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**Proposed Programme Budget for 2018
of the International Criminal Court**

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List of abbreviations and acronyms

ASG	Assistant Secretary-General
ASP	Assembly of States Parties
AU	African Union
AULO	African Union Liaison Office
AV	Audio-visual
BS	Budget Section
CAB	Classification Advisory Board
CAR	Central African Republic (Bangui)
CBF	Committee on Budget and Finance
CIV	Côte d'Ivoire (Abidjan)
CMS	Court Management Section
CoCo	Coordination Council
CSS	Counsel Support Section
D	Director
DEO	Division of External Operations
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	eCourt operating system
EOSS	External Operations Support Section
FO	Field Office
FS	Finance Section
FSS	Forensic Science Section
FTE	Full-time equivalent
GAU	General Administration Unit
GCDN	Global Communications and Data Network
GEO	Georgia
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
IAS	Investigative Analysis Section
IATN	Inter Agency Travel Network
IBA	International Bar Association
ICC	International Criminal Court
ICCPP	International Criminal Court Protection Programme
ICS	International Cooperation Section
ICT	Information and communication technologies
ICTY	International Criminal Tribunal for the former Yugoslavia
IEU	Information and Evidence Unit
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
IOP	Immediate Office of the Prosecutor
IOR	Immediate Office of the Registrar
IPSAS	International Public Sector Accounting Standards
IRS	Initial Response System
IT	Information technologies
JCCD	Jurisdiction, Complementarity and Cooperation Division
KBU	Knowledge-Base Unit
KEN	Kenya (Nairobi)
LAS	Legal Advisory Section (in OTP)
LBY	Libya
LO	Legal Office (formerly LASS: Legal Advisory Services Section (Registry))
LSS	Language Services Section (formerly STIC: Court Interp. and Transl. Section)
LSU	Language Services Unit
MAL	Mali (Bamako)
MIS	Management information system
MLI	Mali
MORSS	Minimum Operating Residential Security Standards
MOSS	Minimum Operating Security Standards
NGO	Non-governmental organization
NYLO	New York Liaison Office
OD-DEO	Office of the Director of the Division of External Operations
OD-DJS	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
PDO	Project Director's Office (permanent premises)
PIOS	Public Information and Outreach Section (formerly PIDS: Public Info. and Documentation Section)
POS	Planning and Operations Section
SAP	Enterprise Resource Planning System
SAS	Situation Analysis Section
SG	Strategic goal
SO	Strategic objective
SS	Services Section
SSS	Security and Safety Section
SUD	Darfur, Sudan
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 conferencing
VWS	Victims and Witnesses Section (formerly VWU: Victims and Witnesses Unit)
WCF	Working Capital Fund

Foreword by the Principals of the International Criminal Court

The Hague, Netherlands , 4 August 2017

As Principals of the International Criminal Court (“ICC” or the “Court”), we are pleased to present the Proposed Programme Budget for 2018 for the consideration of the Assembly of States Parties (“Assembly”). We strongly believe that this budget will allow the Court to operate effectively and efficiently, enhancing the Court’s performance in 2018. In particular, we believe that the proposed investments will ensure that the Court can discharge its obligations to ensure full respect for the principles of fair trial, conduct high quality preliminary examinations, investigations and prosecutions, and operate safely to produce concrete results, in turn strengthening the Court’s reputation and global appeal.

With 15 years of existence, the ICC has made significant progress in the fulfilment of its mandate under the Rome Statute. This past year has shown that notable successes have been achieved on the strength of the Court’s increasingly effective and efficient work. As we approach the 20th Anniversary of the Rome Statute next year, it is important to recall the resolve of States Parties to establish the Court to fight against impunity for the world’s most serious crimes. We are committed to ensuring the Court continuously performs optimally.

Mindful of the recommendations of the Committee on Budget and Finance and the resolutions adopted by the Assembly on budget reform at its fourteenth and fifteenth sessions, we have continued to further improve the Court’s budget process by clarifying Court-wide budgetary priorities and needs, planning and presenting cross-Court expenditures better and assessing the Court’s delivery and efficiency, through greater strategic involvement of the Coordination Council and Budget Working Group, in line with the One-Court principle. In doing so, we have carefully considered the budgetary impact of the identified core priority activities, which has allowed us to set the formal assumptions for the 2018 budget taking both internal and external constraints and drivers into consideration. In addition, this Court-wide strategic approach has entailed greater scrutiny and inter-organ involvement in the budget process, and resulted in a budget document that presents a holistic, comprehensive and lean assessment of the budgetary requirements of the Court.

The Court is proposing a budget increase for 2018 of €6,290.5 thousand, or 4.4 per cent, over the approved budget for 2017. This represents a proposed budget amounting to €147,890.5 thousand. Importantly, the requested resources will allow for the efficient conduct and support of three trials and six high quality investigations. They will also ensure the Registry’s capacity to deliver crucial support services by investing in key Court-wide information management projects and information security capacity required, given the increasingly complex security landscape in which the Court operates. A number of savings, efficiencies, re-prioritizations and reductions have been achieved throughout the Court in order to contain the proposed increase and still retain sufficient capacity to deliver effectively on its complex mandate. This is in line with the Assembly’s request to present a sustainable budget, as well as the Court’s judicious planning of its annual budget submission.

The Court is a vital contributor to the fight against impunity. In addition to holding to account and prosecuting those most responsible for atrocity crimes, it reserves for victims an important role in the proceedings with the result of more effective, restorative justice for mass atrocities which threaten international peace, destabilize societies and cause irreparable damage to communities. To ensure that this crucial mandate is fulfilled, the Court must plan carefully, operate effectively and continue to produce tangible results. In the coming year, in the fulfilment of that crucial mandate and to build on the progress made, the Court will continue to rely on the resolve and support of States Parties, in particular as regards cooperation, diplomatic and political support and the provision of adequate means to effectively fulfill its mandate.

We hereby submit this carefully compiled Proposed Programme Budget for 2018 which is mindful of the budgetary constraints of States and hence aims to provide the Court with the absolutely necessary resources to enable us to effectively and efficiently exercise our respective mandates and responsibilities under the Statute.

We thank you for your consideration and continued support.

Yours Sincerely,

[Signed]

Silvia Fernández de Gurmendi
President

[Signed]

Fatou Bensouda
Prosecutor

[Signed]

Herman von Hebel
Registrar

I. Overview of proposed programme budget 2018, budget priorities and judicial assumptions

A. Introduction

1. The International Criminal Court (“the Court”) proposes a programme budget for 2018 amounting to €147,890.5 thousand. This represents an increase of €6,290.5 thousand, or 4.4 per cent, over the 2017 approved budget (€141,600.0 thousand). Following the recommendation of the Committee on Budget and Finance (“the Committee”) at its twenty-fifth session,¹ the figures for the proposed regular budget are presented separately from the interest on the Host State Loan for the permanent premises. As indicated by the Committee, this is to improve transparency and to allow a comparative assessment to be made of the resources needed for the Court’s activities in 2018. When including the interest and capital repayment (under the Host State Loan) in respect of the Permanent Premises Project of €3,585.2 thousand, the Court’s proposed programme budget for 2018 amounts to €151,475.7 thousand, or an increase of 4.8 per cent.

Table 1: Overview of the proposed programme budget 2018

<i>Programme budget 2018</i>		<i>2017 Approved Budget (thousands of euro)</i>	<i>Resource changes</i>		<i>Proposed 2018 Budget (thousands of euro)</i>
			<i>Amount</i>	<i>%</i>	
MP I	Judiciary	12,536.0	785.6	6.3	13,321.6
MP II	Office of the Prosecutor	44,974.2	2,195.6	4.9	47,169.8
MP III	Registry	76,632.6	2,546.5	3.3	79,179.1
MP IV	Secretariat of the Assembly of States Parties	2,618.8	99.4	3.8	2,718.2
MP V	Premises	1,454.9	43.6	3.0	1,498.5
MP VI	Secretariat of the Trust Fund for Victims	2,174.5	567.0	26.1	2,741.5
MP VII-5	Independent Oversight Mechanism	514.8	39.7	7.7	554.5
MP VII-6	Office of Internal Audit	694.2	13.1	1.9	707.3
<i>Sub-total</i>		<i>141,600.0</i>	<i>6,290.5</i>	<i>4.4</i>	<i>147,890.5</i>
MP VII-2	Host State Loan	2,987.3	597.9	20.0	3,585.2
Total		144,587.3	6,888.4	4.8	151,475.7

2. In proposing this necessary increase, the Court is mindful of the challenging financial situation currently affecting many States Parties. The Court is also fully cognizant that it is expected to produce concrete, consistent results, including effective investigations, prosecutorial results and more efficient trials. The proposed increase is largely the direct result of the implementation in 2018 of the strategic Court-wide priorities agreed on by the Coordination Council (“CoCo”)² composed of the Court’s Principals (the President, the Prosecutor and the Registrar), and is based on a genuine, realistic and exact assessment of the Court’s needs for 2018. The high-level strategic priorities identified by the Principals for 2018 are: (i) run and support proceedings in three trials; (ii) conduct and support six active investigations; and (iii) invest in key Court-wide information management projects and information security capabilities.

¹ *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Fourteenth session, The Hague, 18-26 November 2015* (ICC-ASP/14/20), vol. II, part B.3, para. 12.

² Pursuant to regulation 3 of the Regulations of the Court, the Coordination Council is comprised of the President, the Prosecutor and the Registrar, and coordinates, where necessary, the administrative activities of the organs of the Court.

3. This overview will first address Court-wide strategic budget priorities for 2018 and will then show how resources, efficiencies and savings have been proposed throughout the Court to implement these essential priorities. Judicial assumptions for 2018 will also be explained, as will the enhanced budgetary process, including the expanded role of the CoCo in setting the strategic framework on which budget requirements for 2018 have been built. Lastly, an overview of preliminary examinations, situations under investigation and cases before the Court will be provided, including an analysis of the environment in which the Court is expected to operate.

B. High-level strategic budget priorities for 2018

1. 2018 Strategic Court-wide priorities

4. The Court's Principals, through the CoCo, have defined three key strategic priorities for 2018. It is important to note that these priorities and activities reflect what can reasonably be anticipated for 2018 at this stage, and may subsequently be affected by the realities of the judicial and prosecutorial work of the Court.

(a) Conduct three trials (€1.3 million)

5. In 2018, the Court will continue to be engaged in proceedings in three trials: *Dominic Ongwen, Laurent Gbagbo and Charles Blé Goudé*, and (for approximately half of the year, according to expectations) *Bosco Ntaganda*. Reparations proceedings are expected to continue in the *Bemba* and *Lubanga* cases. The Court will be very busy at the appellate level as well in 2018, with the pending final appeals in *Bemba* and *Bemba et al.* likely to continue into the first part of the year. Other final appeals arising from cases currently before the Trial Chambers may reach the Appeals Chamber in 2018. In addition, it is expected that current reparations proceedings will generate complex litigation before the Appeals Chamber in 2018. The Appeals Chamber is likewise expected to be seized of several interlocutory appeals in 2018.

