thousand), DRC (€80.6 thousand), CAR (€28.2 thousand), Kenya (€2.0 thousand), CIV (€28.6 thousand) and Mali (€20.0 thousand).

*Furniture and equipment*<sup>36</sup>

€54.5 thousand

695. The requested amounts are required for the purchase of generators for the Bamako and Gulu Field Offices in line with country-specific MOSS requirements/upgrades; and for the purchase of office furniture related to the expansion of the Abidjan Field Office, in line with staff level increases. The breakdown by field office is as follows: Uganda (€25.0 thousand), CIV (€1.5 thousand) and Mali (€8.0 thousand).

**Table 92: Sub-programme 3850: Proposed budget for 2016**

3850 Field Offices	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015			
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff									3,786.2	3,786.2	3,786.2		
General Service staff									1,194.9	1,194.9	1,194.9		
<i>Subtotal Staff</i>									4,981.1	4,981.1	4,981.1		
General temporary assistance									168.5	168.5	168.5		
Temporary assistance for meetings													
Overtime									30.0	30.0	30.0		
<i>Subtotal Other staff</i>									198.5	198.5	198.5		
Travel									149.9	149.9	149.9		
Hospitality													
Contractual services									1,020.3	1,020.3	1,020.3		
Training													
Consultants													
General operating expenses									985.4	985.4	985.4		
Supplies and materials									226.6	226.6	226.6		
Furniture and equipment									54.5	54.5	54.5		
<i>Subtotal Non-staff</i>									2,436.7	2,436.7	2,436.7		
<b>Total</b>									<b>7,616.3</b>	<b>7,616.3</b>	<b>7,616.3</b>		

**Table 93: Sub-programme 3850: Proposed staffing for 2016**

Field Offices		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic														
	Situation-related														
	<i>Subtotal</i>														
New/ Converted	Basic														
	Situation-related					4		22	3		29		54	54	83
	<i>Subtotal</i>					4		22	3		29		54	54	83
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
<b>Total</b>						<b>4</b>		<b>22</b>	<b>3</b>		<b>29</b>		<b>54</b>	<b>54</b>	<b>83</b>

<sup>36</sup> ICT capital investments to remain with ICT budget for purposes of centralization and standardization.

## D. Major Programme IV: Secretariat of the Assembly of States Parties

### Introduction

696. The Secretariat (SASP) provides the Assembly and its Bureau and subsidiary bodies with administrative and technical assistance in the discharge of their functions under the Statute. The conference-servicing functions of the Secretariat include the planning, preparation and coordination of the meetings of the Assembly and its subsidiary bodies, and receiving, translating, reproducing and distributing their documents, reports and decisions. In addition, it provides substantive servicing of the Assembly and its subsidiary bodies. The substantive servicing functions include, *inter alia*, providing legal and substantive secretariat services, such as the provision of documentation, reports and analytical summaries, and supplying advice within the Secretariat on legal and substantive issues relating to the work of the Assembly.

697. The Secretariat has four sub-programmes: Sub-programme 4100 (Conference), Sub-programme 4200 (Secretariat of the Assembly), Sub-programme 4400 (Office of the President of the Assembly), and Sub-programme 4500 (Committee on Budget and Finance).

**Table 94: Expected results, performance indicators and targets 2016**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
<i>Objective 1</i> Conference held as planned.	<ul style="list-style-type: none"> <li>- Meetings run smoothly, end on time and reports adopted.</li> <li>- All agenda items are considered.</li> <li>- Participants are supported substantively and logistically at meetings, including with registration, provision of documentation and language services.</li> <li>- Session participants are satisfied with the arrangements and information provided.</li> </ul>	n/a
<i>Objective 2</i> Quality edited and translated documents released for processing, production and distribution in a timely manner.	<ul style="list-style-type: none"> <li>- States are provided and satisfied with quality conference services and with the editing, translation and timely issuance of documents, in four official languages,<sup>37</sup> which fully support them in their functions.</li> <li>- States are assisted as required, in particular with the provision of information and documentation regarding the Assembly and the Court.</li> </ul>	n/a
<i>Objective 3</i> Quality legal advice provided to the Assembly and its subsidiary bodies.	<ul style="list-style-type: none"> <li>- States are provided with substantive legal services, especially in the form of documentation, which facilitate and support their work.</li> <li>- Members of the Assembly and relevant bodies are satisfied with the sessions.</li> </ul>	n/a
<i>Objective 4</i> Effective dissemination of documentation and information to States Parties via, <i>inter alia</i> , the internet.	<ul style="list-style-type: none"> <li>- Website and Assembly, CBF, Bureau and Oversight Committee Extranets are used frequently.</li> <li>- Information and documentation can be accessed without delays.</li> </ul>	n/a

### Budget resources

**€3,053.3 thousand**

698. There is a nominal increase in the 2016 proposed budget for Major Programme IV of €40.5 thousand (1.3 per cent), however, some transfers between the four sub-programmes and between budget line items within the sub-programme were made in order to accommodate the needs of the Secretariat for 2016.

### Staff resources

**€1,810.4 thousand**

699. The Secretariat has nine established posts (five professional staff and four GS staff). Five GTA positions (four professional and one GS) (4.6 FTE) are foreseen, as approved in

<sup>37</sup>As of 2009 official documents for the Assembly are issued in four official languages only: Arabic, English, French and Spanish.



2015. The Secretariat also has several other shorter-term GTA positions (2.8 FTE) to service the Assembly and its subsidiary bodies.

*Established posts: Professional and General Service*

€939.6 thousand

700. The Secretariat currently comprises one Director (D-1), one Executive Secretary to the Committee on Budget and Finance (P-5), one Legal Officer (P-4), one Legal Officer (P-3), one Special Assistant to the Director (P-2), two Administrative Assistants (GS-OL), one Meetings and Administrative Assistant (GS-PL) and one Documentalist/Archivist (GS-PL). With the exception indicated below, all Secretariat staff carry out their functions under the supervision of the Director. Secretariat staff provide both substantive servicing (i.e., the legal officers) and technical servicing (the conference servicing and administrative staff) to the Assembly and its subsidiary bodies. The Special Assistant to the President of the Assembly reports directly to the President. The Executive Secretary to the Committee on Budget and Finance reports directly to the Chair of the Committee on Budget and Finance. In addition to his duties as Executive Secretary, that staff member continues to perform functions within the Secretariat as a whole, particularly as regards the finance and administration of Major Programme IV. The Ad Hoc Audit Committee proposed to appoint the Executive Secretary to the Committee as the Secretary to the Audit Committee, in addition to the above mentioned duties he fulfils.

*General temporary assistance*

€692.8 thousand

701. The Secretariat currently has five full-time GTA positions and various other shorter-term GTA positions to service the Assembly and its subsidiary bodies.

702. One *Associate Legal Officer (P-2), 12 months. Continued.* The workload of substantive servicing has increased considerably since the Secretariat was established in 2004. New bodies have been created and the number of meetings of these bodies has increased considerably. Such bodies include the Bureau, and its Hague and New York Working Groups and the Oversight Committee on Permanent Premises. Although it is based in The Hague, the Secretariat provides substantive services to the Presidency of the Assembly, the Bureau and its New York Working Group, through the preparation of pre-session and post-session documentation. This position allows the Secretariat to provide better support to the Assembly and its subsidiary bodies.

703. One *Web Developer Assistant (GS-OL), 12 months. Continued.* The Web Developer Assistant position allows the Secretariat to continue to post documents, papers and publications on the web, and to maintain an Extranet for the Assembly, the Bureau, the Committee on Budget and Finance and the Oversight Committee, and to ensure timely posting of information regarding elections, complementarity developments, press releases, etc.

704. One *Special Assistant to the President (P-2), 12 months. Continued.* This position supports the President and the Bureau for 2015-2017, as the President cannot rely solely on the resources of his United Nations Mission. The Special Assistant assists the President with the preparation of official communications, coverage of Assembly-related issues at United Nations Headquarters, and continuous engagement with observer States to promote the universality of the Rome Statute. Furthermore, the staff member provides substantive services to the Bureau and the New York Working Group, and to sessions of the Assembly under the direction of the Secretariat of the Assembly. Technical servicing will continue to be undertaken by the Liaison Office.

705. One *Special Assistant to the Director (P-1), 12 months. Continued.* This position assists the Director of the Secretariat in the preparation of the Assembly session and other logistical activities throughout the year, and organizes meetings of the Director with Court Officials and States Parties.

706. One *Legal Officer (P-3), 7 months. Continued.* This position will assist the Secretariat on major issues related to budgetary, financial and administrative matters and assist the facilitator on the proposed programme budget.

707. One *Administrative Officer (P-3)*, 5 months. *Continued.* This position will assist the Executive Secretary to the Committee in the preparation for the two sessions of the Committee, and in following up with implementation of the recommendations made by the Committee and other related matters including the preparation for the sessions of the Audit Committee. In addition, this position will provide the opportunity for the Executive Secretary to cover more meetings of The Hague Working Group and to report to the Committee on major issues related to budgetary, financial and administrative matters.

708. One *IT Support Staff (GS-OL)*, 5 months. *Continued.* Support covers the IT needs of the translation teams servicing the Assembly's session, and ensures that the annual session of the Assembly is properly serviced in terms of the Court's IT equipment and software, which has to be installed at the venue of the session, and that personnel are on call to resolve any problem which may arise.

709. One *Senior Legal Officer (P-5)*, and One *Legal Officer (P-4)*, 0.55 months each. *Continued.* Substantive servicing of the Assembly and its working groups (preparation of pre-session and in-session documentation/papers and draft reports) is provided for a limited number of days by a Senior Legal Officer (P-5) and a Legal Officer (P-4). These additional officers supplement the two legal officers in the Secretariat's core staff.

710. *Special Assistants*, 22.95 months. *Continued.* The Secretariat will require Special Assistants during the months leading up to and including the annual session of the Assembly. Special Assistants assist the Director with all the logistical aspects of the meetings of the Assembly, including determining space requirements and equipment needs, registration of delegations and NGO representatives, and communicating with delegates.

*Temporary assistance for meetings* €140.0 thousand

711. The amount requested for temporary assistance for meetings has decreased by 80.0 thousand (36.4 per cent) due to reallocation of funds to GTA.

712. Temporary assistance is required in particular for the translation of official documentation of the Assembly and its subsidiary bodies, as well as registration of delegates, issuance of passes, photocopying of documents on a large scale and their distribution, etc., and generally facilitating delegates' attendance at the sessions.

*Overtime* €38.0 thousand

713. Overtime remains at the same level as in the 2015 approved budget. Overtime is paid to General Service staff hired on a short-term basis who are required to provide the assistance mentioned above and must necessarily work beyond normal working hours, including weekends, during and in relation to the session of the Assembly and the sessions of the Committee.

**Non-staff resources** €1,242.9 thousand

714. Non-staff resources comprise travel, hospitality, contractual services, training, general operating expenses, supplies and materials, and furniture and equipment and have seen a net decrease of €34.6 thousand (2.7 per cent).

*Travel* €360.0 thousand

715. There has been a net reduction in travel of €26.5 thousand (6.9 per cent). Travel for the President of the Assembly, the level of which remains unchanged, reflects the fact that he is based in Dakar. The travel of three members of the Audit Committee is a new cost for the Secretariat, however, it will be absorbed partly from a reduction in the travel budget of the Committee and partly from other non-staff costs.

716. The travel budget reflects the cost of travel of members of the Committee to their sessions, the trips envisioned for the Committee's Chair to attend sessions with The Hague Working Group and New York Working Group, Court officials, and for some members of the Committee to travel to field offices. This budget item also covers the cost of travel of

the Office of the President of the Assembly, including visits to the seat of the Court, to The Hague and to New York. In addition, this covers the travel of three members of the Audit Committee to The Hague.

*Hospitality* €5.0 thousand

717. Hospitality remains at the same level as in the 2015 approved budget. Hospitality is used for the two sessions of the Committee and sessions of the Audit Committee.

*Contractual services* €823.9 thousand

718. The amount requested for contractual services has decreased by €8.1 thousand (1.0 per cent). The resources are required to cover the costs of the rental of the venue and other related costs for the session of the Assembly to be held in the Hague and the outsourcing of translation and external printing for the session of the Committee.

*Training* €9.9 thousand

719. Training remains at the same level as in the 2015 approved budget. Training is used to keep staff members updated in their specific fields of work.

*General operating expenses* €24.4 thousand

720. The amount requested for general operating expenses remains unchanged. General operating expenses cover the expenditures for mailing documents, notes verbales and publications to States Parties, to the members of the Committee on Budget and Finance and occasionally to seminars to promote the universality of the Rome Statute, either using regular post, registered mail or courier services.

*Supplies and materials* €14.7 thousand

721. Supplies and materials remain at the same level as in the 2015 approved budget. Supplies and materials cover the cost of office supplies, including stationery used by the staff of the Secretariat (paper, toners, pens, memo pads, folders etc.), stationery for the two sessions of the Committee and the annual session of the Assembly, and for the regular meetings of The Hague Working Group.

*Furniture and equipment* €5.0 thousand

722. The amount requested for furniture and equipment remains unchanged. The Secretariat has managed to increase efficiency through the use of USB flash drives, which are distributed to delegates attending the Assembly session. These contain pre-session official documents in the official languages resulting in savings in the cost of printing, transporting, storing and distributing paper copies of such documents. Increased use of the “paper-light” approach and of the Assembly website and Extranets may reduce the need for printed material in the medium-term.