6. While the hearing phase of one trial is expected to end in mid-2018, this will have no impact on the resource requirements for the Judiciary. The Judiciary will continue to need the same (if not additional) resources, as staff is needed for the judgment phase of the *Ntaganda* case. In addition, Chambers will face an increased workload related to reparations to victims at both the trial and appellate levels. To make the most effective use of its resources, the Judiciary has implemented a policy of flexible staff allocation whereby staff are distributed among divisions as needed to meet changing workload demands. For this reason, while the workload will increase, no new resources have been sought. However, the budget proposal for the Judiciary does seek to maintain the current staffing level to address the increased workload related to high-priority trial activities.

7. Other factors have also contributed to a heavier workload, and therefore higher costs, for other Major Programmes in 2018. The number of witnesses to appear before the Court is expected to rise from 81 in 2017 to 132 in 2018. Furthermore, reparations activities will expand and intensify. As a result, the Court-wide resources directly required for judicial proceedings would swell the proposed budget by €1.3 million, were this increase not partly offset by efficiencies and savings, as detailed below.

8. The increase is reflected in two Major Programmes: the Trust Fund for Victims (TFV) (€0.4 million) and the Registry (€0.9 million). The TFV's increase is due to the increased staffing costs attributable to its new reparations-related staffing structure. The Registry's increase is attributable mainly to the impact of the legal aid scheme, as dictated by the actual costs of the teams working on the cases, and to the appearance of a higher number of witnesses in the courtroom than in 2017, combined with the greater demand on the Registry for witness support. These increases are explained in further detail in the TFV and Registry narratives.

(b) Conduct and support six active investigations, including via field activities (€1.9 million)

9. In 2018, the Court will continue operating in 10 situations under investigation. The Office of the Prosecutor (“the Office” or OTP) will focus its efforts, in line with its Strategic Plan and case selection and prioritization, on six active investigations: the Central African Republic (CAR) (two investigations), Côte d’Ivoire, Georgia, Libya and Mali. Such prioritization is required in view of the limited resources available to the OTP and the Registry, and the need to avoid spreading OTP investigations too thin. However, despite such prioritization, all situations under investigation will continue to be monitored. OTP’s active investigations will be supported by the relevant Registry services, as explained in more detail below.

10. Court-wide resources directly related to support to field operations, including OTP investigations, would (before efficiencies and savings) increase the proposed budget by €1.9 million.

11. The total increase for the OTP for investigative activities is €0.7 million. The OTP has carefully reviewed its staff needs in the light of its activities and workload for 2018. This evaluation has led to the discontinuation of some GTA positions approved in 2017 and to requests for different roles in 2018. As consideration was given to standard recruitment lags, the request will translate into 3.5 FTE across the Office and the resulting net financial impact will be only €0.3 million. Lastly, non-staff costs linked to operations account for €0.4 million. These funds will cover missions of the Integrated Teams (investigators and interpreters) and expenses related to witnesses and operations.

12. The Registry’s increase is €1.2 million. This includes the increased support that the field offices must provide to support investigative activities and other field activities, in particular in the CAR, Côte d’Ivoire and Georgia, as well as increases related to Court-wide operations in general. A small satellite office in Gulu is to be established to support Court-wide missions and activities in northern Uganda, while maintenance costs have changed at some other field offices, notably the Kampala Field Office, which is moving to new premises. Security support in Mali must be strengthened, given the growing threat against international staff, while the security situation in Côte d’Ivoire also requires additional resources following the withdrawal of the United Nations Operation in Côte d’Ivoire, on which the Court has relied thus far. While travel for the Registry from Headquarters to the field has decreased, there is an increase in travel within the field linked to increased support and staffing in the areas referred to above.

13. The above-mentioned increases have also been partly offset by efficiencies and savings achieved by the Court, as detailed below.

(c) Invest in key Court-wide information management projects and security capabilities (€1.6 million)

14. The Court has undertaken a thorough analysis of its existing Information Technology and Information Management (IT/IM) infrastructure across different organs and the associated immediate and long-term requirements. Since the Court was established, 15 years ago, a number of important IT/IM investments have been made to support its judicial, investigative and administrative operations. A number of these systems have become obsolete or are expected to become obsolete in the near future. Ringtail, which cannot process electronic evidence, is already outdated. Similarly, SAP will need to be upgraded to a new version in 2021, as the old system will no longer be supported by the vendor.

15. Moreover, the Court has grown significantly since it was established, and this has had an impact on its IT requirements as well as the volume of data generated. Specifically, there are requirements in areas such as digital evidence, information security, and information management that are only partially met by the existing systems.

16. To address these challenges, in February 2017, a Court-wide Five-Year IT/IM Strategy was adopted to ensure a holistic approach to information technology, information security and information management aimed at meeting the Court’s essential needs while maintaining better control of invested resources and maximizing their impact.

17. In the 2018 proposed programme budget, the total requirement is €1.6 million. The majority of the IT/IM resources requested pertain to prosecutorial activities, although they are presented within the Registry budget in the context of inter-organ synergies. Various projects are detailed in the annex on the IT/IM strategy. The essentials are as follows:

(a) Investigative – €50 thousand co-funded by the Registry (€70 thousand) and OTP (€180 thousand). In recent years, the proportion of digital evidence collection by the Court has increased from nought to more than 80 per cent. It is expected to rise to 100 per cent in 2020. Existing systems, and Ringtail in particular, were not designed to deal with digital evidence. This has led to a significant bottleneck in evidence processing. Investments are required to shorten the time required for the acquisition, analysis and processing of evidence;

(b) Judicial – €220 thousand. The initiatives planned for 2018 will focus on overseeing business analysis and improvements in core judicial processes, specifically in the handling of victim data. Because of the paper-based collection of victim applications and the siloed processing of information, the Court is currently limited in its capacity to process all potential victim applications. Analysing and addressing process inefficiencies introduced by the use of outdated software is another problem area that the strategy will address. The proposed project activities for 2018 will also redefine the processes supporting the pre-trial, trial, appeals and reparations stages. This is a pre-requisite to ensuring that the technology and functionality built to support judicial processes delivers efficiencies for Chambers and litigating parties;

(c) Administrative – €400 thousand. These resources are needed to reduce manual work currently required to produce financial statements and reports, and to strengthen controls and eliminate duplication. Other initiatives focus on completing the Court-wide mission planning project by integrating the system with SAP and implementing tools to support activity planning, tracking and reporting for all Court managers; and

(d) Information Security – €180 thousand is requested in 2018 to continue with the necessary security enhancements to the Court's IT environment in order to accommodate the evolving and increasingly prominent threat environment. Without proper precautions, the Court's increased cyber activity and the concomitant interest taken in it by state actors will leave the Court vulnerable to cyberattacks initiated by resourceful parties.

18. This strategy is based on a more effective use of budgetary resources, as the proposed five-year initiatives will produce tangible outcomes to enhance the Court's operations. The OTP will see a reduction in the time and effort required to conduct investigations. The Judiciary will have access to the tools it needs to conduct expeditious, fair and transparent trials, and to deliver justice to victims. The Registry will be better equipped to provide services to other Court organs and all of its clients. Only a coherent, holistic and long-term Court-wide strategy will enable the Court to address current inefficiencies and perform to the fullest extent of its mandate.

2. Other major cost-drivers in the Court's proposed budget for 2018

19. The resources proposed for 2018 are based not only on Court-wide strategic priorities, but also on a number of other cost-drivers.

20. In line with standard practice, the proposed budget includes an increase of €0.4 million resulting from the application of the new United Nations Common System. While average yearly increases in the past have amounted to as much as €2.0 million, the new system put in place by the United Nations has resulted in a much lower increase. The new system is expected to generate further savings in the future.

21. In relation to Major Programme (MP) I, the proposed adjustment to judges' salaries, under consideration by the Bureau of the Assembly of States Parties ("the Assembly"), is another cost-driver (€0.6 million), as are the mandated costs associated with the election of six new judges at the Assembly's 2017 session (€0.2 million).

22. Regarding MP II, the restoration of capacity in existing GTA staff in the OTP requires an additional €0.7 million. Some posts were approved for fewer than 12 months in

2017 but are fully costed for 2018. In addition, mindful of previous limitations on the Human Resources Section's ability to complete recruitments, the OTP has temporarily applied a deduction to all approved GTA positions to absorb the second budget cut imposed by the Assembly. This measure cannot be applied again, as those positions are now filled. The restoration of the vacancy rate, from the temporary increased rate of 10 per cent to the standard 8 per cent, will lead to an additional increase of €0.7 million.

23. For MP III, the restoration of the vacancy rate from its temporary increased rate of 12 per cent to its previous rate of 10 per cent will lead to an additional increase of €1.2 million.

24. It should be noted that the 2017 proposed and approved budgets used vacancy rates based on 2016 recruitment information, which included a high level of vacant posts. However, at this point, the current recruitment rate of the Court's organs is already higher than in previous years, and is expected to remain so until January 2018. As a consequence, vacancy rates must decrease to reflect the reality of the Court's staffing.

25. All other additional cost-drivers specific to MPs amount to €1.3 million and include: the impact of the TFV's new reparation and assistance activities; the additional cost to the Secretariat of the Assembly of States Parties of holding the session of the Assembly in The Hague; the increased use of conference facilities at the permanent premises; and other specific requirements mentioned in the MPs.

26. In the absolute, the total additional resource requirements resulting from the Court-wide strategic priorities and other major cost-drivers mentioned above would have resulted in an additional increase in required resources of €9.9 million.

27. However, the Court has undertaken considerable efforts and concrete measures to limit this increase. These efforts and measures are explained in detail in the introductions to the Major Programmes and relevant annexes. After the identification of non-recurring resources – costs applicable in 2017 but not in 2018, including those associated with holding the Assembly session in New York or one-off projects such as consulting on the competitive procurement of medical insurance – the baseline is reduced by €1.3 million, yielding a total increase of €8.6 million.

28. The efficiencies and savings exercise carried out in 2017 identified reductions of approximately €1.1 million. The careful review of all operational needs for 2018 led to a further reduction of €1.2 million. These efforts, outlined in greater detail below, have resulted in a 35 per cent reduction, leaving the final proposed budget with an increase of €6.3 million, or 4.4 per cent.

Table 2: Calculation of net increase based on approximate increases and reductions at the Court

Increases	
Three trials	€1.3 million
Six investigations and field activities	€1.9 million
Information technology, information management and security investments	€1.6 million
Application of UNCS	€0.4 million
Adjustments in judges' salaries	€0.6 million
Mandated costs associated with the election of six new judges	€0.2 million
Restoration of GTA capacity for the OTP	€0.7 million
Restoration of vacancy rate for the OTP	€0.7 million
Restoration of vacancy rate for the Registry	€1.2 million
Other support requirements	€1.3 million
<i>Subtotal</i>	<i>€9.9 million</i>

Reduction in non-recurring costs	-€1.3 million
Total increase	€8.6 million
Reductions through efficiencies, savings and cuts to operational costs	
Efficiencies and savings (counting only savings reducing the 2018 baseline)	-€1.1 million
Cuts to operational costs	-€1.2 million
Net increase	€6.3 million

C. 2018 judicial assumptions and operating environment

29. In 2018, the Court is expected to continue operating in 10 situations under investigation: the Central African Republic (I and II) (CAR), Côte d'Ivoire (CIV), Darfur (Sudan), the Democratic Republic of the Congo (DRC), Georgia, Kenya, Libya, Mali and Uganda.