**Table 95: Major Programme IV: Proposed budget for 2016**

Major Programme IV Secretariat of the Assembly of States Parties	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015			
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	662.9		662.9		662.9	634.1		634.1	651.1		651.1	17.0	2.7
General Service staff						292.8		292.8	288.5		288.5	-4.3	-1.5
<i>Subtotal Staff</i>	<i>662.9</i>		<i>662.9</i>		<i>662.9</i>	<i>926.9</i>		<i>926.9</i>	<i>939.6</i>		<i>939.6</i>	<i>12.7</i>	<i>1.4</i>
General temporary assistance	417.6		417.6		417.6	550.4		550.4	692.8		692.8	142.4	25.9
Temporary assistance for meetings	137.0		137.0		137.0	220.0		220.0	140.0		140.0	-80.0	-36.4
Overtime	11.0		11.0		11.0	38.0		38.0	38.0		38.0		
<i>Subtotal Other staff</i>	<i>565.6</i>		<i>565.6</i>		<i>565.6</i>	<i>808.4</i>		<i>808.4</i>	<i>870.8</i>		<i>870.8</i>	<i>62.4</i>	<i>7.7</i>
Travel	405.8		405.8		405.8	386.5		386.5	360.0		360.0	-26.5	-6.9
Hospitality	8.6		8.6		8.6	5.0		5.0	5.0		5.0		
Contractual services	566.5		566.5		566.5	832.0		832.0	823.9		823.9	-8.1	-1.0
Training						9.9		9.9	9.9		9.9		-0.2
Consultants													
General operating expenses	10.5		10.5		10.5	24.4		24.4	24.4		24.4		
Supplies and materials	7.4		7.4		7.4	14.7		14.7	14.7		14.7		
Furniture and equipment	2.0		2.0		2.0	5.0		5.0	5.0		5.0		
<i>Subtotal Non-staff</i>	<i>1,000.8</i>		<i>1,000.8</i>		<i>1,000.8</i>	<i>1,277.5</i>		<i>1,277.5</i>	<i>1,242.9</i>		<i>1,242.9</i>	<i>-34.6</i>	<i>-2.7</i>
<b>Total</b>	<b>2,229.3</b>		<b>2,229.3</b>		<b>2,229.3</b>	<b>3,012.8</b>		<b>3,012.8</b>	<b>3,053.3</b>		<b>3,053.3</b>	<b>40.5</b>	<b>1.3</b>

**Table 96: Major Programme IV: Proposed staffing for 2016**

Secretariat of the Assembly of States Parties	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing				1	1	1	1	1		5	2	2	4	9
				1	1	1	1	1		5	2	2	4	9
New/ Converted														
Redeployed/ Returned														
<b>Total</b>				<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>		<b>5</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>9</b>

**Table 97: Sub-programme 4100: Conference**

4100 Conference	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015			
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff													
General Service staff													
<i>Subtotal Staff</i>													
General temporary assistance	134.5		134.5		134.5	281.3		281.3	349.5		349.5	68.2	24.2
Temporary assistance for meetings	43.5		43.5		43.5	160.0		160.0	80.0		80.0	-80.0	-50.0
Overtime	12.8		12.8		12.8	20.0		20.0	20.0		20.0		
<i>Subtotal Other staff</i>	<i>190.8</i>		<i>190.8</i>		<i>190.8</i>	<i>461.3</i>		<i>461.3</i>	<i>449.5</i>		<i>449.5</i>	<i>-11.8</i>	<i>-2.6</i>
Travel	63.7		63.7		63.7								
Hospitality													
Contractual services	527.0		527.0		527.0	740.0		740.0	735.9		735.9	-4.1	-0.6
Training													
Consultants													
General operating expenses	10.5		10.5		10.5	24.4		24.4	11.0		11.0	-13.4	-54.9
Supplies and materials	6.4		6.4		6.4	10.0		10.0	10.0		10.0		
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>607.6</i>		<i>607.6</i>		<i>607.6</i>	<i>774.4</i>		<i>774.4</i>	<i>756.9</i>		<i>756.9</i>	<i>-17.5</i>	<i>-2.3</i>
<b>Total</b>	<b>798.4</b>		<b>798.4</b>		<b>798.4</b>	<b>1,235.7</b>		<b>1,235.7</b>	<b>1,206.4</b>		<b>1,206.4</b>	<b>-29.3</b>	<b>-2.4</b>

723. Sub-programme 4100 (Conference) shows conference costs, *inter alia*, for the Assembly, the two sessions of the Committee on Budget and Finance, except those costs reflected in its Sub-programme 4500, and costs for the regular meetings of The Hague Working Group. Such costs also include temporary assistance for meetings and travel costs.

**Table 98: Sub-programme 4200: Secretariat of the Assembly**

4200 Secretariat of the Assembly	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015			
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	490.5		490.5		490.5	486.9		486.9	499.9		499.9	13.0	2.7
General Service staff						292.8		292.8	288.5		288.5	-4.3	-1.5
<i>Subtotal Staff</i>	<i>490.5</i>		<i>490.5</i>		<i>490.5</i>	<i>779.7</i>		<i>779.7</i>	<i>788.4</i>		<i>788.4</i>	<i>8.7</i>	<i>1.1</i>
General temporary assistance	177.0		177.0		177.0	167.6		167.6	169.7		169.7	2.1	1.3
Temporary assistance for meetings													
Overtime	-1.8		-1.8		-1.8	18.0		18.0	18.0		18.0		
<i>Subtotal Other staff</i>	<i>175.2</i>		<i>175.2</i>		<i>175.2</i>	<i>185.6</i>		<i>185.6</i>	<i>187.7</i>		<i>187.7</i>	<i>2.1</i>	<i>1.1</i>
Travel	61.0		61.0		61.0	37.0		37.0	15.7		15.7	-21.3	-57.6
Hospitality	8.6		8.6		8.6	5.0		5.0	1.0		1.0	-4.0	-80.0
Contractual services													
Training						9.9		9.9	5.2		5.2	-4.7	-47.9
Consultants													
General operating expenses													
Supplies and materials	1.0		1.0		1.0	4.7		4.7	4.7		4.7		
Furniture and equipment	2.0		2.0		2.0	5.0		5.0	5.0		5.0		
<i>Subtotal Non-staff</i>	<i>72.6</i>		<i>72.6</i>		<i>72.6</i>	<i>61.6</i>		<i>61.6</i>	<i>31.6</i>		<i>31.6</i>	<i>-30.0</i>	<i>-48.8</i>
<b>Total</b>	<b>738.3</b>		<b>738.3</b>		<b>738.3</b>	<b>1,026.9</b>		<b>1,026.9</b>	<b>1,007.7</b>		<b>1,007.7</b>	<b>-19.2</b>	<b>-1.9</b>

724. Sub-programme 4200 (Secretariat of the Assembly) reflects the resources for the Secretariat, including those for the Office of the President of the Assembly, costs relating to services and work on behalf of the Assembly's Bureau, the Working Groups of the Bureau (The Hague Working Group and New York Working Group), the Oversight Committee on Permanent Premises, and the Committee on Budget and Finance, except those costs reflected in its Sub-programme 4500.

**Table 99: Sub-programme 4400: Office of the President of the Assembly**

4400 Office of the President of the Assembly	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015			
	Situation- Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Situation- Basic	Situation- related	Total	Situation- Basic	Situation- related	Total	Amount	%
Professional staff													
General Service staff													
<i>Subtotal Staff</i>													
General temporary assistance	93.8		93.8		93.8	101.5		101.5	123.8		123.8	22.3	22.0
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>	93.8		93.8		93.8	101.5		101.5	123.8		123.8	22.3	22.0
Travel	63.2		63.2		63.2	87.7		87.7	87.7		87.7		
Hospitality													
Contractual services						12.0		12.0	12.0		12.0		
Training													
Consultants													
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>	63.2		63.2		63.2	99.7		99.7	99.7		99.7		
<b>Total</b>	<b>157.0</b>		<b>157.0</b>		<b>157.0</b>	<b>201.2</b>		<b>201.2</b>	<b>223.5</b>		<b>223.5</b>	<b>22.3</b>	<b>11.1</b>

725. Sub-programme 4400 (Office of the President of the Assembly) includes the direct costs relating to the Office of the President of the Assembly, such as the travel costs of the President to The Hague, New York, Europe and within Africa, the post of the Special Assistant to the President and contractual services to cover meetings with diplomats and high officials.

**Table 100: Sub-programme 4500: Committee on Budget and Finance**

4500 Committee on Budget and Finance	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2016			
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	172.4		172.4		172.4	147.2		147.2	151.2		151.2	4.0	2.7
General Service staff													
<i>Subtotal Staff</i>	<i>172.4</i>		<i>172.4</i>		<i>172.4</i>	<i>147.2</i>		<i>147.2</i>	<i>151.2</i>		<i>151.2</i>	<i>4.0</i>	<i>2.7</i>
General temporary assistance	12.3		12.3		12.3				49.8		49.8	49.8	
Temporary assistance for meetings	93.5		93.5		93.5	60.0		60.0	60.0		60.0		
Overtime													
<i>Subtotal Other staff</i>	<i>105.8</i>		<i>105.8</i>		<i>105.8</i>	<i>60.0</i>		<i>60.0</i>	<i>109.8</i>		<i>109.8</i>	<i>49.8</i>	<i>83.0</i>
Travel	217.9		217.9		217.9	261.8		261.8	256.7		256.7	-5.1	-2.0
Hospitality									4.0		4.0	4.0	
Contractual services	39.5		39.5		39.5	80.0		80.0	76.0		76.0	-4.0	-5.0
Training									4.7		4.7	4.7	
Consultants													
General operating expenses									13.4		13.4	13.4	
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>257.4</i>		<i>257.4</i>		<i>257.4</i>	<i>341.8</i>		<i>341.8</i>	<i>354.8</i>		<i>354.8</i>	<i>13.0</i>	<i>3.8</i>
<b>Total</b>	<b>535.6</b>		<b>535.6</b>		<b>535.6</b>	<b>549.0</b>		<b>549.0</b>	<b>615.7</b>		<b>615.7</b>	<b>66.7</b>	<b>12.2</b>

726. Sub-programme 4500 (Committee on Budget and Finance) includes the direct costs relating to the Committee on Budget and Finance, such as interpretation costs, reflected under temporary assistance for meetings, translation costs, reflected under contractual services, travel costs of the members of the Committee and the members of the Audit Committee, and the post of the Executive Secretary to the Committee, five months GTA of the Administration Officer, hospitality for the sessions of the Committee and the sessions of the Audit Committee, training, and external printing of the Committee's recommendations. However, other related costs, such as temporary staff hired to assist during the sessions, are reflected under Sub-programmes 4100 and 4200.

## E. Major Programme V: Premises

### Introduction

727. The Court will move from its interim premises in December 2015; however the contract between the Court and the Federal Buildings Agency for Maanweg 174 (The Haagse Arc) and Saturnusstraat 9 (The Haagseveste 1) will expire at the end of the first quarter of 2016 and at the end of the second quarter of 2016 respectively.

728. The Court will assume responsibility for maintenance of its new premises as of 1 January 2016.

729. There is no proposal for capital investment or replacement during 2016 which is covered by the building guarantee.

**Budget resources** **€3,030.0 thousand**

730. The requested amount has decreased by €2,969.6 thousand (49.5 per cent) and is due to expiry of the rental contracts for the interim premises as indicated below.

*General Operating Expenses* *€3,030.4 thousand*

731. Of the above amount, €13.4 thousand is for rental of the Haagse Arc until 31 March 2016; €45.6 thousand is for rental of the Haagseveste until the expiry of its contract on 30 June 2016.

732. The Court may be contractually obliged to pay preventative maintenance costs for both buildings for the above periods. This is assessed at €200.0 thousand.

733. The remaining €1,071.4 is for the maintenance costs of the new premises under the extended contract with Courtys, the building contractors.

**Table 101: Major Programme V: Proposed budget for 2016**

5100 Rent and Maintenance (Premises)	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016vs 2015		
	Situation- Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Situation- Basic	Situation- related	Total	Situation- Basic	Situation- related	Total	Amount	%
Professional staff													
General Service staff													
<i>Subtotal Staff</i>													
General temporary assistance													
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>													
Travel													
Hospitality													
Contractual services													
Training													
Consultants													
General operating expenses	5,900.7		5,900.7		5,900.7	6,000.0		6,000.0	3,030.4		3,030.4	-2,969.6	-49.5
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>	5,900.7		5,900.7		5,900.7	6,000.0		6,000.0	3,030.4		3,030.4	-2,969.6	-49.5
<b>Total</b>	<b>5,900.7</b>		<b>5,900.7</b>		<b>5,900.7</b>	<b>6,000.0</b>		<b>6,000.0</b>	<b>3,030.4</b>		<b>3,030.4</b>	<b>-2,969.6</b>	<b>-49.5</b>



## F. Major Programme VI: Secretariat of the Trust Fund for Victims

### Introduction

734. The Trust Fund for Victims (TFV) at the International Criminal Court supports activities which address the harm resulting from crimes under the jurisdiction of the Court by assisting victims to return to a dignified and contributory life within their communities. The TFV fulfils two mandates: (1) administering reparations ordered by the Court against a convicted person,<sup>38</sup> and (2) using other resources for the benefit of victims in accordance with the provisions of article 79 of the Rome Statute.<sup>39</sup> Both mandates provide support to victims of genocide, crimes against humanity and war crimes committed since 1 July 2002.<sup>40</sup>

### Strategic Goals

735. While the strategies of the Court and the TFV are related, the TFV's strategic goals are specific to its dual mandate of delivering assistance and reparations to victims under the jurisdiction of the Court and within a particular governance framework, in which the Board of Directors is directly accountable to the States Parties for the TFV's activities.<sup>41</sup> Furthermore, the TFV's victim assistance projects are not financed out of assessed contributions, but primarily through voluntary contributions and private donations and, in the case of reparations, by such awards, fines and forfeitures as may be ordered by the Court and/or by way of complementing awards payments with "other resources of the Trust Fund", if so decided by the Board of Directors.<sup>42</sup>

736. The TFV's strategic goals are defined in the Strategic Plan for 2014-2017, as adopted by the Board of Directors in August 2014. The strategic goals of the TFV highlight the importance that the TFV Board attaches to programme and management performance, visibility and recognition, effective and efficient organizational development and financial sustainability in order to ensure that the TFV matures as envisaged by the States Parties.