30. In addition, the OTP is expected to carry out preliminary examinations into eight to ten situations in 2018 (as one or two preliminary examinations may close in 2017).

31. In the course of its preliminary examination activities, in accordance with its 2012-2015 and 2016-2018 Strategic Plans and policies, the OTP seeks to contribute to two overarching goals of the Rome Statute ("the Statute"), i.e. ending impunity by encouraging genuine national proceedings; and preventing crimes, thereby potentially obviating the need for the Court's intervention. Preliminary examination activities therefore constitute one of the most cost-effective ways for the Office to help fulfil the Court's mission.

32. The OTP will continue to conduct six active investigations in 2018, namely CAR II.a (*Séléka*), CAR II.b (*anti-Balaka*), CIV II, Georgia, Libya III and Mali. Each of these investigations will continue to require support from the Registry, both in the field and at Headquarters, in areas such as victim and witness support, victim participation, outreach, languages, security and logistical support.

33. For this purpose, it is expected that the Court will maintain a presence in seven field locations in 2018: two in the DRC (Kinshasa and Bunia), one in the CAR (Bangui), one in Côte d'Ivoire (Abidjan), one in Georgia (Tbilisi), one in Mali (Bamako) and one in Uganda (Kampala).

34. On the basis of continuing operations in all situations under investigation, it is reasonable to expect that the number of people under the Registry's protective measures will remain high in 2018. According to current figures and assumptions, around 100 witnesses and 400 dependents will be under protection in 2018. These include witnesses and victims participating in the Court's protection programme (requiring assisted moves and temporary relocation), as well as internationally relocated witnesses who are in the care of third parties and under continued monitoring by the Registry's Victims and Witnesses Section (VWS) (110 witnesses and 475 dependents in 2016). The Registry, while providing the highest standard of protection and support to these individuals, will continue to focus on the completion of reintegration strategies for the benefit of protected witnesses and victims, whenever possible, allowing them to reach self-sustainability and resume their lives in the most autonomous and satisfactory manner possible. Similarly, it is expected that more than 7,400 individuals will apply for participation as victims in the various ongoing judicial proceedings. Furthermore, in order to operate in the Court's 10 situations under investigation, the Registry will be required to support more than 22 situation-related languages in 2018.

35. At the judicial level, it is expected that at least 10 suspects/accused will be appearing before the Court in 2018, six of whom will remain in detention. One cell block of six cells will thus be required in the Detention Centre. Three cases are expected to continue at the trial stage throughout 2018, namely, *Gbagbo and Blé Goudé*, *Ntaganda* and *Ongwen*. They will require the simultaneous use of two courtrooms, with two courtroom support teams in the Registry to cover 400 days of hearings (CIV: 160 days; Uganda: 160 days; and DRC: 80 days, for the completion of the Defence case). Likewise, both Chambers and the OTP will each continue to require three full trial teams for trial proceedings in these three cases,

with Chambers requiring an additional two teams for reparations. In addition to trial proceedings, seven final appeals are expected to continue throughout 2018.

36. For these three trial proceedings, 132 witnesses are expected to appear to give testimony, with an expected maximum duration of stay of 14 days per witness (11 familiarization/preparation days, including weekends, and approximately three court days), requiring full support from the Registry's VWS.

37. Seven languages, including English and French, will need to be supported in courtroom proceedings. Importantly, 12 defence teams (Trial (nine): *Ntaganda, Laurent Gbagbo, Blé Goudé, Ongwen*; Appeals: *Bemba* (article 5, article 70), *Kilolo, Mangenda, Babala, Arido*; Reparations (three): *Bemba, Lubanga, Katanga*) and up to five teams of legal representatives of victims will continue to be financed through legal aid in 2018.

D. Budget Process - Efficiencies and savings

38. In response to the recommendations of the Committee and the resolution adopted by the Assembly at its fourteenth session,³ the Principals of the Court have taken steps to redesign its budget process and improve the coherence of its annual budget document. The improvement has been welcomed by the Assembly, as it "resulted in improvements to the budgetary process such as more frequent and more efficient use of the Coordination Council and other inter-organ coordination mechanisms, as well as a more coherent and consistent Court-wide budget proposal as well as an improved process and format of the budget document thus ensuring higher consistency of message and policy of expenditures across the Court".⁴

39. At its fifteenth session, the Assembly further requested the Court, in consultation with the Committee, "to continue developing its budgetary process with a view to building on the progress made, by focusing on improved context setting, better planning and presentation of cross-Court expenditures, assessing delivery and efficiency, establishing fundamental budgetary principles, and synergies; and welcomes the Court's assurances to continue to improve future budget processes with a view to submitting sustainable and realistic budget proposals".⁵ Consequently, discussions took place with the Committee and it was agreed to streamline the new structure of the 2018 proposed budget by ensuring further cohesion between the Major Programmes.⁶ The Court continues to implement its new approach by relying on early strategic involvement of the Principals through their main strategic discussion forum, the CoCo, and a Budget Working Group (BWG) led directly by the Registrar. The link between the CoCo and the BWG has been further reinforced through more frequent and in-depth direct involvement by the Principals, with the BWG reporting back to the Principals on an almost monthly basis.

40. In addition to the establishment of core priority objectives and assumptions, Court-wide coordination of organ-specific activities has been significantly enhanced, leading to increased efficiencies and savings in line with the Assembly's request that:

(a) the Court [...] present a sustainable budget for its 2018 programme budget, whereby proposed increases above the level of the 2017 approved budget are requested only when necessary for the purpose of its mandated activities and after all possible steps have been taken to finance such increases through savings and efficiencies; and

(b) [...] the Court [...] to present an annex to the 2018 programme budget with detailed information about the savings and efficiencies achieved in 2017 and estimations for 2018. The Committee on Budget and Finance will be updated ahead of its twenty-ninth session on the measures taken by the Court and will include its comments in its report to the Assembly of States Parties. The potential savings and efficiencies may cover areas of administrative management, such as: streamlining of services, possible redeployments of

³ *Official Records ... Fourteenth session ... 2015* (ICC-ASP/14/20), vol. II, part 3; and vol. I, part III, ICC-ASP/14/Res.1.

⁴ *Official Records...Fifteenth session...2016* (ICC-ASP/15/20), ICC-ASP/15/Res.1, para. M.5.

⁵ *Official Records...Fifteenth session...2016* (ICC-ASP/15/20), ICC-ASP/15/Res.1, para. M.6.

⁶ *Report of the Committee on Budget and Finance of the work of its twenty-eighth session*, ICC-ASP/16/5/Advance version, para. 13.

existing staff for new activities, consultancy, documentation and duration of meetings, printing and publication, travel policy, communication, premises management and other possible areas identified by the Court.⁷

41. The following activities have been undertaken: identification of efficiencies and savings in the first five months of implementation of the 2017 budget; assessment of the nature of efficiencies and savings identified (i.e. one-off or structural); and estimation of the impact of such efficiencies and savings on the 2018 budget baseline.

42. With staff accounting for about 70 per cent of costs in most areas, efficiency improvements are often achieved by improving the use of staff time within the same staff cost budget. For example, reducing the number of meetings allows staff to spend more time on other mandated activities, which increases productivity. Such efficiencies are linked to percentages of staff time, which improve resource utilization, but do not reduce the budget baseline or create savings. Nevertheless, actual budget reductions, i.e. savings, have also been identified when possible, which have reduced the Court's budget increase. For example, reducing travel budget requirements through increased use of video link communication will be considered a saving as it reduces travel costs.

43. The efficiencies and savings efforts identified have all been fully taken into account in the 2018 proposed programme budget. In other words, the 2018 resource requirements are proposed after all possible efficiencies and savings have already been incorporated, as requested by the Assembly. Because of the different nature of efficiencies and savings, the information is presented below in two separate categories:

(a) Efficiencies, which limit requests for additional resources, but do not reduce resource requirements; and

(b) Savings, which reduce resource requirements.

44. The efficiencies and savings identified are explained in the 2018 proposed programme budget narratives at the Programme and Major Programme level. They include a number of initiatives in various areas, including those suggested by some States Parties in previous budget discussions, such as streamlining services or travel, redeploying staff, reducing meetings and documentation or changing policies or processes. These initiatives have helped the Court to partially absorb needs for additional resources.

1. Efficiencies

45. A total of approximately €1.4 million in efficiencies has been identified by the Court in 2017. These efficiencies will allow the Court to do more with the same resources – mainly staff resources. The majority of these efficiencies (about €1.3 million) stem from structural solutions continuing in 2018, with €0.1 million related to non-structural or one-off efficiencies which cannot be extended to 2018.

46. A simple example of an efficiency can be demonstrated in the Registry, where one Arabic reviser and one French translator were trained in interpretation. This internal training reduces the need for additional interpretation resources in 2017 and has become a structural improvement also applicable to the 2018 budget. The Court will not request additional resources, despite an increased workload, as a result of the implementation of this efficiency.

47. The Court has continued to introduce more efficient working methods to achieve better results with the same number of staff. Through these efficiencies, the Court has been able to limit requests for additional staff in the 2018 budget. Indeed, the increased level of activities and different types of needs (e.g. new languages) will not allow the Court to reduce its staff costs requirements.

⁷ *Official Records...Fifteenth session...2016* (ICC-ASP/15/20), ICC-ASP/15/Res.1, paras. L.1. and L.2.

2. Savings

48. Savings totalling €1.1 million have been identified in 2017. These savings reduce the Court's budget requirements for 2018. Of these savings, €1.0 million has been identified as structural while another €0.1 million were identified as one-off savings, which cannot be extended beyond 2018.

49. To illustrate, savings of €266.0 thousand have been achieved in the Registry due to the reduction in travel from headquarters to the field for staff dealing with the support and protection of victims and witnesses. This was made possible by the reorganisation of the Registry whereby more staff have been deployed to the field, empowered and trained to take over the duties previously undertaken by the headquarters staff who had to travel frequently to the field. Furthermore, a more flexible approach to relocation (ad hoc rather than framework agreements) doubled the number of countries actively cooperating with relocations, generating savings of €200 thousand in the Registry budget. Another saving of €235 thousand has been found in the Registry through close monitoring of all facilities management contracts, as well as rigorous procurement processes. Saving have also been achieved by the OTP through the use of pro bono facilitators and/or the use of qualified internal staff for specialized training, as well as the organization of joint training with third parties. In addition, the OTP has also identified alternative and more economical solutions for staff accommodation in places where it conducts its operations.

50. The Court will continue to review its activities in order to identify savings in the future which will be used to finance unavoidable increases in resource requirements without increasing the programme budget.

3. Conclusion

51. The tables below present the efficiencies and savings identified in 2017 and included in the 2018 resource requirements. The first two tables summarize the findings by type (efficiency or savings), by organizational unit and by commitment items. Annex X on efficiencies and savings provides detailed information on all activities identified.

Table 3: Efficiencies and savings by Major Programme and type (thousands of euros)

<i>Efficiencies and Savings</i>	<i>One-Off</i>		<i>Structural</i>		<i>Total 2017</i>	<i>Total 2018</i>
	<i>2017</i>	<i>2018</i>	<i>2017</i>	<i>2018</i>		
MP I: Judiciary	2.1		10.0	10.0	12.1	10.0
MP II: Office of the Prosecutor			258.1	258.1	258.1	258.1
MP III: Registry	117.3	68.0	921.8	1,087.0	1,039.1	1,155.0
MP IV: Secretariat of the Assembly of States Parties			4.7	4.7	4.7	4.7
MP VII-5: Independent Oversight Mechanism		50.0				50.0
Efficiencies Total	<i>119.4</i>	<i>118.0</i>	<i>1,194.5</i>	<i>1,359.8</i>	<i>1,313.9</i>	<i>1,477.8</i>
MP I: Judiciary	8.5		8.0	8.0	16.5	8.0
MP II: Office of the Prosecutor	81.9	140.4	27.7	27.7	109.6	168.1
MP III: Registry	15.0		670.6	936.6	685.6	936.6
Savings Total	<i>105.4</i>	<i>140.4</i>	<i>706.3</i>	<i>972.3</i>	<i>811.7</i>	<i>1,112.7</i>
Grand Total	224.8	258.4	1,900.8	2,332.1	2,125.6	2,590.5

Table 4: Efficiencies and Savings by commitment item – 2018

<i>Commitment Item affected</i>	<i>Efficiencies</i>					<i>Efficiencies Total</i>	<i>Savings</i>			<i>Savings Total</i>	<i>Grand Total</i>
	<i>MP I</i>	<i>MP II</i>	<i>MP III</i>	<i>MP IV</i>	<i>MP VII-5</i>		<i>MP I</i>	<i>MP II</i>	<i>MP III</i>		
Staff	-	226.0	211.5	4.7	-	442.2	-	140.4	-	140.4	582.6
Travel	-	-	48.9	-	-	48.9	8.0	-	327.1	335.1	384.0
Contractual services	10.0	-	33.7	-	50.0	93.7	-	7.3	273.6	280.9	374.6
Training	-	32.1	-	-	-	32.1	-	20.0	25.0	45.0	77.1
General Operating Expenses	-	-	860.8	-	-	860.8	-	-	310.9	310.9	1,171.7
Supplies and material	-	-	-	-	-	-	-	0.4	-	0.4	0.4
Furniture and Equipment	-	-	-	-	-	-	-	-	-	-	-
Total	10.0	258.1	1,039.1	4.7	50.0	1,477.8	8.0	168.1	936.6	1,112.7	2,590.5

II. The Court in 2018 - Preliminary examinations, situations and cases before the Court

A. Situations under preliminary examination

52. The OTP conducts preliminary examinations of all situations that come to its attention to determine, on the basis of the legal criteria established by the Statute and the information available, whether the situations warrant investigation. The OTP is currently conducting preliminary examinations in 10 situations: Afghanistan, Burundi, Colombia, Comoros, Gabon, Guinea, Iraq/UK, Palestine, Nigeria and Ukraine.

53. The factors set out in article 53(1)(a)(b)(c) of the Statute establish the legal framework for a preliminary examination. In order to determine whether there is a reasonable basis to proceed with an investigation into the situation, the Prosecutor considers jurisdiction, admissibility and the interests of justice.

54. The preliminary examination process is conducted on the basis of the facts and information available mostly in open sources, such as public documents, reports, videos and other materials from any reliable source. The Office will also conduct missions, as required, to meet relevant stakeholders from all sides, from government officials to civil society representatives, for the purpose of collecting information and explaining the nature and scope of the preliminary examination process, which should not be mistaken for a full-fledged investigation.

55. All information gathered is subjected to a fully independent, impartial and thorough analysis. The Office's findings are preliminary in nature and may be reconsidered in the light of new facts or evidence. The goal of this process is to reach a fully informed determination of whether there is a reasonable basis to proceed with an investigation. No timelines are provided in the Statute for a decision on a preliminary examination.

56. To manage the analysis of the factors set out in article 53(1), the Office has established a filtering process comprising four phases. While each phase focuses on a distinct statutory factor for analytical purposes, the Office applies a holistic approach throughout the preliminary examination process.

57. Phase 1 consists of an initial analysis and filtering of all information on alleged crimes received under article 15 ("communications"). Phase 2, which represents the formal commencement of a preliminary examination, focuses on whether the preconditions to the exercise of jurisdiction under article 12 are satisfied and whether there is a reasonable basis to believe that the alleged crimes fall within the subject-matter jurisdiction of the Court. The Office may gather further information on relevant national proceedings if such information is available at this stage. Phase 3 focuses on the admissibility of potential cases

in terms of complementarity and gravity. In this phase, the Office will also continue to collect information on subject-matter jurisdiction, in particular when new or ongoing crimes are alleged to have been committed within the situation. Phase 4 examines the interests of justice in order to formulate the final recommendation to the Prosecutor on whether there is a reasonable basis to initiate an investigation. In the course of 2018, the OTP will continue its analysis of eight to ten situations under preliminary examination.

B. Situations under investigation and cases before the Court

58. As indicated, in 2018 the Court will continue operating in 10 situations under investigation: the Central African Republic (CAR) (I and II), Côte d'Ivoire, Darfur (Sudan), the Democratic Republic of the Congo (DRC), Georgia, Kenya, Libya, Mali and Uganda.

1. Situations in the Central African Republic (I and II)

59. The Central African Republic has twice referred a situation in its territory to the Court. Investigations with respect to CAR I focused on atrocities committed in CAR in 2002 and 2003. Investigations in CAR II focus on crimes committed during renewed violence in the country from 2012 onwards.

60. Since the second half of 2012, a serious escalation of violence has been visible in the CAR. There is a reasonable basis to believe that crimes within the jurisdiction of the Court have been committed during clashes and attacks by government entities and various groups, including elements known as, or gathered under, the names Séléka and anti-Balaka. These attacks have fuelled a spiral of violence, including the targeting of specific population groups and revenge attacks between (groups linked to) the Séléka and (groups linked to) the anti-Balaka, which still continue today and remain a cause for the population to flee their homes and shelters.

61. Peaceful elections have been held and a new government established under the leadership of President Faustin-Archange Touadera. The security environment, however, remains unstable; a situation aggravated by the inability of state security forces to ensure full security. Violence in the country has continued in 2017, with abductions targeting staff working in international assistance missions. This, in turn, has continued to necessitate an elevated level of security for the Court's operations in the CAR.

2. Situation in the Central African Republic I

62. On 22 December 2004, the Government of the CAR referred the first situation to the Court concerning crimes committed after 1 July 2002 in its territory, including an armed conflict between Government and rebel forces which took place in the CAR from October 2002 to March 2003.

63. On 22 May 2007, the OTP opened an investigation into the first situation in the CAR. Following the issuance of a warrant of arrest, Mr Jean-Pierre Bemba Gombo was arrested by the Belgian authorities and transferred to the Court's Detention Centre on 3 July 2008. Following confirmation of the charges, his trial started on 22 November 2010. On 21 March 2016, Trial Chamber III unanimously found Mr Jean-Pierre Bemba, as a commander of his armed troops, guilty beyond reasonable doubt of two counts of crimes against humanity (murder and rape) and three counts of war crimes (murder, rape, and pillaging). He was sentenced to 18 years' imprisonment. This ruling marked the first conviction in the Court's history based on the "command responsibility" mode of liability under article 28(a) of the Statute. It also reflected the OTP's strategy of presenting cases on charges of sexual and gender-based crimes, as set forth in its related policy paper. Both the judgment and the decision on sentence have been appealed.

64. On 20 November 2013, Pre-Trial Chamber II issued a warrant of arrest for Jean-Pierre Bemba Gombo, Aimé Kilolo Musamba, Jean-Jacques Mangenda Kabongo, Fidèle Babala Wandu and Narcisse Arido for offences against the administration of justice under article 70 of the Statute, in connection with witness testimonies in the case of *The Prosecutor v. Jean-Pierre Bemba Gombo*.

65. On 23 and 24 November 2013, Mr Musamba, Mr Mangenda, Mr Babala and Mr Arido were arrested with the cooperation of the authorities of Belgium, the Netherlands, France and the Democratic Republic of the Congo, and later surrendered to the custody of the Court. On 29 September 2015, the trial opened before Trial Chamber VII. With the exception of Jean-Pierre Bemba, who is detained by the Court, the other four co-accused appeared voluntarily, pursuant to the order issued by Trial Chamber VII on 17 August 2015 that their release be continued. The parties presented their closing arguments between 31 May and 2 June 2016, and the judges issued their decision on 19 October 2016, finding all accused guilty of offences against the administration of justice. The decision on sentence was delivered on 22 March 2017. Appeals proceedings are ongoing in relation to both the judgment and the sentencing decision.

66. Consequently, two judicial proceedings *Bemba* and *Bemba et al.* are expected to be in the final appeals phase during 2018. The 5,229 victims participating in the *Bemba* case are represented by external legal representatives. The latter case involves four convicted persons in addition to Mr Bemba, who is the only one of the five in detention. Legal aid is provided to the five defence teams in these cases, and to one team of legal representatives for victims.

67. Outreach activities will continue to be organized in connection with all judicial proceedings relating to the CAR I situation, to inform victims and affected communities of key developments, notably regarding any reparations proceedings in *Bemba*. With approximately 5,300 victims participating in the CAR I proceedings, in the 2017 reparations phase, outreach activities will play an important role. In addition, field support, and in particular security support, is needed for missions outside the country's capital, which rely on the Registry's country analysis capabilities.

3. Situation in the Central African Republic II

68. Following a second referral by the CAR authorities in May 2014, the Prosecutor decided on 24 September to open a second investigation into the situation in the CAR, in which crimes within the jurisdiction of the Court appear to have been committed since 1 August 2012. In so doing, the OTP identified two potential cases: CAR II.a (*Séléka*) and CAR II.b (*anti-Balaka*). The situation in CAR II is assigned to Pre-Trial Chamber II. The investigation is ongoing, with two teams of investigators working on the crimes allegedly committed by the different parties to the conflict.

69. Despite a general improvement in the security situation in Bangui, high levels of insecurity and instability remain outside the capital. Regular clashes continue between groups linked to the *Séléka* and groups linked to the *anti-Balaka*, as do attacks by both groups on villages and camps for displaced persons. In 2018, the OTP will continue to conduct active investigations in relation to these two situations. Cooperation with the Government of the CAR is forthcoming. To support investigative activities, the field presence in Bangui will continue to be required in the light of the intensity of investigations, as will support in two situation languages (Congolese Swahili and Sango). Investigative activities are expected to require a range of support from the Registry. Furthermore, it is estimated that approximately 2,300 victims will potentially apply to participate in proceedings related to cases in the CAR II situation, which will add to the workload for the CAR Field Office in collecting victim applications.