737. The TFV's mission is to respond to the harm resulting from the crimes under the jurisdiction of the Court by ensuring the rights of victims and their families through the provision of reparations and assistance.

738. The TFV's results framework is in development and expected to be completed in the course of 2015. Pending the outcome of this process, the present narrative contains an indicative presentation of the types of results in development for each of the TFV's strategic goals. It is noted that, alongside strategic goals, the TFV has developed expected results for each of the cross-cutting themes identified in the Strategic Plan 2014-2017.

739. The TFV's strategic goals and the related types of expected results are:

#### (a) Goal 1

Victims and their families overcome harm, lead a dignified life, and contribute towards reconciliation and peace-building within their communities as a result of support provided by the TFV through quality programmes that ensure strengthened local capacity through meaningful participation, strengthened systems, enhanced learning and innovation.

Expected results:

- (i) reparative value delivered to victims, their families and communities in response to harm resulting from crimes under the Court's jurisdiction, through the provision of physical and psychological rehabilitation and material support (assistance mandate);

<sup>38</sup> Rule 98(2), (3) and (4) of the Rules of Procedure and Evidence.

<sup>39</sup> Rule 98(5) of the Rules of Procedure and Evidence. For more information on the TFV's legal basis, see <http://trustfundforvictims.org/legal-basis>.

<sup>40</sup> As defined in articles 6, 7 and 8 of the Rome Statute.

<sup>41</sup> Regulations of the Trust Fund for Victims (RTFV), ICC-ASP/4/Res 3; Regulation 76.

<sup>42</sup> RTFV 56.

- (ii) design and implementation of Court-ordered reparations to victims, in accordance with TFV implementation plans approved by the Court (reparations mandate).

(b) *Goal 2*

Public and private donors, as well as fines and forfeitures, provide the TFV with sufficient resources to operate its assistance and reparations programmes in situations before the Court.

Expected results:

- (i) level and predictability of voluntary contributions by States Parties;
- (ii) volume of private donations from mainly institutional donors; and
- (iii) earmarked contributions for victims of SGBV and mental harm, and reparations.

(c) *Goal 3*

The TFV is a powerful advocate of the rights of victims and their families in the global justice system and humanitarian sector through the provision of reparations ordered by the Court and assistance initiatives.

Expected results:

- (i) effective communications ensure TFV-specific advocacy for victims, increased TFV institutional visibility (including in relation to fundraising) and clarity about the TFV's mission, mandates and results.

(d) *Goal 4*

The TFV, acting in a collaborative partnership with the Court, ensures good governance, accountability, and transparency throughout its activities while responding to the requirements of its mandates. States Parties ensure sufficient resources for the TFV Secretariat to fulfil its mandates.

Expected results:

- (i) good governance, accountability and transparency are ensured through the restructured TFV Secretariat, and effective collaboration with the Court's Registry; and
- (ii) sufficient resources in the MP VI budget to sustain the core functionality of the TFV, including in the field, to respond to the exigencies of its mandates.

740. At the Annual Meeting of the TFV Board of Directors (17-19 March 2015), the Board adopted the TFV Budget Assumptions for 2016 (see Annex 1) in relation to Major Programme VI of the Court's regular budget. The TFV budget assumptions were developed within the framework of the TFV Strategic Plan, including the budget drivers contained therein, and read as follows in summary:

- (a) Continuation of assistance mandate programmes in northern Uganda and in the Democratic Republic of the Congo (DRC); new assistance mandate programmes in a maximum of three additional situation countries;
- (b) Continued development and implementation of reparations awards in the *Lubanga* and *Katanga* cases, both situated in the Ituri region in eastern DRC; and continued legal advice in these cases as well as in *Bemba*;
- (c) Continued and increased recourse to external expertise through consultancies and contractual services in order to complement the TFV's in-house capacity to deliver on both mandates;
- (d) Continued investment in attracting private institutional donors to the TFV in selected markets;
- (e) Continued and increased reliance on the TFV's "other resources" originating from voluntary contributions to outsource activities directly related to the TFV

programmes, thus continuing to achieve a significant alleviation of the cost of Major Programme VI in the Court's regular budget;

- (f) Continued decentralization of the TFV's programme management to ensure the efficiency, effectiveness and financial reliability of working through local partners in the implementation of the Fund's mandates; and
- (g) Continued reliance on the Registry's support structure, both at Headquarters and in the field offices.

741. The TFV notes that Board of Directors has decided to outsource activities related to the conduct of situational assessments under the assistance mandate, capacity building of TFV implementing partners and the design and implementation of a management information system (MIS), which will be funded from resources originating from voluntary contributions (total €00.0 thousand), therefore from outside the Major Programme VI budget.

742. The outcome of the *ReVision* process in 2015, both as regards the Registry and the TFV, will help the TFV leadership to determine the Secretariat's future organizational, structural - and, by implication, budgetary - needs in order to ensure responsiveness to the challenges ahead in view of the TFV's mission and mandates. As regards the conversion and reclassification of posts, the Trust Fund notes that at its twenty-fourth session in April 2015,<sup>43</sup> the Committee on Budget and Finance indicated that these could now be considered for the 2016 budget. The Trust Fund observes that conversions and reclassifications of posts were considered, but ultimately not proposed for the 2015 Major Programme VI budget proposal. These considerations concerned existing GTA positions and established posts, both in the field and in The Hague. The continuing need for conversions and reclassifications is expected to be reviewed and assessed as part of the *ReVision* process, which had not been completed before the (internal) date of submission of the first draft budget proposal in May 2015.

743. In consideration of the above, the present budget proposal for Major Programme VI maintains the costs for staffing at the level of 2015, pending a decision by the Board of Directors on the structure of the TFV Secretariat based on the recommendations resulting from *ReVision*.

**Budget resources** **€2,479.1 thousand**

744. The requested amount has increased by €63.4 thousand (36.5 per cent).

**Staff resources** **€1,441.9 thousand**

745. There are seven established posts and ten GTA positions (10.0 FTE).

*Established posts: Professional and General Service* *€784.0 thousand*

746. The Hague: One Executive Director (D-1), supervising one Senior Programme Officer (P-5) and one Administrative Assistant (G-6). The Senior Programme Officer supervises one Monitoring & Evaluation Officer (P-3) and one Programme Assistant (G-5). All positions are continued.

747. Field Offices: One Senior Programme Officer (P-5) supervises three Programme Coordinators (P-3), two based in the Kampala Field Office and one in the Bunia Field Office. All positions are continued.

*General temporary assistance* *€657.9 thousand*

748. The requested amount has increased by €134.0 thousand (25.6 per cent), resulting from full year utilization of positions that in 2015, were budgeted for shorter periods.

749. One *Legal Adviser, (P-4), 12 months. Continued.* This position provides the Fund's Board and Secretariat with expert legal advice regarding the development and implementation of the Fund's assistance and reparations mandates. This includes, but is not limited to, the

<sup>43</sup> ICC/ASP/14/5.

preparation of legal filings with the Court, external representation of the Fund, and advice on the legal dimension of implementing Court-ordered reparations awards.

750. One *Programme Officer in Bunia, (P-3), 12 months. Continued.* The TFV needs to maintain the minimum structure in eastern DRC in order to provide a timely and responsive follow-up to Court-ordered reparations awards, as well as to ensure appropriate supervision and quality control of assistance mandate-related activities.

751. One *Fundraising and Visibility Officer, (P-3), 12 months. Continued.* Awareness raising and fundraising go hand in hand to create a stronger political and financial foundation for realizing the TFV's mandates, mission and goals. The strategic diversification of the TFV's revenue base to include private donors alongside a growing number of States Party donors requires in-house expertise. Both awareness raising and resource development are interrelated core functions of the TFV and require dedicated capacity in external relations management.

752. One *Administrative Assistant, (GS-OL), 12 months. Continued.* This position serves to strengthen the support capacity within the Secretariat arising out of the increased workload related to the Fund's programme administration and field operational support needs.

753. Six *Field Programme Assistants (GS-OL), 12 months. Continued.* These positions – based in the field offices in Kampala (1), Bunia (2), Bangui (1), Nairobi (1) and Abidjan (1) ensure the field-based monitoring and guidance of the Fund's implementing partners and help guarantee the quality and appropriateness of activities implemented on behalf of the Fund.

#### **Non-staff resources**

**€1,037.2 thousand**

754. The requested amount has increased by €485.6 thousand (88.0 per cent). Non-staff resources are required for travel, hospitality contractual services, training, consultants, general operating expenses, supplies and materials, and furniture and equipment.

#### *Travel*

*€336.3 thousand*

755. The requested amount has increased by €22.9 thousand (57.6 per cent) and will be required mainly in relation to the Trust Fund's programme activities (assistance and reparations mandates), visibility, fundraising and Board-related initiatives. The increase is largely due to activities related to the Trust Fund's reparations mandate.

756. The requested amount will cover, *inter alia*, TFV Board of Directors (meetings, field trips); meetings with donors and other external TFV stakeholders (Board members, Executive Director, Senior Programme Officer); visibility and fundraising; design and implementation of reparations programmes; programme monitoring visits and engagement with implementing partners, authorities and other programme related stakeholders; and the TFV annual staff meeting.

#### *Hospitality*

*€3.0 thousand*

757. The requested amount has increased by €0.5 thousand (20.0 per cent) and is required for engagement with third parties in the context of the Fund's external relations management.

#### *Contractual services*

*€320.0 thousand*

758. The requested amount has increased by €174.0 thousand (119.1 per cent), largely due to activities related to the Trust Fund's reparations mandate.

759. Contractual services will be needed for the External Auditor's fee (€5.0 thousand); TFV Board meeting costs (€35.0 thousand); SAP GM support, including business support services (€45.0 thousand); SAP GM support, including business support services (€45.0 thousand); external English-French translation (€10.0 thousand); baseline research for assistance mandate and reparations orders (€100.0 thousand); car rentals (€40.0 thousand); local printing in field offices (€25.0 thousand); and printing materials for donor reporting (15.0 thousand).

*Training* €29.9 thousand

760. The requested amount has increased by €8.3 thousand (38.3 per cent). Training needs for The Hague include administrative training for the Executive Assistant, Programme Officer and Administrative Assistant and topical training for the Legal Adviser and Fundraising and Visibility Officer. Various job-related training is also required for the Field Assistants.

*Consultants* €305.0 thousand

761. The requested amount has increased by €160.0 thousand (110.3 per cent), as a result of the anticipated need for consultants for the implementation of reparations awards and private fundraising.

762. Consultants will be needed for: expert advice for reparations (€75.0 thousand); programme report writing and editing, proposal writing (€50.0 thousand); programme assessment and M&E support (€50.0 thousand); visibility and communications related to private fundraising (€45.0 thousand); fundraising events and materials (€75.0 thousand); and TFV Goodwill ambassadors (€10.0 thousand).

*Supplies and materials* €3.0 thousand

763. The requested amount remains unchanged and is required for basic office supplies and other expendable office materials.

*Furniture and equipment* €20.0 thousand

764. The requested amount is required for the purchase and/or replacement of equipment required in the field offices in Uganda, DRC, CAR, Kenya and CIV.

**Table 102: Major Programme VI: Proposed budget for 2016**

6100 Secretariat of the Trust Fund for Victims	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	261.9	475.1	737.0		737.0	170.6	437.6	608.2	174.7	479.3	654.0	45.8	7.5
General Service staff						66.0	66.0	132.0	65.0	65.0	130.0	-2.0	-1.5
<i>Subtotal Staff</i>	<i>261.9</i>	<i>475.1</i>	<i>737.0</i>		<i>737.0</i>	<i>236.6</i>	<i>503.6</i>	<i>740.2</i>	<i>239.7</i>	<i>544.3</i>	<i>784.0</i>	<i>43.8</i>	<i>5.9</i>
General temporary assistance	177.6	85.8	263.4		263.4	228.0	295.9	523.9	264.0	393.9	657.9	134.0	25.6
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>	<i>177.6</i>	<i>85.8</i>	<i>263.4</i>		<i>263.4</i>	<i>228.0</i>	<i>295.9</i>	<i>523.9</i>	<i>264.0</i>	<i>393.9</i>	<i>657.9</i>	<i>134.0</i>	<i>25.6</i>
Travel	101.3	49.5	150.8		150.8	67.3	146.1	213.4	141.6	194.7	336.3	122.9	57.6
Hospitality	1.6		1.6		1.6	2.5		2.5	3.0		3.0	0.5	20.0
Contractual services	112.0	68.4	180.4		180.4	90.5	55.5	146.0	110.0	210.0	320.0	174.0	119.1
Training	6.3	8.8	15.1		15.1	1.5	20.1	21.6	10.4	19.5	29.9	8.3	38.3
Consultants	6.8	70.2	77.0		77.0	45.0	100.0	145.0	85.0	220.0	305.0	160.0	110.3
General operating expenses						5.0	15.0	20.0	5.0	15.0	20.0	0	-0.2
Supplies and materials	0.4		0.4		0.4	3.0		3.0	3.0		3.0		
Furniture and equipment									5.0	15.0	20.0	20.0	
<i>Subtotal Non-staff</i>	<i>228.4</i>	<i>196.9</i>	<i>425.3</i>		<i>425.3</i>	<i>214.8</i>	<i>336.8</i>	<i>551.6</i>	<i>363.0</i>	<i>674.2</i>	<i>1,037.2</i>	<i>485.6</i>	<i>88.0</i>
<b>Total</b>	<b>667.9</b>	<b>757.8</b>	<b>1,425.7</b>		<b>1,425.7</b>	<b>679.4</b>	<b>1,136.3</b>	<b>1,815.7</b>	<b>866.7</b>	<b>1,612.4</b>	<b>2,479.1</b>	<b>663.4</b>	<b>36.5</b>

**Table 103: Major Programme VI: Proposed staffing for 2016**

Secretariat of the Trust Fund for Victims	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing				1						1		1	1	2
					1		3			4		1	1	5
				1	1		3			5		2	2	7
New/ Converted														
Redeployed/ Returned														
<b>Total</b>				<b>1</b>	<b>1</b>		<b>3</b>			<b>5</b>		<b>2</b>	<b>2</b>	<b>7</b>

## G. Major Programme VII-1 and VII-2: Permanent Premises Project

### Introduction

765. Major Programme VII-1 consists of two sub-programmes, namely 7110 and 7120.

766. Sub-programme 7110 comprises the Project Director's Office. During 2016, it will finalize the administration and management of the general contractor's contract and all related construction project tasks.