70. The changing political context and volatile security situation in the CAR may have a severe impact on the OTP's investigations and the Court's operations. Increased security measures and logistical support continue to be needed to ensure the protection of staff on the ground, given the prevailing circumstances and inadequate domestic infrastructure.

4. Situation in Côte d'Ivoire

71. Post-election violence erupted in Côte d'Ivoire in 2010-2011 after results in the presidential election involving Mr Laurent Gbagbo and Mr Alassane Ouattara were contested. Atrocities purportedly committed during the ensuing violence included murder, rape, other inhumane acts, attempted murder and persecution.

72. Although Côte d'Ivoire was not a State Party to the Rome Statute at the time, it accepted the Court's jurisdiction on 18 April 2003. After conducting a preliminary examination of the situation, the OTP submitted a request for authorization to open an investigation *proprio motu* into the situation in Côte d'Ivoire on 23 June 2011, which was granted on 3 October 2011. Investigations have focused on alleged crimes committed by both the pro-Gbagbo forces (CIV I) and pro-Ouattara forces (CIV II). On 15 February 2013, Côte d'Ivoire ratified the Rome Statute.

73. The CIV I investigation resulted in warrants of arrest for three suspects on the basis of the evidence collected: Laurent Gbagbo, Charles Blé Goudé and Simone Gbagbo. All are suspected of crimes against humanity allegedly committed in the context of post-electoral violence in Côte d'Ivoire between 16 December 2010 and 12 April 2011. Laurent Gbagbo and Charles Blé Goudé are in the Court's custody. Following their respective decisions on confirmation of the charges in 2014, a joint trial for the two suspects opened on 28 January 2016 and is currently proceeding.

74. On 27 May 2015, the Appeals Chamber rejected Côte d'Ivoire's admissibility challenge and appeal in which it argued that a case against the same person for the same crime was being prosecuted at the national level. The warrant of arrest for Simone Gbagbo remains outstanding, and the case remains at the pre-trial stage.

75. The joint case in the trial of Laurent Gbagbo and Charles Blé Goudé started on 28 January 2016, with the Prosecution presenting its evidence. It is expected that the Prosecution's presentation of evidence and the appearance of its witnesses will be completed by early 2018, and the case will move thereafter into the defence phase, expected to last throughout the year. Courtroom support, provided by the Registry, will be required to ensure that the 160 days of planned trial hearings in 2018 can take place in one of the operational courtrooms, alongside the proceedings in *Ongwen* and *Ntaganda*. Similarly, both Chambers and the OTP will continue each to require a dedicated trial team for the duration of this trial. Both accused persons are detained in the Court's custody and both of their respective defence teams are being financed through legal aid. The 726 victims participating in *Gbagbo and Blé Goudé* are represented by the Office of Public Counsel for Victims (OPCV). According to plans, at least 50 witnesses are expected to appear for testimony during 2018, with an average duration of three court days per witness.

76. Throughout 2018, the OTP will actively continue its investigation, also known as CIV II, into crimes allegedly committed, during the post-electoral violence, by the side opposed to Laurent Gbagbo. The investigative activities to be conducted necessitate substantive field-based and mission-related security and logistics support from the Registry. More than 4,200 victims have applied for participation in the proceedings in relation to CIV II, with additional victims expected to apply. Further to an assessment carried out in 2017, the TFV expects to continue implementing an assistance programme in support of victims of crimes within the entire geographical and temporal scope of the situation in Côte d'Ivoire.

77. For the Registry to support both the activity of the Judiciary and the OTP's investigations, while also providing victims and witnesses with the necessary support and protection, a continued field presence in Abidjan will be required, as will support for three situation languages in the courtroom: Dioula, Guéré, and Bambara. In view of the assistance programme to support victims of crimes within the entire geographical and temporal scope of this situation, the level of support provided by the Registry through the field office will increase, as logistics and other types of support provided to the TFV will come in addition to continued support to the OTP.

5. Situation in Darfur

78. Sudan is not a State Party to the Rome Statute. An armed conflict emerged in Darfur between rebel movements and the Government of Sudan and other armed groups in February 2003. Attacks against civilians and other atrocities, including killings, rape, persecution and other inhumane acts, purportedly became widespread. The UN Security Council referred the situation in Darfur to the Prosecutor on 31 March 2005, pursuant to its resolution 1593 and article 13(b) of the Statute.

79. The security situation in Darfur continues to be volatile despite calls by the UN Security Council for all parties to the conflict to immediately cease all acts of violence. In 2017, according to the UN, 2.7 million people remain displaced across Darfur.

80. On 6 June 2005, the OTP opened an investigation into the situation in Darfur, in relation to crimes within the jurisdiction of the Court committed since 1 July 2002. The OTP's investigations have focused on allegations of genocide, war crimes and crimes against humanity committed in Darfur.

81. President Omar Al Bashir is facing five charges of crimes against humanity, two charges of war crimes, and three charges of genocide allegedly committed against the Fur, Masalit and Zaghawa ethnic groups in Darfur from 2003 to 2008. The first warrant for Mr Al Bashir's arrest was issued on 4 March 2009, and the second on 12 July 2010.

82. Mr Ahmad Muhammad Harun is facing 20 charges of crimes against humanity and 22 charges of war crimes, and Mr Ali Muhammad Abd-Al-Rahman ("Mr Ali Kushayb") is facing 22 counts of crimes against humanity and 28 counts of war crimes. On 27 April 2007, warrants of arrest were issued for these suspects.

83. Mr Abdel Raheem Muhammad Hussein is facing seven charges of crimes against humanity and six charges of war crimes allegedly committed in Darfur between August 2003 and March 2004. A warrant for his arrest was issued on 1 March 2012.

84. Mr Abdallah Banda Abakaer Nourain is facing three charges of war crimes allegedly committed in an attack carried out on 29 September 2007 against the African Union Peacekeeping Mission in Sudan, at the Haskanita Military Group Site in the Umm Kadada locality of North Darfur. On 7 March 2011, Pre-Trial Chamber I unanimously decided to confirm the charges of war crimes brought against, *inter alia*, Mr Banda, and committed him to trial. The accused was not in the Court's custody as he was under a summons to appear during the pre-trial stage of the case. On 11 September 2014, Trial Chamber IV issued a warrant of arrest to ensure his presence at trial, a decision confirmed by the Appeals Chamber on 3 March 2015.

85. All of the above-mentioned warrants of arrest remain outstanding. The cases either remain at the pre-trial stage, pending the suspects' arrest and surrender to the Court's custody or, in the case of Abdallah Banda Abakaer Nourain, before the Trial Chamber but pending the accused's arrest before the presentation of evidence can commence.

86. Travel by Mr Al Bashir to a number of States has generated judicial activity before the Pre-Trial Chamber, particularly in the form of proceedings related to the alleged failure of States to comply with requests for cooperation from the Court. This may also occur in 2018.

87. Alleged crimes falling under the Court's jurisdiction reportedly continue to be committed in Darfur. The OTP will continue in 2018 to monitor these crimes as part of its reporting to the UN Security Council, and will continue to assess the need for new investigations. The Office will also continue to respond to investigative opportunities related to Darfur through a short, ad hoc reallocation of resources from other active investigations. Language support continues to be required in Arabic and Zaghawa. In addition, a continued minimum level of staff resources for both the OTP and the Registry is required to monitor and track the movements of suspects and manage witnesses.

6. Situation in the Democratic Republic of the Congo

88. On 3 March 2004, the Government of the DRC referred the situation prevailing on its territory since 1 July 2002 to the Court. The DRC situation has, to date, produced six cases, with six suspects facing numerous charges including crimes against humanity and war crimes. Two cases are currently in the reparations phase after final sentencing (*Lubanga* and *Katanga*); one case is in the trial phase (*Ntaganda*); and one case (*Mudacumura*) is pending execution of the warrant of arrest.

89. On 14 March 2012, Trial Chamber I found Thomas Lubanga Dyilo guilty, as co-perpetrator, of the war crime of enlisting or conscripting children under the age of 15 and using them to participate actively in hostilities. He was consequently sentenced to a total of 14 years' imprisonment, confirmed on appeal, and was transferred to a prison

facility in the DRC to serve his sentence. The judicial process for reparations to victims is ongoing.

90. On 7 March 2014, Trial Chamber II found Germain Katanga guilty, as an accessory, of one count of a crime against humanity (murder) and four counts of war crimes (murder, attacking a civilian population, destruction of property and pillaging). The judgment is final, as both the Defence and Prosecution withdrew their appeals. He was sentenced to a total of 12 years' imprisonment, which was later reduced by the Appeals Chamber to three years and eight months, and was consequently transferred to a prison facility in the DRC to serve his sentence. Trial Chamber II issued an order for reparations on 24 March 2017. The Appeals Chamber is seized of appeals against that order.

91. On 9 June 2014, Pre-Trial Chamber II unanimously confirmed the charges against Bosco Ntaganda and committed him for trial. Those charges include crimes against humanity: murder, rape and sexual slavery; and war crimes: murder, attacking a civilian population, rape and sexual slavery, pillaging, crimes of conscripting, enlisting and using child soldiers. The trial opened on 2 September 2015. The presentation of evidence by the OTP concluded on 29 March 2017. The presentation of evidence by the Defence commenced on 29 May 2017. Following his voluntary surrender on March 2013, Mr Ntaganda has been in the Court's custody. He is deemed indigent and thus benefits from legal aid from the Registry.

92. The warrant of arrest issued on 13 July 2012 for Sylvestre Mudacumura lists nine counts of war crimes (attack against a civilian population, murder, mutilation, cruel treatment, rape, torture, destruction of property, pillaging and outrage upon personal dignity). Mr Mudacumura is at large and the case remains at the pre-trial stage.

93. In terms of judicial activities in the DRC situation, three important proceedings are expected to be ongoing throughout 2018: the reparations proceedings and implementation of reparations awards in both *Lubanga* and *Katanga* (which will involve Chambers' resources), as well as possible appeals, and the trial proceedings in *Ntaganda*.

94. In *Bosco Ntaganda*, the defence case is expected to be completed during 2018, followed by final submissions, deliberations and issuance of the judgment. Chambers will require a dedicated team for this case throughout 2018. As this is one of the three trials that are expected to be ongoing simultaneously in 2018, one of the two full Registry courtroom support teams will be required to ensure that the 80 hearing days in 2018 can take place in one of the operational courtrooms. Similarly, OTP will continue to require a dedicated trial team for the duration of this trial. The accused is detained in Court custody and his defence team is being financed through legal aid. The approximately 2,144 victims participating in these proceedings are being represented by the OPCV. According to plans, more than 30 witnesses are expected to appear for testimony in relation to this case, with an average duration of three court days per witness, while video-link testimony remains an alternative.

95. Under its assistance mandate, the TFV continues activities in the Ituri Province as well as the North and South Kivu Provinces.

96. To support activities in relation to this situation and the related cases, the field presence in Kinshasa and Bunia will continue to be required, as will support in three situation languages (Congolese Swahili, Kinyarwanda and Lingala), including in the courtroom. Outreach activities will need to continue in the light of the ongoing trial and reparations proceedings, and assistance and support to defence and victims' representatives will remain crucial. Witness support and protection also remains a high priority. The VWS will continue providing support and protection to witnesses and victims under its care, while implementing reintegration strategies for those placed in-country to help protected individuals resume their lives independently.

7. Situation in Georgia

97. On 14 August 2008, the OTP opened a preliminary examination of the situation in Georgia (a State Party since 5 September 2003). In the absence of effective proceedings at the national level concerning at least the majority of alleged crimes, the OTP submitted a request to Pre-Trial Chamber I on 13 October 2015 for authorization to open an investigation.

98. On 27 January 2016, Pre-Trial Chamber I granted the Prosecutor authorization to commence an investigation into the situation in Georgia, in relation to crimes falling within the Court's jurisdiction allegedly committed in and around South Ossetia between 1 July and 10 October 2008.

99. The OTP will continue actively investigating in the Georgia situation throughout 2018, with necessary operational support from the Registry. One of the main challenges in the Georgia situation continues to be the need for enhanced secure communications for any staff deployed to the field, as well as overall information security. The Court's overall strategic approach to security, including information security, is being further developed consistently with the Court's risk management strategy and its IT/IM strategy in order to respond to any challenges, including in this situation. Language support, for which the need is expected to be substantial in 2018, will be required in Georgian, Ossetian and Russian. The Registry's VWS will also need to provide support to witnesses.

100. The Registry is in the process of establishing a limited field presence in Georgia to facilitate outreach activities in the country. This field presence will allow direct and immediate access to local authorities, whose support and assistance are key in meeting the Court's operational requirements in-country. New outreach programmes are expected to be developed and implemented for 2018 in order to sustain an effective approach to affected populations, media, and legal and academic communities.

8. Situation in Kenya

101. Following a preliminary examination, Pre-Trial Chamber II authorized the OTP on 31 March 2010 to open an investigation *proprio motu* into the situation in the Republic of Kenya involving crimes against humanity within the jurisdiction of the Court allegedly committed between 2005 and 2009. The OTP's investigations focused on alleged crimes against humanity committed in the context of post-election violence in Kenya in 2007-2008. The investigation produced evidence on which charges were brought by the OTP for the crimes against humanity of murder, deportation or forcible transfer of population, persecution, rape, and other inhumane acts.

102. Confirmation hearings were held in the case of *The Prosecutor v. William Samoei Ruto, Henry Kiprono Kosgey and Joshua Arap Sang* from 1 to 8 September 2011, and in the case of *The Prosecutor v. Francis Kirimi Muthaura, Uhuru Muigai Kenyatta and Mohammed Hussein Ali* from 21 September 2011 to 5 October 2011. On 23 January 2012, Pre-Trial Chamber II confirmed the charges against Ruto, Sang, Muthaura, and Kenyatta. Charges were not confirmed against Henry Kosgey and Mohammed Hussein Ali.

103. On 5 December 2014, the Prosecutor withdrew the charges against Mr Kenyatta. The Prosecutor stated that, given the state of the evidence in the case, she had no alternative but to withdraw the charges against him at that time. The Prosecutor's decision to withdraw the charges was taken without prejudice to the possibility of bringing a new case, should additional evidence become available.

104. On 5 April 2016, Trial Chamber V(A) vacated the charges against William Samuel Ruto and Joshua Arap Sang, without prejudice to the possibility of prosecution in the future, either before the Court or in a national jurisdiction.

105. Additionally, warrants of arrest have been issued for three Kenyan nationals for alleged offences against the administration of justice (article 70), namely corruptly influencing or attempting to corruptly influence witnesses in the Kenya cases. A warrant of arrest for Mr Walter Osapiri Barasa was issued on 2 August 2013. Warrants for the arrest of Mr Paul Gicheru and Mr Philip Kipkoech Bett were issued on 10 March 2015. The case remains at the pre-trial stage.

106. Lastly, litigation concerning cooperation between the OTP and the Government of Kenya concluded with the 19 September 2016 decision by Trial Chamber V(B) finding that the Government of Kenya had failed to cooperate with the OTP pursuant to article 87(7). The Chamber referred the matter to the Assembly of States Parties. Following these judicial developments, no further proceedings in relation to crimes under article 5 of the Statute will be taking place in 2018. The warrants of arrest for three individuals charged with offences against the administration of justice remain outstanding. While the Registry's field presence

will have been phased out by 2018, both the OTP and the Registry (VWS) will still have obligations towards some witnesses. Limited resources are also still required for the ongoing article 70 investigations and prosecutions concerning alleged offences against the administration of justice. Residual functions pertaining to public information and outreach in Kenya will be handled from the Uganda Field Office.

9. Situation in Libya

107. The UN Security Council referred the situation in Libya since 15 February 2011 to the Court's Prosecutor (by Resolution 1970 of 26 February 2011). Libya is not a State Party to the Rome Statute.

108. On 3 March 2011, the OTP opened an investigation into the situation in Libya in relation to crimes within the jurisdiction of the Court allegedly committed since 15 February 2011. The OTP's investigations led to three cases on murder and persecution charges.

109. On 27 June 2011, warrants of arrest were issued for Mr Muammar Gaddafi, Mr Saif Al-Islam Gaddafi and Mr Abdullah Al-Senussi. On 22 November 2011, the warrant of arrest for Mr Muammar Gaddafi was withdrawn following his death. On 11 October 2013, Pre-Trial Chamber I decided that the case against Mr Abdullah Al-Senussi was inadmissible before the Court, a decision later confirmed by the Appeals Chamber, thus bringing the proceedings against Abdullah Al-Senussi before the Court to an end. The Pre-Trial Chamber's decision recalled the possibility for the Prosecutor to request a review of the admissibility decision under article 19(10) of the Statute in the event that new facts should emerge that might negate the basis of the Chamber's decision.

110. On 31 May 2013, Pre-Trial Chamber I rejected a challenge filed by the Government of Libya to the admissibility of the case against Mr Saif Al-Islam Gaddafi, a decision later confirmed by the Appeals Chamber. The surrender of Mr Saif Al-Islam Gaddafi is therefore pending and the warrant of arrest remains unexecuted. On 10 December 2014, Pre-Trial Chamber I issued a finding of non-compliance against the Government of Libya for its failure to cooperate with the Court, including its failure to surrender Mr Saif Al-Islam Gaddafi to the Court, and decided to refer the matter to the UN Security Council. In its response of 20 August 2015 to the Prosecution request, Libya submitted to the Court that "Mr Gaddafi continues to be in custody in Zintan and is presently 'unavailable' to the Libyan State."

111. On 24 April 2017, Pre-Trial Chamber I granted the Prosecution's application to unseal the warrant of arrest for Mr Al-Tuhamy Mohamed Khaled and ordered the Registrar to reclassify it as public. That warrant of arrest was issued by Pre-Trial Chamber I on 18 April 2013, following an application filed by the OTP on 27 March 2013 alleging the crimes against humanity of imprisonment, torture, other inhumane acts and persecution, and the war crimes of torture, cruel treatment and outrages upon personal dignity. Mr Al-Tuhamy is currently at large.

112. Since the warrants of arrest were issued, the OTP has continued to receive and process evidence concerning crimes committed in relation to the February 2011 revolution and more recent events. While results are being obtained at a slower pace than planned owing to a lack of sufficient resources and the prevailing precarious security situation in the country, the OTP has continued to carefully collect and analyse evidence to determine whether the requisite legal standards are met to request additional warrants of arrest. It is also assessing the potential to expand its investigations into new crimes, such as those highlighted in its report to the UN Security Council in May 2017. The Office is also analysing open-source reports by experts as well as information provided by States, regional entities and the UN Support Mission in Libya, so as to determine whether alleged crimes against migrants fall within the jurisdiction of the Court.

113. Throughout 2018, it is expected that the OTP will continue to conduct active investigations into the situation in Libya to capitalize on leads and opportunities presented to the Office. The OTP continues to carefully evaluate how best to use its limited resources to maximize its impact. In addition to past crimes, there is also a high current level of crime in Libya, reportedly being committed by a variety of actors and having an impact beyond

national borders because of the transnational, organized, financial and terrorist nature of such crime. In line with its Strategic Goal 9, the OTP will continue its consultations with relevant international and regional partners and agencies, as well as neighbouring States, to explore the possibility of cooperation, coordination and information sharing, where appropriate.

114. In relation to the situation in Libya overall, despite the OTP's plans to operate mostly from outside the country, some witness protection measures will need to be provided by the Registry. As in connection with other situations, the Registry Country Analysis Unit can assist in gaining a better understanding of the situation on the ground. Similarly, the Registry, through its external operations capacities, would also assist in relation the Court-wide needs in ensuring the necessary contacts with the relevant authorities.

115. To support activities in relation to this situation, language support in Arabic will be required.

10. Situation in Mali

116. On 13 July 2012, the Government of Mali referred the situation in its territory since January 2012 to the Court. After conducting a preliminary examination of the situation, the OTP opened an investigation on 16 January 2013 into alleged crimes committed in the territory of Mali since January 2012.

117. On 18 September 2015, Pre-Trial Chamber I issued a warrant of arrest for Ahmad Al Mahdi Al Faqi for the war crimes of intentionally directing attacks against historic monuments and buildings dedicated to religion. On 25 September 2015, Ahmad Al Mahdi Al Faqi was surrendered to the Court by the authorities of Niger and transferred to the Court's Detention Centre.

118. The initial appearance of Mr Al Mahdi before Pre-Trial Chamber I took place on 30 September 2015. On 24 March 2016, Pre-Trial Chamber I confirmed the charges of war crimes against Ahmad Al Faqi Al Mahdi, and committed him to trial. On 1 June 2016, Trial Chamber VIII fixed the date of 22 August 2016 for the commencement of the trial. The accused admitted guilt pursuant to article 65. The judgment and sentence were issued on 27 September 2016. The delivery of the reparations order is scheduled for 17 August 2017. The TFV may be expected to implement the reparations awards in 2018. Implementation monitoring is likely to necessitate further judicial activity before the Trial Chamber and require the use of Chambers staffing resources.

119. Throughout 2017, in response to the continued strong demand for the OTP's intervention and in the light of unforeseen investigative opportunities and the gravity of the alleged crimes committed, the OTP continued to carry out investigations, albeit with a reduced team, in respect of a wider range of war crimes in Mali with the aim of gathering evidence which could lead to possible further cases. These investigations in Mali will continue in 2018. The Registry will need to support activities in relation to this situation. The Registry's responsibilities for the protection of witnesses will continue in 2018, thus necessitating a field presence for operational support to the VWS. The continued violent attacks by terrorist groups against international staff working in Mali require adequate security arrangements to be in place for the Court's staff, property and assets. In the light of the outcome of the trial proceedings in 2016, outreach activities will be undertaken to the extent possible, bearing in mind the difficult security situation on the ground. Language support is expected to be required in Tamasheq, Songhay and Fulfulde.