767. Following the joint decision of the Court and the Oversight Committee of 5 July 2013 on revised governance,<sup>44</sup> the unified project now includes both construction and transition activities under the leadership of the Project Director. The Project Director's Office was expanded to incorporate the staff of the former Registry Permanent Premises Office (RPPO formerly PoPP), which was abolished and removed from the Registry budget (MPIII-3770 formerly 3160) to simplify the project's management structure and reporting lines, to increase the transparency of the financial impact for States Parties, and to provide efficiency savings by removing any possible duplication of resources and costs.

768. Sub-programme 7120 relates to the crucial support provided to the project by the sections of the Court. The Project Director makes these funds available to the sections involved in supporting the Permanent Premises Project by concluding service level agreements to replace staff working on the project. In 2014, this support was expanded to incorporate the necessary requirements of the transition project and similar agreements put in place to cover this increase in activities as efficiently as possible.

769. Major Programme VII-2 manages the payment of interest on the host State loan, which in 2016 must be paid to the host State on or before 1 February 2016.

770. The Project Director is also responsible for ensuring that the unified construction and transition budget, totaling €206 million<sup>45</sup> is finalized, reconciled and closed. The combined construction and transition budget is reported on separately in the Court's Financial Statements.

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<sup>44</sup> Seventh meeting of the Oversight Committee, 5 July 2013, Agenda and decisions, annexes I and II. Available as annex I and II of the Report on the activities of the Oversight Committee, ICC-ASP/12/43.

<sup>45</sup> *Official Records ... Thirteenth Session Resumed ... 2015* (ICC-ASP/13/Res.6).

**Table 104: Major Programme VII-1: Proposed budget for 2016**

7100 Project Director's Office (permanent premises)	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Situation- related		Situation- related		Total	Amount	%	
						Basic	related	Basic	related				
Professional staff	654.2		654.2		654.2	382.0		382.0	217.3		217.3	-164.7	-43.1
General Service staff						66.0		66.0	65.0		65.0	-1.0	-1.5
<i>Subtotal Staff</i>	<i>654.2</i>		<i>654.2</i>		<i>654.2</i>	<i>448.0</i>		<i>448.0</i>	<i>282.3</i>		<i>282.3</i>	<i>-165.7</i>	<i>-37.0</i>
General temporary assistance	349.8		349.8		349.8				168.0		168.0	168.0	
Temporary assistance for meetings													
Overtime	3.2		3.2		3.2								
<i>Subtotal Other staff</i>	<i>353.0</i>		<i>353.0</i>		<i>353.0</i>				<i>168.0</i>		<i>168.0</i>	<i>168.0</i>	
Travel	25.8		25.8		25.8	11.0		11.0	5.6		5.6	-5.4	-48.8
Hospitality	0.4		0.4		0.4	2.5		2.5	2.5		2.5		
Contractual services	189.0		189.0		189.0	671.6		671.6	332.0		332.0	-339.6	-50.6
Training	12.6		12.6		12.6	2.5		2.5	2.5		2.5		
Consultants													
General operating expenses						2.5		2.5	2.5		2.5		
Supplies and materials	0.2		0.2		0.2	1.0		1.0	1.0		1.0		
Furniture and equipment						1.5		1.5				-1.5	-100.0
<i>Subtotal Non-staff</i>	<i>228.0</i>		<i>228.0</i>		<i>228.0</i>	<i>692.6</i>		<i>692.6</i>	<i>346.1</i>		<i>346.1</i>	<i>-346.5</i>	<i>-50.0</i>
<b>Total</b>	<b>1,235.2</b>		<b>1,235.2</b>		<b>1,235.2</b>	<b>1,140.6</b>		<b>1,140.6</b>	<b>796.5</b>		<b>796.5</b>	<b>-344.1</b>	<b>-30.2</b>

**Table 105: Major Programme VII-1: Proposed staffing for 2016**

7100 Project Director's Office (permanent premises)	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing				1		1		1		3		1	1	4
				1		1		1		3		1	1	4
New/ Converted														
Redeployed/ Returned								-1		-1				-1
								-1		-1				-1
<b>Total</b>				<b>1</b>		<b>1</b>				<b>2</b>		<b>1</b>	<b>1</b>	<b>3</b>



## 1. Major Programme VII-1: Project Director's Office (permanent premises)

### (a) Sub-programme 7110: Project Director's Office

#### Introduction

771. The functions of the Project Director's Office (PDO) were defined in resolution ICC-ASP/6/Res.1 annex IV.<sup>46</sup> Its mandate is to ensure that the permanent premises of the Court are built on time, within cost and to specification and quality. The Project Director has final responsibility for the overall management of the project and is responsible for meeting the project's goals, timelines and cost and quality requirements.

**Table 106: Expected results, performance indicators and targets 2016**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
<b>Priority Objective 2.7.1</b>		
Conduct a smooth transition to the new premises, without interruption to core business and ensuring the optimal conditions for staff and other occupants	• The administrative and financial reconciliation and closure of the construction and transition project as confirmed by Auditor report.	100%
	• Ensure proper implementation of Courtys contract until its end which is one year after completion date (September 2016).	100%
<b>Priority Objective 2.7.2</b>		
Plan for the adjustments needed to accommodate changes to the Court's structure and operations, such as Registry <i>ReVision</i> , OTP new strategy or parallel trials	• Facilitation and involvement in the preparation of tender for main contractor facility management contracts to ensure that the Court selects the facility management contractor.	95-100%

#### Budget resources

**€490.5 thousand**

772. The requested amount has decreased by €14.0 thousand (2.8 per cent).

#### Staff resources

**€450.3 thousand**

773. There are three established posts and one GTA position (1.0 FTE).

*Established posts: Professional and General Service*

**€282.3 thousand**

774. PDO is managed by the Project Director (D-1), supported by a small project team. Due to the resignation and departure of the Project Director on 3 July 2015, it is envisaged that a replacement Project Director would be required for a period not exceeding 12 months from this date. Therefore only 50 per cent of the cost of the D-1 position is requested for 2016.

775. The PDO also consists of one Financial Controller Permanent Premises (P-4) and one Administrative Assistant (GS-OL). Both of these posts are crucial to the finalization and close out of the project throughout 2016.

776. The functions of the Project Administrator (P-2) post, which were to provide further support to the Court's end user representatives and ascertain and manage their input into the transition project planning phase, are no longer required. The post has been returned to the Registry.

<sup>46</sup> *Official Records ... Sixth session ... 2007* (ICC-ASP/6/20), Vol. I, part III.

*General temporary assistance*

€168.0 thousand

777. One *Senior Legal Adviser (P-5) 12 months. New*. In 2015 the Committee considered the request for GTA resources for MP VII-1. As the Permanent Premises Project is expected to reach its final phase in 2015, within the expected timelines, and taking into consideration the existing vacant posts within the PDO and possible synergies to be achieved among the PDO, the Registry and the Oversight Committee, the Committee recommended that the resources requested to fund one GTA P-5 position for 12 months not be approved. In this regard, the Committee invited the Registry to ensure that the PDO had sufficient resources to complete the project on time.

778. As this position was essential for the project in 2015 and is crucial to the successful conclusion and close out of the project in 2016, the resources for it were provided by the Registry in accordance with the Committee's recommendation.

**Non-staff resources****€40.1 thousand**

779. The requested amount has decreased by €16.4 thousand (29.0 per cent). Non-staff resources are required for travel, hospitality, contractual services, training, general operating expenses and supplies and materials.

*Travel*

€5.6 thousand

780. The requested amount has decreased by €5.4 thousand (48.8 per cent) and is required for attendance at international organization facilities management conferences and facility management reference visits.

*Hospitality*

€2.5 thousand

781. The requested amount remains unchanged. The hospitality budget is a requirement for PDO as the Project Director and the project team meet regularly with external partners. This service is mainly provided by the Court's in-house caterer.

*Contractual services*

€26.0 thousand

782. The requested amount has decreased by €9.5 thousand (26.8 per cent). Contractual services cover the following:

- (a) Translation: Since the Court's in-house translation capacity is insufficient to cover the PDO's translation requirements, external translation services are required to translate letters and other project documents from Dutch into English and vice versa and to translate certain documents (such as newsletters, internet and intranet content) from English into French. Vendors are chosen from those recommended by the Court's Language Services Section;
- (b) External printing services: hard copies of representational materials are required to ensure the appropriate communication concerning the newly completed Permanent Premises Project. Due to the size and format of the materials, external services are required.

*Training*

€2.5 thousand

783. The requested amount remains unchanged and is required to cover training for cost control of maintenance projects, facility management for the completed facility and procurement of facility management contractors.

*General operating expenses*

€2.5 thousand

784. The requested amount remains unchanged and is required for transport costs relating to external communication events.

*Supplies and materials*

€1.0 thousand

785. The requested amount remains unchanged and is required for purchasing technical books, publications and subscriptions.

**Table 107: Major Programme VII-1: Proposed budget for 2016**

7110 Project Director's Office	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015			
	Situation- Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Situation- Basic	Situation- related	Total	Situation- Basic	Situation- related	Total	Amount	%
Professional staff	654.2		654.2		654.2	382.0		382.0	217.3		217.3	-164.7	-43.1
General Service staff						66.0		66.0	65.0		65.0	-1.0	-1.5
<i>Subtotal Staff</i>	<i>654.2</i>		<i>654.2</i>		<i>654.2</i>	<i>448.0</i>		<i>448.0</i>	<i>282.3</i>		<i>282.3</i>	<i>-165.7</i>	<i>-37.0</i>
General temporary assistance									168.0		168.0	168.0	
Temporary assistance for meetings													
Overtime													
<i>Subtotal other Staff</i>									<i>168.0</i>		<i>168.0</i>	<i>168.0</i>	
Travel	9.2		9.2		9.2	11.0		11.0	5.6		5.6	-5.4	-48.8
Hospitality	0.4		0.4		0.4	2.5		2.5	2.5		2.5		
Contractual services	31.7		31.7		31.7	35.5		35.5	26.0		26.0	-9.5	-26.8
Training						2.5		2.5	2.5		2.5		
Consultants													
General operating expenses						2.5		2.5	2.5		2.5		
Supplies and materials	0.2		0.2		0.2	1.0		1.0	1.0		1.0		
Furniture and equipment						1.5		1.5				-1.5	-100.0
<i>Subtotal Non-staff</i>	<i>41.5</i>		<i>41.5</i>		<i>41.5</i>	<i>56.5</i>		<i>56.5</i>	<i>40.1</i>		<i>40.1</i>	<i>-16.4</i>	<i>-29.0</i>
<b>Total</b>	<b>695.7</b>		<b>695.7</b>		<b>695.7</b>	<b>504.5</b>		<b>504.5</b>	<b>490.5</b>		<b>490.5</b>	<b>-14.0</b>	<b>-2.8</b>

**(b) Sub-programme 7120: Court Staff Resources****Introduction**

786. Programme 7120 relates to the crucial support functions required by the project from the Court's sections. As the project will be practically finished with the new building in operation in January 2016 and completed in terms of administration and finance by the end of 2016, there is a significant decrease in the budget amount.

**Budget resources** **€306.0 thousand**

787. The requested amount has decreased by €30.1 thousand (51.9 per cent).

**Non-staff resources** **€306.0 thousand**

*Contractual services* *€306.0 thousand*

788. The requested amount has decreased by €30.1 thousand (51.9 per cent) and is required to cover events related to the new premises official opening ceremony in 2016 (€20.0 thousand), costs related to project management and preparation of tenders for TCO main contractor facility management contracts (€120.0 thousand), standard External Audit fees for 2016 (€13.5 thousand) and allowances for other costs related to the new premises not covered by either the Construction or Transition budgets (€152.5 thousand), for example further specialized independent audits, legal fees for adjudications and/or arbitration if needed.

**Table 108: Sub-programme 7120: Proposed budget for 2016**

7120 Court Staff Resources	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015			
	Situation- Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Situation- Basic	Situation- related	Total	Situation- Basic	Situation- related	Total	Amount	%
Professional staff													
General Service staff													
<i>Subtotal Staff</i>													
General temporary assistance	349.8		349.8		349.8								
Temporary assistance for meetings													
Overtime	3.2		3.2		3.2								
<i>Subtotal other Staff</i>	<i>353.0</i>		<i>353.0</i>		<i>353.0</i>								
Travel	16.6		16.6		16.6								
Hospitality													
Contractual services	157.3		157.3		157.3	636.1		636.1	306.0		306.0	-330.1	-51.9
Training	12.6		12.6		12.6								
Consultants													
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>186.5</i>		<i>186.5</i>		<i>186.5</i>	<i>636.1</i>		<i>636.1</i>	<i>306.0</i>		<i>306.0</i>	<i>-330.1</i>	<i>-51.9</i>
<b>Total</b>	<b>539.5</b>		<b>539.5</b>		<b>539.5</b>	<b>636.1</b>		<b>636.1</b>	<b>306.0</b>		<b>306.0</b>	<b>-330.1</b>	<b>-51.9</b>

## 2. Major Programme VII-2: Permanent Premises Project - Interest

### Introduction

789. In 2008, the Assembly accepted the host State's offer of a loan for the Permanent Premises Project of up to a maximum of €200 million, to be repaid over a period of 30 years at an interest rate of 2.5 per cent.<sup>47</sup>

790. In response to requests from the Committee and the Assembly,<sup>48</sup> in its proposed budget for 2011 the Court established Major Programme VII-2 to report on the interest expected to be paid on the loan amounts received by the Court for the Permanent Premises Project.