11. Situation in Uganda

120. On 16 December 2003, the Government of Uganda referred the situation concerning the Lord's Resistance Army since 1 July 2002 to the Court.

121. On 29 July 2004, the OTP opened an extended investigation into the situation concerning northern Uganda with a focus on alleged war crimes and crimes against humanity, irrespective of who committed them. On 8 July 2005, Pre-Trial Chamber II issued warrants of arrest under seal against top Lord's Resistance Army (LRA)

commanders, namely Joseph Kony, Vincent Otti, Raska Lukwiya, Okot Odhiambo and Dominic Ongwen, for the commission of crimes against humanity and war crimes. The Chamber has since terminated proceedings against Raska Lukwiya and Okot Odhiambo following their deaths.

122. On 16 January 2015, Dominic Ongwen was surrendered into the Court's custody and transferred to the Detention Centre on 21 January 2015. Dominic Ongwen's initial appearance before Pre-Trial Chamber II took place on 26 January 2015. On 6 February 2015, the Pre-Trial Chamber severed the proceedings against Dominic Ongwen from the case against Joseph Kony and Vincent Otti so as not to delay the proceedings against Mr Ongwen.

123. On 21 December 2015, on the basis of the evidence collected, the Prosecutor charged Dominic Ongwen with a total of 70 counts of war crimes and crimes against humanity, thus expanding the initial seven counts set out in the warrant of arrest and the number of sites where those crimes were allegedly committed. The expanded charges also reflected the OTP's established policy to prioritize charges of sexual and gender-based crimes and crimes against children, where possible. On 23 March 2016, Pre-Trial Chamber II confirmed the 70 charges against Dominic Ongwen and committed him to trial. The confirmed charges encompass crimes against humanity and war crimes allegedly committed in northern Uganda between 1 July 2002 and 31 December 2005, including sexual and gender-based crimes directly and indirectly committed by Dominic Ongwen, forced marriage, enslavement, conscription and the use of children under the age of 15 in hostilities.

124. Trial Chamber IX was constituted on 2 May 2016 and decided on 30 May 2016 to schedule the commencement of the trial for 6 December 2016. The Prosecution started the presentation of its evidence on 16 January 2017. The Prosecutor's case will continue into 2018, to be followed by the defence phase.

125. As the Ongwen trial will be running alongside the trial proceedings in both *Ntaganda* and *Gbagbo and Blé Goudé*, one of the two full Registry courtroom support teams will be required to ensure that the 160 days of planned trial hearings in 2018 can adequately take place in one of the operational courtrooms. Similarly, both Chambers and the OTP will each continue to require a dedicated trial team for the duration of this trial.

126. In this case, the accused is detained in the Court's custody and his defence team is being financed through the Court's legal aid system. The 4,107 victims participating in these proceedings are being represented both by external legal representatives and by the OPCV. An estimated 50 witnesses will appear to give testimony, with an average duration of three court days per witness, while video link testimony remains an alternative, and is increasingly used where feasible. Two languages, Acholi and Ateso, will be supported in the courtroom.

127. The TFV's assistance programme in northern Uganda runs into 2018 and is anticipated to continue thereafter, which will require logistical support from the Registry. To support activities in relation to this situation, the field presence in Kampala and Gulu will continue to be required in 2018, despite the fact that the OTP field presence related to the Uganda situation is expected to be reduced by approximately 50 per cent and fewer missions will be deployed to the North of the country. Language support in Acholi, Alur, Ateso, and Lango will be required.

Table 5: Total ICC: Proposed budget for 2018

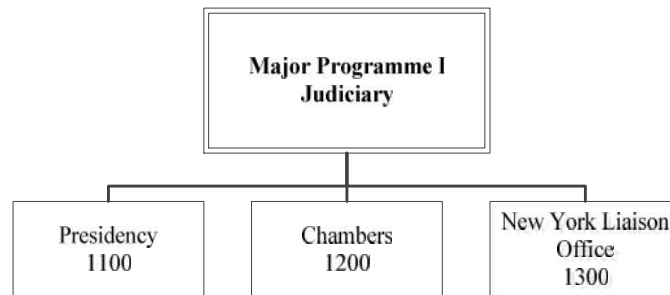
Total ICC	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Judges	6,846.5	-	6,846.5	5,369.1	732.9	13.7	6,102.0
Professional staff				60,656.3	3,410.4	5.6	64,066.7
General service staff				24,431.2	940.5	3.8	25,371.7
<i>Subtotal staff</i>	<i>70,766.1</i>	<i>-</i>	<i>70,766.1</i>	<i>85,087.5</i>	<i>4,350.9</i>	<i>5.1</i>	<i>89,438.4</i>
General temporary assistance	17,296.4	899.8	18,196.2	15,074.4	(489.2)	(3.2)	14,585.1
Temporary assistance for meetings	1,639.1	69.2	1,708.3	1,168.4	134.3	11.5	1,302.7
Overtime	512.6	9.8	522.4	363.5	(2.7)	(0.7)	360.8
<i>Subtotal other staff</i>	<i>19,448.1</i>	<i>978.8</i>	<i>20,426.9</i>	<i>16,606.2</i>	<i>(357.6)</i>	<i>(2.2)</i>	<i>16,248.6</i>
Travel	5,029.0	302.7	5,331.7	5,838.3	182.1	3.1	6,020.4
Hospitality	44.2	-	44.2	29.0	4.0	13.8	33.0
Contractual services	3,670.6	332.6	4,003.2	3,355.9	204.1	6.1	3,560.0
Training	873.1	13.8	886.9	890.0	123.0	13.8	1,013.0
Consultants	679.4	100.7	780.1	695.3	(44.9)	(6.5)	650.4
Council for defence	4,950.0	-	4,950.0	3,528.2	194.8	5.5	3,723.0
Council for victims	1,344.7	-	1,344.7	1,002.8	162.2	16.2	1,165.0
General operating expenses	18,105.8	138.4	18,244.2	19,925.9	992.2	5.0	20,918.1
Supplies and materials	1,249.7	7.0	1,256.7	962.7	65.3	6.8	1,028.0
Furniture and equipment	2,783.5	727.8	3,511.3	1,296.3	279.5	21.6	1,575.8
<i>Subtotal non-staff</i>	<i>38,730.0</i>	<i>1,623.0</i>	<i>40,353.0</i>	<i>37,524.4</i>	<i>2,162.3</i>	<i>5.8</i>	<i>39,686.7</i>
Total	135,790.7	2,601.8	138,392.5	144,587.3	6,888.4	4.8	151,475.7

Table 6: Total ICC: Proposed staffing for 2018

Total ICC	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
<i>Established Posts</i>														
Approved 2017	1	2	-	9	45	89	186	174	38	544	20	406	426	970
New	-	-	-	-	1	2	5	11	1	20	-	2	2	22
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	2	-	(2)	11	(8)	3	-	-	-	3
Returned	-	-	-	-	-	-	(1)	-	-	(1)	-	-	-	(1)
Proposed 2018	1	2	-	9	48	91	188	196	31	566	20	408	428	994
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	1.05	6.55	42.70	41.14	16.00	107.43	4.70	57.99	62.69	170.12
Continued	-	-	-	-	1.05	7.05	45.00	44.50	14.00	111.59	4.00	47.00	51.00	162.59
New	-	-	-	-	-	0.67	2.83	3.67	0.67	7.83	5.11	12.33	17.44	25.28
Converted	-	-	-	-	(1.00)	(2.00)	(5.00)	(10.00)	(4.00)	(22.00)	-	(2.00)	(2.00)	(24.00)
Proposed 2018	-	-	-	-	0.05	5.71	42.83	38.17	10.67	97.43	9.11	57.33	66.44	163.86

III. Proposed Programme Budget for 2018

A. Major Programme I: Judiciary



Introduction

128. Major Programme I is composed of the Presidency, the Chambers and the New York Liaison Office.

129. The Presidency performs functions in its three primary areas of responsibility: legal, external relations and administrative. The Presidency anticipates another busy and productive year in 2018, particularly in the light of the election of a new President and Vice-Presidents and the arrival of the judges elected at the sixteenth session of the Assembly of States Parties (“the Assembly”).

130. In 2018, the Chambers will manage case work arising from developments in 2016 and 2017, including trial hearings in three cases and three final appeals (in addition to interlocutory appeals), as well as work on other situations and cases at the pre-trial level. Work by the judges to improve the efficiency and expeditiousness of proceedings will also continue, alongside efforts to enhance the flexible and efficient deployment of staff resources.

131. The New York Liaison Office will continue to facilitate effective cooperation between the International Criminal Court (“the Court”) and the United Nations, States and other organizations.

132. The budget for Major Programme I is based on the judicial activities required under the Court’s budget assumptions for 2018, which were determined in an inter-organ effort.

Table 7: Major Programme I: Proposed budget for 2018

Major Programme I Judiciary	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Judges	6,846.5	-	6,846.5	5,369.1	732.9	13.7	6,102.0
Professional staff				4,577.6	113.8	2.5	4,691.4
General Service staff				917.9	9.3	1.0	927.2
<i>Subtotal staff</i>	<i>4,606.4</i>	<i>-</i>	<i>4,606.4</i>	<i>5,495.5</i>	<i>123.1</i>	<i>2.2</i>	<i>5,618.6</i>
General temporary assistance	1,063.1	-	1,063.1	1,411.2	(124.8)	(8.8)	1,286.4
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>1,063.1</i>	<i>-</i>	<i>1,063.1</i>	<i>1,411.2</i>	<i>(124.8)</i>	<i>(8.8)</i>	<i>1,286.4</i>
Travel	90.9	-	90.9	117.8	39.4	33.4	157.2
Hospitality	10.6	-	10.6	12.0	4.0	33.3	16.0
Contractual services		-	0.1	5.0	-	-	5.0
Training	10.3	-	10.3	22.0	-	-	22.0
Consultants	-	-	-	1.0	4.0	400.0	5.0
General operating expenses	73.1	-	73.1	97.4	7.0	7.2	104.4
Supplies and materials	1.9	-	1.9	5.0	-	-	5.0
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>186.9</i>	<i>-</i>	<i>186.9</i>	<i>260.2</i>	<i>54.4</i>	<i>20.9</i>	<i>314.6</i>
Total	12,702.9	-	12,702.9	12,536.0	785.6	6.3	13,321.6

Table 8: Major Programme I: Proposed staffing for 2018

I 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
<i>Established Posts</i>														
Approved 2017	-	-	-	-	4	3	20	12	-	39	1	12	13	52
New	-	-	-	-	-	-	1	-	-	1	-	-	-	1
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	1	(1)	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	4	4	20	12	-	40	1	12	13	53
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	-	-	5.00	8.00	-	13.00	-	-	-	13.00
Continued	-	-	-	-	-	-	5.00	8.00	-	13.00	-	-	-	13.00
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	(1.00)	-	-	(1.00)	-	-	-	(1.00)
Proposed 2018	-	-	-	-	-	-	4.00	8.00	-	12.00	-	-	-	12.00

1. Programme 1100: The Presidency

Introduction

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

(a) Legal: to carry out its legal and judicial review functions under the Rome Statute, including the enforcement responsibilities provided under Part X of the Rome Statute; and to support continuing efforts to improve the efficiency and expeditiousness of proceedings;

(b) 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; and

(c) Administrative: to provide efficient administrative and managerial support to the Judiciary; to contribute actively to the Court's governance under the Presidency's strategic leadership; and to engage with the Assembly with a view to its management oversight role regarding the administration of the Court as provided under the Rome Statute.