791. The financial implications of Major Programme VII-2 are applicable only to those States Parties that did not opt for a one-time payment.<sup>49</sup>

792. The loan agreement signed between the host State and the Court stipulates that the interest due from the Court to the State over the preceding calendar year and/or any repayment to be attributed to previous calendar years, is to be paid by the Court on the due date (namely on or before 1 February of each calendar year).<sup>50</sup>

793. To minimize the interest paid by those States Parties which did not opt for a one-time payment, the loan is drawn down on a monthly basis. On or before the 10th day of each calendar month, the Court will make available in writing to the host State its financing requirements under the loan for the following calendar month.<sup>51</sup> Careful estimation of the cash flow needs will minimize the number of days on which interest is accrued.

794. A further reduction in accrued interest was obtained by extending the possibility for States Parties to opt for a one-time payment throughout the construction period until the end of 2014, and payment by 15 June 2015.

795. The impact over the coming years is shown in greater detail below. The project intends to draw down the host State loan up to the end of 2015 at which time it is intended to finalize the loan at the point of surrender of the interim premises in either March or June 2016. Interest will therefore continue to be payable by the Court to the host State over that period.

**Table 109: Interest and loan repayment impact over the next years (in euros)\***

	2014	2015	2016 <sup>(*)</sup>	2017 <sup>(*)</sup>	2018 <sup>(*)</sup>
<b>1. Interest only</b>					
Interest payment	111,904	1,060,596,	2,201,833	1,207,382 <sup>(**)</sup>	-
<b>2. Loan repayment</b>					
Capital element	-	-	-	1,737,723 <sup>(***)</sup>	1,781,166
Interest element	-	-	-	1,907,267 <sup>(***)</sup>	1,863,824
<b>Total repayment</b>	-	-	-	<b>3,644,990</b>	<b>3,644,990</b>
<b>Total payments</b>	<b>111,904</b>	<b>1,060,596</b>	<b>2,201,833</b>	<b>4,852,372</b>	<b>3,644,990</b>

<sup>(\*)</sup> Estimated figures – subject to change.

<sup>(\*\*)</sup> Based on the loan expiry date of 30 June 2016.

<sup>(\*\*\*)</sup> From 2017 and onwards (30 years) on the assumption that the loan repayment will start on surrender of the interim premises leases, targeted for end June 2016.

796. To fulfil its legal obligations vis-à-vis the host State, the Court is due to pay the interest following access to the loan. The interest accrued in 2015 will be payable on or before 1 February 2016.

<sup>47</sup> *Official Records ... Seventh session ... 2008* (ICC-ASP/7/20), vol. I, part III, ICC-ASP/7/Res.1, para 2 and Annex II.

<sup>48</sup> *Official Records ... Ninth session ... 2010* (ICC/ASP/9/20), vol. II, part A, section G.

<sup>49</sup> *Official Records ... Seventh session ... 2008* (ICC-ASP/7/20), vol. I, part III, ICC-ASP/7/Res.1, Annex III.

<sup>50</sup> Loan agreements between State of the Netherlands (Ministry of Foreign Affairs) and International Criminal Court, dated 23 March 2009, para. 6.1.

<sup>51</sup> Loan agreements between State of the Netherlands (Ministry of Foreign Affairs) and International Criminal Court, dated 23 March 2009, para. 3.2.

797. A note verbale was sent in December 2014 to each State Party indicating its estimated contribution to the interest accrued in 2015, with a payment date of 25 January 2016. Access may be required to the Working Capital Fund in case the contributions are not received in time to pay the host State by the end of January 2016. The same will apply to interest accrued in 2016.

798. It is assumed that repayment of the loan will start on surrender of the interim premises leases, targeted for either March or June 2016. Should this target not be met, further interest charges would be incurred in 2016.

**Table 110: Programme 7200: Proposed budget for 2016**

7200 Permanent Premises Project-Interest	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff													
General Service staff													
<i>Subtotal Staff</i>													
General temporary assistance													
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>													
Travel													
Hospitality													
Contractual services													
Training													
Consultants													
General operating expenses	111.9		111.9		111.9	1,068.7		1,068.7	2,200.5		2,200.5	1,131.8	105.9
Supplies and materials													
Furniture and equipment													
<i>Subtotal Non-staff</i>	<i>111.9</i>		<i>111.9</i>		<i>111.9</i>	<i>1,068.7</i>		<i>1,068.7</i>	<i>2,200.5</i>		<i>2,200.5</i>	<i>1,131.8</i>	<i>105.9</i>
<b>Total</b>	<b>111.9</b>		<b>111.9</b>		<b>111.9</b>	<b>1,068.7</b>		<b>1,068.7</b>	<b>2,200.5</b>		<b>2,200.5</b>	<b>1,131.8</b>	<b>105.9</b>

## H. Major Programme VII-5: Independent Oversight Mechanism

### Introduction

799. Major Programme VII-5, the Independent Oversight Mechanism (IOM), was established by the Assembly at its eighth session<sup>52</sup> in accordance with article 112(4), of the Rome Statute to provide independent, effective and meaningful oversight of the Court. At its twelfth session, the Assembly approved the IOM's mandate of inspections, evaluations and investigations in its resolution ICC-ASP/12/Res.6.<sup>53</sup> In this resolution, the Assembly also approved the IOM's permanent staffing complement of three professional posts and one general service post.

### Budget resources €345.7 thousand

800. The requested amount has increased by €5.8 thousand (1.7 per cent) due to the assumption that the four IOM posts will be encumbered for most of 2016. The 2016 budget also includes a small increase in travel and general operating expenses due to the anticipated increase in field activity once the office is fully staffed and operational.

### Staff resources €261.5 thousand

801. The Independent Oversight Mechanism has four established posts.

*Established posts: Professional and General Service €261.5 thousand*

802. The IOM comprises the Head of the IOM (P-5), one Senior Evaluations Specialist (P-4), one Associate Investigator (P-2) and one Investigations/Evaluations Assistant (GS-OL). As of submission of the budget, none of these posts has been filled, pending recruitment of the permanent Head of the IOM. It is anticipated, however, that the Head of the IOM will be recruited by the third quarter of 2015 and that the GS-OL will be recruited by the end of 2015. The 2016 budget for staff resources anticipates that the Associate Investigator (P-2) will be recruited and in place by March 2016 and that the Senior Evaluations Specialist (P-4) will be recruited and in place by April 2016.

### Non-staff resources €84.2 thousand

803. The requested amount remains unchanged. Non-staff resources are required for travel, contractual services, training, general operating expenses and furniture and equipment.

*Travel €7.7 thousand*

804. The requested amount remains the same in anticipation of a fully-staffed office. The requested funds assume two field missions during the course of 2016 to conduct an inspection, evaluation or investigation and one additional trip for one staff member. Travel expenses are also required to permit the Head of the IOM or IOM staff to participate in meetings and conferences relevant to the office's mandate.

*Contractual services €40.0 thousand*

805. The requested amount remains unchanged and is required for services to support specific investigation activities requiring the use of external resources. It is further envisioned that additional contractual expenses might be incurred during the initial phases of the IOM's operations in developing secured work-flow and content management systems and electronic case archives.

<sup>52</sup> *Official Records ... Eighth session ... 2009* (ICC-ASP/8/Res.1).

<sup>53</sup> *Official Records ... Twelfth session ... 2014* (ICC-ASP/12/Res.6).

*Training* €6.5 thousand

806. The requested amount remains unchanged and is required for the office's professional staff to participate in training to upgrade their substantive skills and, in particular, to ensure that they are conversant with international best practice in their area of expertise.

*General operating expenses* €10.0 thousand

807. The requested amount remains unchanged and is required to purchase supplies and materials to support office activities once the office has been established.

*Furniture and Equipment* €20.0 thousand

808. The requested amount remains unchanged and is required to purchase furniture and equipment in early 2016 in anticipation of the fully-staffed office.

**Table 111: Major Programme VII-5: Proposed budget for 2016**

7500 Independent Oversight Mechanism	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015			
	Situation- Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Situation- Basic	Situation- related	Total	Situation- Basic	Situation- related	Total	Amount	%
Professional staff	127.4		127.4		127.4	189.7		189.7	196.4		196.4	6.7	3.5
General Service staff						66.0		66.0	65.0		65.0	-1.0	-1.5
<i>Subtotal Staff</i>	<i>127.4</i>		<i>127.4</i>		<i>127.4</i>	<i>255.7</i>		<i>255.7</i>	<i>261.5</i>		<i>261.5</i>	<i>5.8</i>	<i>2.2</i>
General temporary assistance													
Temporary assistance for meetings													
Overtime													
<i>Subtotal Other staff</i>													
Travel						7.7		7.7	7.7		7.7	0.0	0.4
Hospitality													
Contractual services						40.0		40.0	40.0		40.0		
Training						6.5		6.5	6.5		6.5		
Consultants													
General operating expenses						10.0		10.0	10.0		10.0		
Supplies and materials													
Furniture and equipment						20.0		20.0	20.0		20.0		
<i>Subtotal Non-staff</i>						<i>84.2</i>		<i>84.2</i>	<i>84.2</i>		<i>84.2</i>	<i>0.0</i>	<i>0.0</i>
<b>Total</b>	<b>127.4</b>		<b>127.4</b>		<b>127.4</b>	<b>339.9</b>		<b>339.9</b>	<b>345.7</b>		<b>345.7</b>	<b>5.8</b>	<b>1.7</b>

**Table 112: Major Programme VII-5: Proposed staffing for 2016**

Independent Oversight Mechanism		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1	1		1		3		1	1	4
	Situation-related														
	<i>Subtotal</i>					<i>1</i>	<i>1</i>		<i>1</i>		<i>3</i>		<i>1</i>	<i>1</i>	<i>4</i>
New/ Converted	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
<b>Total</b>					<b>1</b>	<b>1</b>		<b>1</b>		<b>3</b>		<b>1</b>	<b>1</b>	<b>4</b>	



## I. Major Programme VII-6: Office of Internal Audit

### Introduction

809. The Office of Internal Audit (OIA) assists the Court in the achievement of its strategic and operational objectives by systematically reviewing systems and operations across all areas of the Court. These reviews (audits) are aimed at identifying how well potential threats and opportunities (risks) are managed including whether the correct processes are in place and whether agreed procedures are being adhered to. The Office also provides advisory services at the request of the management of the Court. The Office reports to the Chair of the Audit Committee.

**Table 113: Expected results, performance indicators and targets 2016**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>
<i>Objective 1</i>		
Contribute to the achievement of Court's strategic and operational objectives by providing assurance to management on the effectiveness and efficiency of governance, internal controls frameworks and risk management through audit/advisory works.	<ul style="list-style-type: none"> <li>Number of audits performed against the validated audit work plan.</li> </ul>	6 audits as a minimum

### Budget resources

**€86.0 thousand**

810. The requested amount has increased by €70.7 thousand (11.5 per cent) to address training needs, which is a mandatory requirement for certified auditors.

### Staff resources

**€50.0 thousand**

811. The OIA currently consists of four established posts and one GTA (1.0 FTE) position. The Office is not requesting additional established posts but requires the current GTA to be continued and converted, when possible, to an established post.

*Established posts: Professional and General Service*

*€530.4 thousand*

812. The OIA comprises the following basic resources.

813. One Director (D-1) who is responsible for the administrative management of the Office, the definition of a risk-based audit plan and supervision of the audit work of auditors. The Director provides assurance to the three Heads of Organs on the effectiveness and efficiency of governance, risk management and internal controls.

814. One Senior Auditor (P-4) and one Auditor (P-3) who perform audits, provide advisory services and carry out additional tasks at request of the Director.

815. One Audit Assistant (G-6) who contributes to audit performance and provides administrative support to the Office (two-thirds of working time is dedicated to audit assistance).

*General temporary assistance*

*€119.6 thousand*

816. One *Information and Communication Technologies Auditor (P-3), 12 months. Continued.* The Office currently has one ICT Auditor (P-3), who is an expert in ICT and auditing. He contributes to the definition of the audit plan for ICT activities; he performs ICT audits and supports colleagues in their audit work on any ICT-related issue. Information and Communication Technologies are increasingly part of the operations of the Court and the associated risks have to be addressed through the audit work plan. None of the auditors on established posts has competence in ICT auditing, which is a specialist area. A dedicated position is needed for ICT auditing.

**Non-staff resources****€36.0 thousand**

817. The requested amount has increased by €2.3 thousand (6.9 per cent) and is required for travel and training.

*Travel**€11.8 thousand*

818. The requested amount has decreased by €0.4 thousand (3.0 per cent). The resources are needed to enable the Office to perform audits in Field Offices according to its work plan. A minimum of one audit per year requires visiting Field Offices to review local operations.

*Training**€24.2 thousand*

819. The requested amount has increased by €2.7 thousand (12.6 per cent) to reflect additional training needs for the Office team. It is a mandatory requirement for auditors to be regularly trained. Certified auditors must attend 40 hours (CPE) of training per year to keep their certifications active. All the auditors of the Office of Internal Audit are certified (a recommendation from the external auditors in 2011). Training courses have to be specifically related to the work of auditors and to their skills and experience. The cost of a course that provides 25 hours of CPE is around €3.0 thousand, in addition to travel and DSA (on average €1.4 thousand).

**Table 114: Major Programme VII-6: Proposed budget for 2016**

7600 Office of Internal Audit	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016vs 2015	
	Situation- Basic	related Total	Cont. Fund	Total incl.CF	Situation- Basic	related Total	Situation- Basic	related Total	Amount	%	
Professional staff	438.4	438.4		438.4	402.0	402.0	458.1	458.1	56.1	14.0	
General Service staff					66.0	66.0	72.3	72.3	6.3	9.5	
<i>Subtotal Staff</i>	<i>438.4</i>	<i>438.4</i>		<i>438.4</i>	<i>468.0</i>	<i>468.0</i>	<i>530.4</i>	<i>530.4</i>	<i>62.4</i>	<i>13.3</i>	
General temporary assistance	131.6	131.6		131.6	113.6	113.6	119.6	119.6	6.0	5.3	
Temporary assistance for meetings											
Overtime											
<i>Subtotal Other staff</i>	<i>131.6</i>	<i>131.6</i>		<i>131.6</i>	<i>113.6</i>	<i>113.6</i>	<i>119.6</i>	<i>119.6</i>	<i>6.0</i>	<i>5.3</i>	
Travel		4.9	4.9	4.9	12.2	12.2	11.8	11.8	-0.4	-3.0	
Hospitality											
Contractual services											
Training	25.6	25.6		25.6	21.5	21.5	24.2	24.2	2.7	12.6	
Consultants											
General operating expenses											
Supplies and materials											
Furniture and equipment											
<i>Subtotal Non-staff</i>	<i>25.6</i>	<i>4.9</i>	<i>30.5</i>	<i>30.5</i>	<i>33.7</i>	<i>33.7</i>	<i>36.0</i>	<i>36.0</i>	<i>2.3</i>	<i>6.9</i>	
<b>Total</b>	<b>595.6</b>	<b>4.9</b>	<b>600.5</b>	<b>600.5</b>	<b>615.3</b>	<b>615.3</b>	<b>686.0</b>	<b>686.0</b>	<b>70.7</b>	<b>11.5</b>	

## Annexes

### Annex I

#### **Draft Resolution of the Assembly of States Parties on the proposed programme budget for 2016, the Working Capital Fund for 2016, the scale of assessment for the apportionment of expenses of the International Criminal Court, financing appropriations for 2016 and the Contingency Fund**

*The Assembly of States Parties,*

*Having considered* the 2016 proposed programme budget of the International Criminal Court (“the Court”) and the related conclusions and recommendations contained in the report of the Committee on Budget and Finance (“the Committee”) on the work of its twenty-second and twenty-third sessions,

#### **A. Programme budget for 2016**

1. *Approves* appropriations totalling €153,328,200 in the appropriation sections described in the following table:

<i>Appropriation section</i>		<i>Thousands of euros</i>
Major Programme I	Judiciary	12,704.64
Major Programme II	Office of the Prosecutor	44,7091.9
Major Programme III	Registry	81,940.1
Major Programme IV	Secretariat of the Assembly of States Parties	3,053.4
Major Programme V	Premises	3,030.4
Major Programme VI	Secretariat of the Trust Fund for Victims	2,497.1
Major Programme VII-1	Project Director’s Office (permanent premises)	796.5
Major Programme VII-2	Permanent Premises Project – Interest	2,200.5
Major Programme VII-5	Independent Oversight Mechanism	345.7
Major Programme VII-6	Office of Internal Audit	643.0
<b>Total</b>		<b>153,328.2</b>

2. *Notes* that the host State will continue to contribute to the costs for the Court in relation to Major Programme V – Premises and that these contributions amount to €3,000,000, as referred to in section C of this resolution;

3. *Further notes* that those States Parties that have opted for the one-time payment in respect of the permanent premises, and have made such payments in full, will not be assessed for the contributions corresponding to Major Programme VII-2 Permanent Premises Project – Interest on the host State loan amounting to €2,200,500;

4. *Further notes* that these contributions will bring down the level of the 2016 programme budget appropriations that need to be assessed for contributions by States Parties from €153,328,200 to €151,127,700 and that this amount will be assessed following the principles described in section D;

5. *Further approves* the following staffing tables for each of the above appropriation sections:

	Judiciary	Office of the Prosecutor	Registry	Secretariat Assembly of States Parties	Secretariat Trust Fund for Victims	Project Director's Office	Independent Oversight Mechanism	Office of Internal Audit	Total
USG		1							1
ASG		1	1						2
D-2									
D-1		3	3	1	1	1		1	10
P-5	4	12	20	1	1		1		39
P-4	3	29	44	1		1	1	1	80
P-3	20	44	88	1	3			1	157
P-2	8	47	88	1			1		145
P-1		17	5						22
<i>Subtotal</i>	35	154	249	5	5	2	3	3	456
GS-PL	1	1	15	2					19
GS-OL	12	63	316	2	2	1	1	1	398
<i>Subtotal</i>	13	64	331	4	2	1	1	1	417
<b>Total</b>	48	218	580	9	7	3	4	4	873

## B. Working Capital Fund for 2016

*The Assembly of States Parties,*

*Resolves* that the Working Capital Fund for 2016 shall be established in the amount of €7,405,983, and *authorizes* the Registrar to make advances from the Fund in accordance with the relevant provisions of the Financial Regulations and Rules of the Court.

## C. Scale of assessment for the apportionment of expenses of the Court

*The Assembly of States Parties,*

1. *Decides* that for 2016, the contributions of States Parties shall be assessed in accordance with an agreed scale of assessment, based on the scale adopted by the United Nations for its regular budget applied for 2016-2018, and adjusted in accordance with the principles on which the scale is based;<sup>1</sup> and

2. *Notes* that, in addition, any maximum assessment rate for the largest contributors and for the least developed countries applicable for the United Nations regular budget, will apply to the Court's scale of assessment.

## D. Financing of appropriations for 2016

*The Assembly of States Parties,*

*Notes* that the contributions to the interim premises by the host State and the payments corresponding to Major Programme VII-2 Permanent Premises Project – Interest will reduce the level of the budget appropriations to be assessed for contributions by States Parties to €151,127,700,

*Resolves* that for 2016, assessed contributions for the budget amounting to €151,127,700 and the amount for the Working Capital Fund of €7,405,983, approved by the Assembly under section A, paragraph 1, and section B, respectively, of the present resolution, will be financed in accordance with regulations 5.1, 5.2 and 6.6 of the Financial Regulations and Rules of the Court.

<sup>1</sup> Rome Statute of the International Criminal Court, article 117.

## **E. Contingency Fund**

*The Assembly of States Parties,*

*Recalling* its resolutions ICC-ASP/3/Res.4 establishing the Contingency Fund in the amount of €10,000,000 and ICC-ASP/7/Res.4 requesting the Bureau to consider options for replenishing both the Contingency Fund and the Working Capital Fund,

*Taking note* of the advice of the Committee in the reports on the work of its eleventh, thirteenth, nineteenth and twenty-first sessions,

*Notes* that the current level of the Fund is €7.5 million;

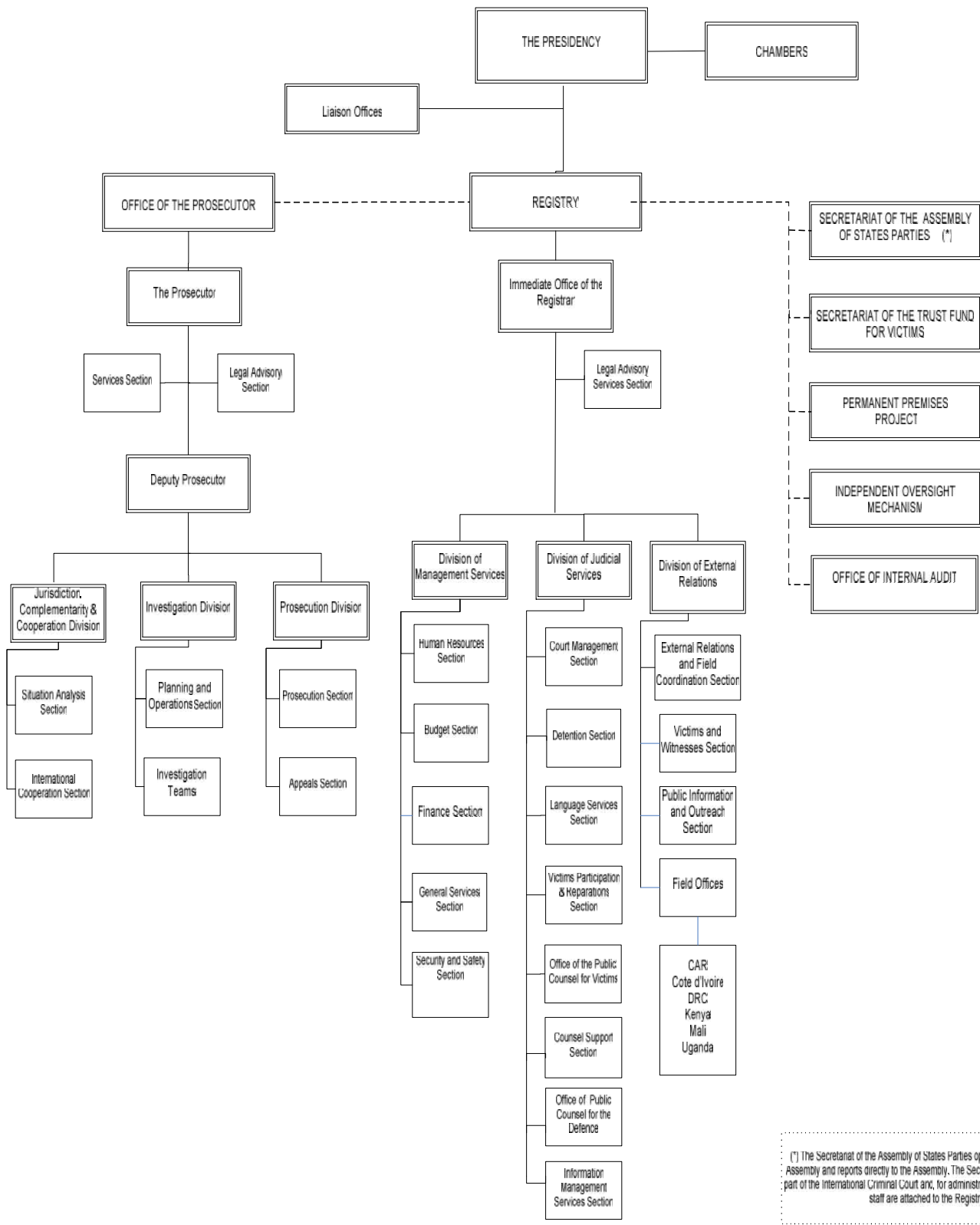
*Decides to* maintain the Contingency Fund at a level consistent with the €7 million threshold for 2016;

*Decides* that, should the Fund fall below €7 million by year-end, the Assembly shall decide on its replenishment up to an amount considered appropriate, but to no less than €7 million;

*Requests* the Bureau to keep the €7 million threshold under review in light of further experience on the functioning of the Contingency Fund.

## Annex II

### Organizational structure of the Court



(\*) The Secretariat of the Assembly of States Parties operates under the full authority of the Assembly and reports directly to the Assembly. The Secretariat of the Assembly is an integral part of the International Criminal Court and, for administrative purposes, the Secretariat and its staff are attached to the Registry of the Court.

## Annex III

## Assumptions and parameters for the 2016 proposed programme budget

<i>Parameter</i>	<i>Total PPB</i>
1. Number of planned Court hearings in 12 months	465 <sup>1</sup>
2. Number of situations	8 <sup>2</sup>
3. Number of active investigations	5 <sup>3</sup>
4. Number of hibernated investigations	9 <sup>4</sup>
5. Number of preliminary examinations	9 <sup>5</sup>
6. Number of trial teams (Chambers)	6 <sup>6</sup>
7. Number of trial teams (OTP)	5 <sup>7</sup>
8. Number of Registry courtroom support teams	3 teams <sup>8</sup>
9. Number of languages supported in courtroom	9 <sup>9</sup>
10. Number of case-related languages supported	21 <sup>10</sup>
11. Number of languages supported for correspondence with States Parties	25
12. Number of final appeals	1
13. Number of witnesses appearing for testimony	100 <sup>11</sup>
14. Expected maximum duration of stay per witness	15 <sup>12</sup>
15. Number of victims applying for participation/reparation	3,500 <sup>13</sup>
16. Number of persons in Protection Programme	66 <sup>14</sup>

<sup>1</sup> 365-52 weekend days -10 official holidays-12 maintenance days – seven weeks court recess = +/- 155 days; per trial, 465 (three courtrooms, four trials, a total of 435 days dedicated to the four trials, and an additional 30 days for other hearings (status conferences, confirmation of charges hearing in *Ongwen*, appeals hearings, reparations hearings for Trial Chamber II) hearing days,

<sup>2</sup> Central African Republic (CAR), Côte d'Ivoire (CIV), Libya, Darfur (Dar), Democratic Republic of the Congo (DRC), Mali, Kenya, Uganda

<sup>3</sup> CAR II. (a) (Séléka); CAR II. (b) (Anti-balaka); CIV 2; New Investigation 1; six months: Uganda (*Ongwen*) followed by another investigation. Five integrated teams will be required, as in each semester there will be five concurrent investigations.

<sup>4</sup> Libya 1, Libya 2, Dar 1, Dar 2&4, Dar 3, CIV 1*Bis* (SG), Mali 1, DRC 3&4, Kenya Art.70, Uganda (Kony).

<sup>5</sup> Afghanistan, Colombia, Georgia, Guinea, Honduras, Iraq, Nigeria, Palestine and Ukraine.

<sup>6</sup> Trial Chamber I (*Gbagbo and Blé Goudé*); Trial Chamber II Reparations (*Lubanga, Katanga*, also *Ngudjolo*); Trial Chamber III (*Bemba*); Trial Chamber V(A) (*Ruto and Sang*); Trial Chamber VI (*Ntaganda*); Trial Chamber VII (*Bemba et al.*).

<sup>7</sup> Kenya 1 (*Ruto and Sang*), CAR Art. 70, CIV 1 (*LG and CBG*), DRC 6 (*Bosco Ntaganda*), Uganda (*Dominic Ongwen*).

<sup>8</sup> Three teams; to support up to three simultaneous hearings a minimum of three teams is required; there will be alternating periods of three simultaneous hearings, and of two simultaneous hearings due to limitations in the composition of Chambers which prevent simultaneous hearings combinations; therefore the three teams have to be in place, it has been reduced to what is strictly necessary, based on the fact that in periods when two hearings sit simultaneously, staff will be able to take leave; however in some functional areas (cf. respective narratives), this creates a risk in case of unforeseen absence in times of three simultaneous hearings..

<sup>9</sup> 1-English, 2-French, 3-Swahili standard, 4-Swahili Congolese, 5-Kinyarwanda, 6-Acholi, 7-Dioula, 8-Bambara, 9-Lingala.

<sup>10</sup> 1-Tamasheq, 2-Zaghawa, 3-Swahili standard, 4-Swahili Congolese, 5-Kinyarwanda, 6-Acholi, 7-Dioula, 8-Bambara, 9-Lingala, 10-Alur, 11-Arabic (standard), 12-Arabic (Sudanese), 13-Ateso, 14-Fur, 15-Kalenjin, 16-Kikuyu, 17-Lango, 18-Luganda, 19-Luo, 20-Ngiti, 21-Sango.

<sup>11</sup> 100 witnesses for four trial hearing / year for four x trial hearings: Ntaganda; CIV ; CAR Art 70 and Ruto and Sang. Expected number of witnesses based on trial forecast.

<sup>12</sup> Five hearing days + three familiarisation days + four days (two weekends before and after) + three days of cooling down & PTAs = 15 as an average per witness.

<sup>13</sup> Ruto and Sang: 500; Gbagbo and Blé Goudé: 200; Registered Vessels of the Union of the Comoros, the Hellenic Republic and the Kingdom of Cambodia: 500; Ongwen: 2000, 300 other unexpected applications.

<sup>14</sup> Witness in the ICCPP protection program – 23 internationally relocated and in care of a third entity – under monitoring at ICC VWS.

<i>Parameter</i>	<i>Total PPB</i>
17. Number of suspects/accused appearing before the Court ( <i>The term "accused" includes persons convicted at first instance pending appeal</i> )	11 <sup>15</sup>
18. Number of suspects/accused in detention	7 <sup>16</sup>
19. Number of cells required	6 <sup>17</sup>
20. Number of defence teams financed by Legal Aid	15 <sup>18</sup>
21. Number of victims' representatives financed by Legal Aid	7 <sup>19</sup>
22. Number of field offices/presences	7 <sup>20</sup>
23. Number of field work-days	21,000
24. Number of persons under Protection	660 <sup>21</sup>

## Annex IV

### List of potential developments which could impact on the 2016 proposed programme budget

1. Procedural developments leading to delays in ongoing proceedings:
  - (a) Delays in proceedings due to unexpected evidentiary obstacles (example: (temporary) unavailability of witnesses); and
  - (b) Issues subject to interlocutory appeals before the Appeals Chamber: any interlocutory appeals (requiring suspensive effect) in cases on trial, delaying progress in proceedings on the merits.
2. Procedural developments currently unforeseeable:
  - (a) United Nations Security Council referral of a situation to the Court;
  - (b) State Party referral;
  - (c) Prosecutor opening a *proprio motu* investigation in a new situation (after having sought and obtained leave to do so from the Pre-Trial Chamber);
  - (d) Arrest or surrender to the Court of persons sought under a warrant of arrest;
  - (e) Surrender to the Court of persons sought under a warrant of arrest and already detained in other countries (examples: Simone Gbagbo; Saif Al-Islam Gaddafi; Abdullah Al-Senussi); and
  - (f) (Temporary) unavailability of a judge or other key party to the proceedings due to serious illness.

<sup>15</sup> Ruto, Sang, Bemba, Kilolo, Arido, Mangenda, Babala, Ntaganda, Gbagbo L, Blé Goudé, Ongwen.

<sup>16</sup> Bemba, Ntaganda, Gbagbo L, Blé Goudé, Ongwen.

<sup>17</sup> Renting model: either six or 12 cells; for five detainees, 6-cell model.

<sup>18</sup> Lubanga, Ngudjolo, Ntaganda, Sang, Bemba, Kilolo, Babala, Mangenda, Arido, Ongwen, Gbagbo L, Blé Goudé, Gbagbo S, Gaddafi.

<sup>19</sup> Two in Lubanga, two in Katanga, one in Ruto and Sang, one in Bemba, one in Banda.

<sup>20</sup> Two in DRC, one in Uganda, one in Kenya, one in CAR, one in CIV, one in Mali.

<sup>21</sup> It is reasonable to consider that the number of persons under protective measures is likely to remain high in 2016 (around 600 individuals). Currently 660 (110 witnesses and 540 dependents) are under the protection and care of the VWS in 14 Countries.



## Annex V (a)

## List of strategic goals of the International Criminal Court (2013-2017)

<i>Goal 1: Judicial and Prosecutorial</i>	<i>Goal 2: Managerial</i>	<i>Goal 3: Cooperation and Support</i>
1.1 Ensure high quality, fair, transparent and expeditious judicial proceedings, while further refining legal standards through well-developed jurisprudence and encouraging the development of standardised processes.	2.1 Deliver coherent governance and efficient, well-planned and cost-effective administration to support the Court's judicial functions, actively managing change while retaining the ability to respond effectively to unexpected developments.	3.1 Facilitate the work of the Assembly of States Parties ("ASP") in exercising its management oversight while fully respecting the independence of the Court.
1.2 Perform high quality, independent and impartial preliminary examinations.	2.2 Maintain high standards of integrity, professionalism and respect for diversity.	3.2 Further foster global support for the Court by strengthening the understanding, trust and commitment of States, international and regional organizations, NGOs and other key partners and stakeholders.
1.3 Perform impartial, in-depth, open-ended investigations and objective, efficient and well-founded prosecutions, supported by effective international cooperation	2.3 Provide adequate human resources to deliver the Court's mandate and ensure equitable geographical representation and fair gender balance.	3.3 Encourage full and timely cooperation by States in accordance with their obligations under the Rome Statute, including compliance with Court orders such as warrants of arrest, and identification, tracing, and freezing of assets.
1.4 Guarantee the rights of the defence to a fair and impartial trial.	2.4 Provide and maintain a healthy, motivating, sustainable and caring environment for staff and others participating in the Court's work and strive to offer career development and mobility opportunities.	3.4 Encourage States to conclude further voluntary agreements with the Court on enforcement of sentences, relocation of witnesses and interim and other forms of release.
1.5 Ensure adequate and meaningful participation and representation of victims.	2.5 Ensure adequate and effective technological support for judicial and administrative activities.	3.5 With States Parties, intergovernmental and nongovernmental organizations, encourage and support further accessions to the Rome Statute and the Agreement on the Privileges and Immunities of the Court with the ultimate goal of universality.
1.6 Ensure meaningful reparations and a successful implementation of reparation orders including coherent principles for victim reparations.	2.6 Further develop the Court's processes for planning and budgeting strategically, including efficient management of performance and risks.	3.6 With States Parties and other stakeholders such as intergovernmental and non-governmental organizations, encourage and facilitate the development of national capacities to achieve the goals of the Rome Statute.
1.7 Increase awareness of, communication with, and understanding amongst victims and affected communities, in line with the stages of the proceedings, of the Court and its processes generally.	2.7 Ensure an efficient, timely and cost-effective transition to the permanent premises, followed by making full, innovative use of their new potential.	
	2.8 Ensure adequate security and protection for staff and other persons at risk on account of their interaction with the Court, as well as for information and other assets.	

**Annex V (b)****List of strategic goals of the OTP Strategic Plan (2016-2018)**

1. Achieving high performance in relation to the Office's mandate
  - (a) *Strategic goal 1:* conduct impartial, independent, high quality preliminary examinations, investigations and prosecutions;
  - (b) *Strategic goal 2:* continue to integrate a gender perspective in all areas of the Office's work and to implement the policies in relation to sexual and gender-based crimes (SGBC) and crimes against children;
  - (c) *Strategic goal 3:* further improve the quality and efficiency of preliminary examinations, investigations and prosecutions; and
  - (d) *Strategic goal 4:* further adapt the Office's investigative and prosecutorial capabilities and network to the complex and evolving scientific and technological environment.
2. Creating the necessary conditions to fulfil the Office's mandate
  - (a) *Strategic goal 5:* achieve a basic size which can respond to the demands placed upon the Office so that it may perform its functions with the required quality, effectiveness and efficiency;
  - (b) *Strategic goal 6:* contribute to strengthening cooperation, and promoting general support towards the mandate and activities of the Office;
  - (c) *Strategic goal 7:* adapt the Office's protection strategies to the new security challenges; and
  - (d) *Strategic goal 8:* ensure a professional, accountable, transparent and efficient management of the Office.
3. Contributing to a coordinated investigative and prosecutorial strategy to further close the impunity gap for ICC crimes
  - (a) *Strategic goal 9:* develop with partners a coordinated investigative and prosecutorial strategy to close the impunity gap.

## Annex VI

### Staffing information

#### Annex VI (a)

#### Proposed Court staffing in 2016 by major programme

Total Court	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total	Total
													GS-staff	Staff
Major Programme I					4	3	20	8		35	1	12	13	48
Major Programme II	1	1		3	12	29	44	47	17	154	1	63	64	218
Major Programme III		1		3	20	44	88	88	5	249	15	316	331	580
Major Programme IV				1	1	1	1	1		5	2	2	4	9
Major Programme VI				1	1		3			5		2	2	7
Major Programme VII.1				1		1				2		1	1	3
Major Programme VII.5					1	1		1		3		1	1	4
Major Programme VII.6				1		1	1			3		1	1	4
<b>Grand Total</b>	<b>1</b>	<b>2</b>		<b>10</b>	<b>39</b>	<b>80</b>	<b>157</b>	<b>145</b>	<b>22</b>	<b>456</b>	<b>19</b>	<b>398</b>	<b>417</b>	<b>873</b>

#### Annex VI (b)

#### Changes to the staffing table

Number of posts	Level	From 2015 Approved Budget	To 2016 Proposed Budget
<b>Registry</b>			
Basic			
1	P-2	Project Director's Office	Division of Management Services
<b>Project Director's Office (permanent premises)</b>			
Basic			
1	P-2	Project Director's Office	Division of Management Services
<b>Grand total =</b>	<b>1</b>		

## Annex VI (c)

## List of reclassifications 2016

Number of Posts	Level		Organ / Section	Functional Title	
	Current	New / Requested		From	To
1	GS-OL	P-1	Judiciary	Research Assistants	Assistant Legal Officer
1	GS-OL	P-1	Judiciary	Research Assistants	Assistant Legal Officer
1	GS-OL	P-1	Judiciary	Research Assistants	Assistant Legal Officer
<b>Total Judiciary: 3</b>					
1	P-3	P-4*	Office of the Prosecutor	Head of PSU	Head of PSU
1	P-1	P-2	Office of the Prosecutor	Assistant Analyst (PSU)	Associate Protection Strategies Analyst
1	P-2	P-3	Office of the Prosecutor	Infographics Analyst	Infographics Analyst
1	P-2	P-3	Office of the Prosecutor	GIS Analyst	GIS Analyst
1	GS-OL	P-1	Office of the Prosecutor	Legal Assistant	Assistant Legal Officer
1	P-4	P-5*	Office of the Prosecutor	Head of Situation Analysis Section	Head of Situation Analysis Section
1	P-2	P-3*	Office of the Prosecutor	Associate Cooperation Adviser	International Cooperation Adviser
1	P-2	P-3	Office of the Prosecutor	Cooperation Adviser	External Relations Adviser
1	P-1	P-2	Office of the Prosecutor	Assistant Information and Evidence Officer	Associate Information and Evidence Officer
1	P-1	P-2	Office of the Prosecutor	Special Assistant to the Prosecutor	Special Assistant to the Prosecutor
2	P-2	P-3	Office of the Prosecutor	Public Information Officer	Public Information Officer
1	GS-OL	P-2	Office of the Prosecutor	Legal Assistant	Associate Legal Officer

**Total OTP: 13**

**Total Reclassifications: 16**

\* Whereas the Classification Advisory Committee review of these posts resulted in maintenance of the current grades, the committee recommended independent confirmation by an external classifier due to the grading falling within 50 points of the margin between the current and higher grade. This confirmation is pending and expected to be complete by the end of August 2015.

## Annex VI (d)

## List of Conversions 2016 (GTA to Established posts)

<i>Number of Posts</i>	<i>Level</i>	<i>From 2015</i>	<i>To 2016</i>	<i>Programme / Section</i>	<i>Functional Title</i>
1	P-2	GTA	Established post	Pre-Trial Division	Associate Legal Officer
3	P-2	GTA	Established post	Trial Division	Associate Legal Officer
<b>Total Judiciary: 4</b>					
1	P-3	GTA	Established post	Service Section	Translator (ENG)
1	P-3	GTA	Established post	Service Section	Translator (FRA)
1	P-2	GTA	Established post	Service Section	Associate Translator (ENG)
1	P-2	GTA	Established post	Service Section	Associate Translator (FRA)
1	GS-OL	GTA	Established post	Service Section	Evidence Assistant
1	P-3	GTA	Established post	Jurisdiction, Complementarity and Cooperation Division	International Cooperation Advisor
1	P-3	GTA	Established post	Jurisdiction, Complementarity and Cooperation Division	Situation Analyst
1	P-3	GTA	Established post	Jurisdiction, Complementarity and Cooperation Division	Situation Analyst
1	P-2	GTA	Established post	Jurisdiction, Complementarity and Cooperation Division	Assoc. International Cooperation Advisor
1	P-4	GTA	Established post	Investigation Division	Senior Investigator
1	P-4	GTA	Established post	Investigation Division	Senior Investigator
1	GS-OL	GTA	Established post	Investigation Division	Analysis Assistant
1	GS-OL	GTA	Established post	Planning and Operations Section	Administrative Assistant
1	P-5	GTA	Established post	Prosecution Division	Senior Trial Lawyer
1	P-5	GTA	Established post	Prosecution Division	Senior Trial Lawyer
1	P-5	GTA	Established post	Prosecution Division	Senior Trial Lawyer
1	P-5	GTA	Established post	Prosecution Division	Senior Trial Lawyer
1	P-4	GTA	Established post	Prosecution Division	Appeals Counsel
1	P-4	GTA	Established post	Prosecution Division	Appeals Counsel
1	P-4	GTA	Established post	Prosecution Division	Trial Lawyer
1	P-4	GTA	Established post	Prosecution Division	Trial Lawyer
<b>Total OTP: 21</b>					
<b>Total Conversions: 25</b>					

## Annex VI (e)

## Judges' salary and entitlements for 2016 (thousands of euro)

<b>Presidency</b>	<b>Costs</b>
Special allowance for President and Vice-Presidents	28.0
<i>Subtotal Presidency</i>	<i>28.0</i>
<b>Chambers: 24 Judges</b>	<b>Costs</b>
Standard salary costs - 18 Judges	3,240.0
Judges' pensions	1,517.3
<i>Subtotal Chambers</i>	<i>4,757.3</i>
Accruals for annual leave	126.0
Accruals for relocation	90.9
Estimates of home leave and education grant expenses	296.2
Service incurred injury insurance - Court requirement	70.6
<i>Subtotal Additional requirements</i>	<i>583.7</i>
<b>Total Judges' salary and entitlements for 2016</b>	<b>5,369.1</b>

## Annex VI (f)

### Standard salary costs for 2016 – Professional and General Service staff at Headquarters (thousands of euro)

<i>Post level</i>	<i>Net salary</i>	<i>Common staff costs</i>	<i>Representation allowance</i>	<i>Total</i>
	(1)	(2)	(3)	(1)+(2)+(3)=(4)
USG	177.2	72.1	4	253.3
ASG	154.9	63.0	3	220.9
D-1	137.9	56.1		194.1
P-5	119.4	48.6		168.0
P-4	102.6	41.8		144.4
P-3	85.0	34.6		119.6
P-2	69.2	28.2		97.4
P-1	69.2	28.2		97.4
GS-PL	62.6	25.5		88.0
GS-OL	51.4	20.9		72.3

Delayed recruitment factors:

- (a) Existing Professional and General Service posts in MP I: 5 per cent  
 (b) Existing Professional and General Service posts in MP II: 8 per cent  
 (c) Existing Professional and General Service posts in MPs III, IV, VI, VII-1 and VII-5: 10 per cent  
 (d) Existing Professional and General Service posts in MP VII-6: 0 per cent

<i>Post level</i>	<i>Delayed recruitment factors</i>			
	(0%)	(5%)	(8%)	(10%)
USG	253.3	240.7	233.1	228.0
ASG	220.9	209.8	203.2	198.8
D-1	194.1	184.4	178.6	174.7
P-5	168.0	159.6	154.5	151.2
P-4	144.4	137.2	132.9	130.0
P-3	119.6	113.6	110.0	107.6
P-2	97.4	92.5	89.6	87.6
P-1	97.4	92.5	89.6	87.6
GS-PL	88.0	83.6	81.0	79.2
GS-OL	72.3	68.6	66.5	65.0

## Annex VII

## Summary table by object of expenditure

Total ICC	Expenditure 2014 (thousands of euro)				Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)			Resource growth 2016 vs 2015		
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Judges	4418.6		4418.6	275.8	4694.4	5486.8		5486.8	5,369.1		5,369.1	-117.7	-2.1
Professional staff	32,009.7	30,047.4	62,057.1		62,057.1	20,857.6	21,876.1	42,733.7	21,821.7	29,725.4	51,547.1	8,813.4	20.6
General Service staff						13,146.2	9,864.3	23,010.5	14,629.5	9,365.0	23,994.5	984.0	4.3
<i>Subtotal Staff</i>	<i>32,009.7</i>	<i>30,047.4</i>	<i>62,057.1</i>		<i>62,057.1</i>	<i>34,003.8</i>	<i>31,740.4</i>	<i>65,744.2</i>	<i>36,451.2</i>	<i>39,090.4</i>	<i>75,541.6</i>	<i>9,797.4</i>	<i>14.9</i>
General temporary assistance	3,960.7	12,322.1	16,282.8	435.5	16,718.3	2,314.3	19,539.8	21,854.1	4,129.1	22,668.5	26,797.6	4,943.5	22.6
Temporary assistance for meetings	335.3	164.1	499.4	3.8	503.2	399.9	308.4	708.3	414.3	742.2	1,156.5	448.2	63.3
Overtime	240.4	94.2	334.6		334.6	273.4	119.6	393.0	268.5	156.4	424.9	31.9	8.1
<i>Subtotal Other Staff</i>	<i>4,536.4</i>	<i>12,580.4</i>	<i>17,116.8</i>	<i>439.3</i>	<i>17,556.1</i>	<i>2,987.6</i>	<i>19,967.8</i>	<i>22,955.4</i>	<i>4,811.9</i>	<i>23,567.1</i>	<i>28,379.0</i>	<i>5,423.6</i>	<i>23.6</i>
Travel	1,135.8	4,343.4	5,479.2	124.8	5,604.0	1,122.8	4,258.4	5,381.2	1,227.8	4,897.7	6,125.5	744.3	13.8
Hospitality	26.1	0.8	26.9		26.9	31.0		31.0	36.5		36.5	5.5	17.7
Contractual services	1,933.2	1,942.9	3,876.1	309.2	4,185.3	2,420.5	1,707.7	4,128.2	2,370.2	2,751.5	5,121.7	993.5	24.1
Training	265.4	288.4	553.8		553.8	406.8	394.6	801.4	637.7	405.7	1,043.4	242.0	30.2
Consultants	132.1	180.6	312.7		312.7	97.4	462.9	560.3	183.0	629.5	812.5	252.2	45.0
Counsel for Defence		2,959.2	2,959.2	618.4	3,577.6		2,355.6	2,355.6		4,881.5	4,881.5	2,525.9	107.2
Counsel for Victims		1,745.7	1,745.7		1,745.7		1,862.1	1,862.1		2,178.5	2,178.5	316.4	17.0
General operating expenses	11,678.5	4,876.7	16,555.2	513.8	17,069.0	13,072.7	6,446.4	19,519.1	13,086.7	8,246.7	21,333.4	1,814.3	9.3
Supplies and materials	616.9	196.7	813.6	23.8	837.4	549.1	370.8	919.9	623.4	398.5	1,021.9	102.0	11.1
Furniture and equipment	728.4	1,048.2	1,776.6	48.0	1,824.6	335.0	585.4	920.4	761.1	722.5	1,483.6	563.2	61.2
<i>Subtotal Non-staff</i>	<i>16,516.4</i>	<i>17,582.6</i>	<i>34,099.0</i>	<i>1,638.0</i>	<i>35,737.0</i>	<i>18,035.3</i>	<i>18,443.9</i>	<i>36,479.2</i>	<i>18,926.4</i>	<i>25,112.1</i>	<i>44,038.5</i>	<i>7,559.3</i>	<i>20.7</i>
<b>Total</b>	<b>57,481.1</b>	<b>60,210.4</b>	<b>117,691.5</b>	<b>2,353.1</b>	<b>120,044.6</b>	<b>60,513.5</b>	<b>70,152.1</b>	<b>130,665.6</b>	<b>65,558.6</b>	<b>87,769.6</b>	<b>153,328.2</b>	<b>22,662.6</b>	<b>17.3</b>

## Annex VIII

## Proposed budget for 2016 for the African Union Liaison Office (AULO)

In line with resolution ICC-ASP/9/Res.4, IX of the Assembly of States Parties,<sup>1</sup> no resources have been allocated to the African Union Liaison Office in the proposed programme budget for 2016. Should the African Union agree to the Court's request to open a Liaison Office in Addis Ababa, the Court will notify the Committee of the need to access the Contingency Fund up to the amount in the Court's proposed budget for 2016 of €370,700 in order to proceed with the establishment of the said Liaison Office.

1320 African Union Liaison Office	Expenditure 2014 (thousands of euro)			Approved Budget 2015 (thousands of euro)			Proposed Budget 2016 (thousands of euro)		
	Basic	Situation- related	Total	Basic	Situation- related	Total	Basic	Situation- related	Total
<i>Judges</i>									
Professional staff							174.7		174.7
General Service staff							65.0		65.0
<i>Subtotal Staff</i>							239.7		239.7
General temporary assistance									
Temporary assistance for meetings									
Overtime									
<i>Subtotal Other staff</i>									
Travel							15.2		15.2
Hospitality							1.0		1.0
Contractual services							15.6		15.6
Training									
Consultants									
General operating expenses							49.6		49.6
Supplies and materials							5.0		5.0
Furniture and equipment							47.7		47.7
<i>Subtotal Non-staff</i>							134.1		134.1
<b>Total</b>							<b>373.7</b>		<b>373.7</b>

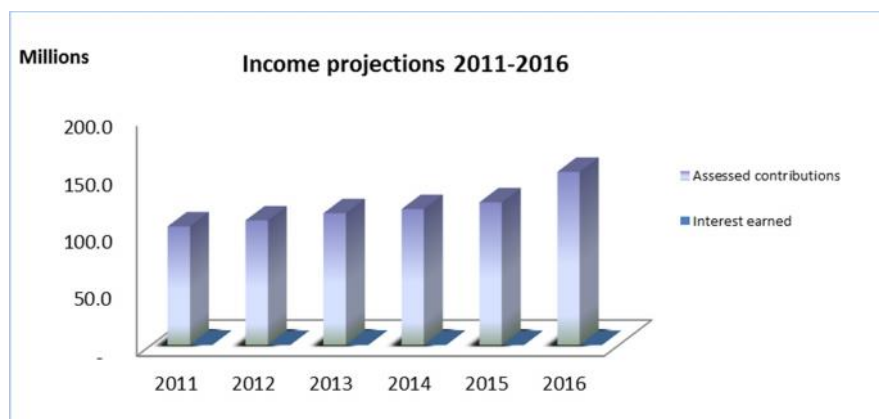
<sup>1</sup> Official Records... Ninth Session ... 2010 (ICC-ASP/9/20), vol. I, part III, ICC-ASP/9/Res.4.



## Annex IX

### Income projections 2011-2016 (millions of euro)

<i>Description</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>
Assessed contributions	103.6	108.8	115.1	118.6	124.5	151.1
Interest earned	0.4	0.4	0.4	0.4	0.3	0.2
<b>Total</b>	<b>104.0</b>	<b>109.2</b>	<b>115.5</b>	<b>119.0</b>	<b>124.8</b>	<b>151.3</b>



## Annex X

### 2016 estimated income statements

#### Least-Developed Countries Trust Fund

<i>Item</i>	<i>Euro</i>
<b>Estimated income 2016</b>	
Donor contributions	50,000
<i>Subtotal income</i>	<i>50,000</i>
<b>Estimated expenditure 2016</b>	
Travel	42,200
Administration costs	7,800
<i>Subtotal expenditure</i>	<i>50,000</i>
<b>Net income 2016</b>	<b>0</b>

## Annex XI

**ReVision related recommendations**

Level	Established Posts						GTA Posts				
	Approved staffing		Permanent Premises related		Workload related		Total Est. staff <sup>(a)</sup>		Transition related <sup>(b)</sup>	Workload related <sup>(c)</sup>	Total GTA
	No. of Posts	Salary Cost	No. of Posts	Salary Cost	No. of Posts	Salary Cost	No. of Posts	Salary Cost	No. of FTEs	No. of FTEs	Salary Cost
ASG	1	198.8					1	198.8			
D1	3	524.0					3	524.0			
P5	19	2,903.4			1	200.8	20	3,104.2			
P4	43	5,588.5					43	5,588.5	1		144.4
P3	83	9,278.7			5	622.1	88	9,900.8	2	5	837.2
P2	86	7,670.1	1	87.6			87	7,757.7	2	6.3	858.4
P1	5	438.2					5	438.2		2	194.8
GS-PL	15	1,188.4					15	1,188.4		2.8 <sup>(d)</sup>	160.9
GS-OL	295	15,911.3	20	1241.6	1	24.3	316	17,177.2	2	23.3	1,503.1
<b>Totals</b>	<b>550</b>	<b>43,701.4</b>	<b>21</b>	<b>1,329.2</b>	<b>7</b>	<b>847.2</b>	<b>578</b>	<b>45,877.8</b>	<b>7</b>	<b>39.4</b>	<b>3,698.8</b>

<sup>(a)</sup> Excludes 1 P-2 post transferred from PDO ( Eur 87.6K) and 1 P-4\*\* Staff Union Council position (zero cost).

<sup>(b)</sup> ReVision recommended Transition posts (Eur 617.8K).

<sup>(c)</sup> Additional workload related posts to meet increased judicial and prosecutorial activities. Not ReVision related.

<sup>(d)</sup> This represents 2.8 FTEs Field and Operational SSA interpreters.