Presidency objectives

1. Within the Presidency's areas of responsibility, to contribute to ensuring the efficient conduct of pre-trial, trial and appeal proceedings.
2. To advance the "Lessons Learnt" review of judicial processes, focusing on procedures in trial preparation/hearing stages, victims, and the conclusion of trials and appeals, consulting States Parties, participants and other stakeholders as appropriate.
3. To ensure effective resource management, including identification and implementation of further efficiency measures and improving the management of staff performance; and to operate in line with appropriate performance indicators for judicial processes and relevant judicial support.
4. To further improve the Court's budget processes in a Court-wide effort.
5. To ensure effective management of risks.
6. Together with the other organs, to further improve dialogue between the Court, the Assembly and its sub-bodies.
7. To build confidence in the Court among 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 relevant agreements with States.

Budget resources

€1,352.8 thousand

134. The requested amount has increased by €7.5 thousand (4.4 per cent).

135. The Presidency has taken steps to increase savings and efficiencies, following the Assembly's resolution on the development of budget proposals.⁸ These have been achieved in the staff and travel budgets through synergies with other organs of the Court, the flexible use of resources and coordination with States and other international organizations (see annex X).

⁸ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), vol. I, part III, ICC-ASP/15/Res.1, section L.

Presidency allowances

€28.0 thousand

136. The Proposed Programme Budget for 2018 includes €28.0 thousand to cover the special allowances of the President,⁹ and of the First or Second Vice-President if acting as President.¹⁰ The regular salaries of the three members of the Presidency are included in Sub-programme 1200.

Staff resources**€1,149.4 thousand**

137. The Presidency comprises 11 established posts.

Established posts: Professional and General Service

€1,149.4 thousand

138. The Presidency is entrusted with three main functions – legal/judicial review, external relations and administration. As it is the smallest organ of the Court, the Presidency’s resources – while formally organized by function – are allocated flexibly for maximum efficiency.

139. The Presidency is led by one Chef de Cabinet (P-5) who is responsible for staff management, strategic planning and guidance, and for representing the Presidency in inter-organ work and external meetings at senior level. The remaining staff is allocated to each of the core functions but with a view to all resources being shared as necessary, according to the prioritization of issues.

140. The current structure includes one Legal Adviser (P-4) and one Associate Legal Adviser (P-2) in the Legal and Enforcement Unit (LEU), responsible for coordinating and providing substantive legal support to the Presidency. Since 2010, there has also been one position of Legal Officer (P-3) funded through a GTA contract. The conversion of this position from GTA to an established post is requested because the post covers long-term core functions and the incumbent fulfils duties and responsibilities that are essential for the functioning of the Unit. The tasks of the position include, *inter alia*, continuing work on improving the efficiency of proceedings through “Lessons Learnt” in cooperation with the Assembly’s Study Group on Governance, and addressing functional requirements related to the enforcement of sentences. Since the position is fully integrated into all legal and judicial review functions of the LEU, the workload of which is projected to grow substantially (especially as enforcement activity grows), the need for this position is expected to continue in the future.

141. The external relations functions of the President are currently supported by an External Relations Adviser (P-3) who is assisted by one Administrative Assistant (External Relations) (GS-OL). With the increased activity of the Court, as well as global developments, the external relations portfolio has taken on new importance and become more demanding and complex. Coordination among organs in this area is led by the Presidency and has been identified by the Coordination Council (CoCo) as a priority. At the same time, experience has increasingly shown that there is an interrelationship and a need for close coordination between the external relations and administrative functions of the Presidency, particularly with respect to the Assembly’s management oversight functions as they relate to the administration of the Court. This is particularly true in the light of the Presidency’s overall responsibility for the proper administration of the Court and the need for effective communication with the Assembly and its subsidiary bodies, in connection with the Assembly’s functions under article 112(2)(b) of the Statute.

142. As a result, a modified structure is proposed for the Presidency team, with a P-4 post that would provide coordination and supervision in both external relations and administration. For this purpose, the reclassification of the current post of External Relations Adviser (P-3) as Senior Special Assistant to the President (P-4) is being sought. This reclassification would permit a more effective management structure with an enhanced interrelationship between the functional areas of external relations and administration of the

⁹ *Official Records ... Second session ... 2003* (ICC-ASP/2/10), part III.A.I.B.

¹⁰ *Ibid.*, part III.A.I.C.

Court. It would also ensure that a more senior staff member would be in place to address complex and sensitive policy issues with wide-ranging implications for the institution. Reclassification to P-4 is necessary to ensure that the post will attract highly skilled applicants who can fulfil the complex responsibilities of the position. If the Assembly authorizes both the conversion of the P-3 GTA position to an established post and the reclassification, the effect is expected to be budget-neutral for the Presidency.

143. One Special Assistant to the President (P-3) currently provides support to the President and the Presidency in the exercise of their responsibilities, with a particular focus on policies concerning administration and interaction with the Assembly and its subsidiary bodies. One Associate Administrative Officer (P-2) provides technical and accounting support for budget and staffing for the Presidency and the Judiciary. In the proposed new structure, both of these posts would fall under the supervision and coordination of the Senior Special Assistant to the President (P-4).

144. The remaining Presidency staff is composed of one Personal Assistant to the President (GS-PL), one Administrative Coordinator to the Judiciary (GS-OL) and one Administrative Assistant (GS-OL) to the Chef de Cabinet, providing wide-ranging administrative and logistical support.

Non-staff resources

€175.4 thousand

145. Non-staff resources are used for travel, hospitality, training and consultants. The proposed budgets for travel, hospitality and consultants have increased for 2018 due to anticipated activities related to the election of Court officials at the end of 2017 and the beginning of 2018. These include travel (and related costs) of the newly-elected judges to the Court for their solemn undertaking ceremony and two-week induction, as well as events associated with the election of a new President of the Court.

Travel

€150.4 thousand

146. The approved amount for travel in 2017 was composed of €95.7 thousand plus an increase of €18.0 thousand for 2017 only, earmarked for Assembly-related travel to New York. The amount requested for 2018 (which has increased by €36.7 thousand, or 32.3 per cent) is €95.7 thousand and an additional €54.7 thousand for the travel (and related costs) of newly-elected judges to the Court for their Solemn Undertaking ceremony. The Court will take the opportunity to introduce the judges to the Court's staff, facilities and procedures over the course of a two-week induction immediately after the ceremony. These costs typically arise every three years following the election of new judges to the Court; the next occasion will be in 2021.

147. The amount of €95.7 thousand not earmarked for the travel of newly-elected judges is required for all official travel by judges and staff in the Presidency and Chambers. This budget is used to fund travel by the President, Vice-Presidents or other judges to represent the Court at important external events, and for a limited amount of travel by Presidency and Chambers staff required to support the external role of the Presidency or to provide expert contributions to external events – and in all cases only where funding from the organizers is not available.

Hospitality

€14.0 thousand

148. The requested amount has increased by €4.0 thousand (40.0 per cent) from the amount approved in 2017 and is required for hospitality costs associated with visits of Heads of State or Government, ministers and other senior representatives of States with the President or the Vice-Presidents. The number of these visits to the Court is likely to increase temporarily due to the election of a new President of the Court. Further temporary costs are associated with the Solemn Undertaking ceremonies for the Registrar and newly elected judges. The hospitality budget is also used to cover the Judiciary's contributions to Court events jointly funded by all organs, such as Diplomatic Briefings, the NGO Roundtable and welcome and signing ceremonies.

Training

€6.0 thousand

149. The requested amount is unchanged from the amount approved in 2017. The Presidency continues to need a small budget for specialized training for its staff in 2018, mainly for specific training relevant to the legal and external relations functions as well as management training, and a small provision to improve working language skills.

Consultants

€5.0 thousand

150. The requested amount represents an increase of €4.0 thousand (400.0 per cent) from the amount approved in 2017. The significantly reduced amount approved for 2017 restricted the ability of the Presidency to procure required services from consultants on matters related to its core functions. In the past, consultants have been engaged to provide advice on specialized questions in areas where the Court does not have specific expertise, including judges' pension fund administration and the Court's risk management. In the future, the need for the limited services of a consultant might similarly arise in other areas to ensure the successful conduct of the Presidency's core functions. For this reason, it is considered important that the Presidency have a modest budget that will nevertheless allow it to engage the necessary external expertise when required.

Table 9: Programme 1100: Proposed budget for 2018

1100 The Presidency	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Judges	-	-	-	28.0	-	-	28.0
Professional staff				721.7	135.4	18.8	857.1
General Service staff				292.0	0.3	0.1	292.3
<i>Subtotal staff</i>	985.6	-	985.6	1,013.8	135.6	13.4	1,149.4
General temporary assistance	125.4	-	125.4	122.8	(122.8)	(100.0)	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	125.4	-	125.4	122.8	(122.8)	(100.0)	-
Travel	82.7	-	82.7	113.7	36.7	32.3	150.4
Hospitality	9.7	-	9.7	10.0	4.0	40.0	14.0
Contractual services	0.1	-	0.1	-	-	-	-
Training	1.4	-	1.4	6.0	-	-	6.0
Consultants	-	-	-	1.0	4.0	400.0	5.0
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	93.9	-	93.9	130.7	44.7	34.2	175.4
Total	1,204.9	-	1,204.9	1,295.3	57.5	4.4	1,352.8

Table 10: Programme 1100: Proposed staffing for 2018

1100 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
<i>Established Posts</i>														
Approved 2017	-	-	-	-	1	1	2	2	-	6	1	3	4	10
New	-	-	-	-	-	-	1	-	-	1	-	-	-	1
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	1	(1)	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	1	2	2	2	-	7	1	3	4	11
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	-	-	1.00	-	-	1.00	-	-	-	1.00
Continued	-	-	-	-	-	-	1.00	-	-	1.00	-	-	-	1.00
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	(1.00)	-	-	(1.00)	-	-	-	(1.00)
Proposed 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-

2. Programme 1200: Chambers

Introduction

151. Under articles 34(b) and 36(1) of the Rome Statute, the Chambers are composed of 18 judges, organized into three divisions: Pre-Trial, Trial and Appeals. In consultation with the judges, the Presidency decides on the assignment of judges to judicial divisions¹¹ and assigns situations and cases to the Pre-Trial and Trial Chambers. The Appeals Division deals with interlocutory and final appeals against decisions taken in the other divisions. Within the confines of the Rome Statute, a flexible approach is adopted to the allocation of the workload among the judges to allow for the most effective use of resources. Depending on the workload within the relevant divisions, pre-trial judges can be assigned to trial and reparations work, and both pre-trial and trial judges can be assigned to specific appeals, where necessitated by a conflict of interest or other circumstances which require the temporary replacement of an appeals judge.

152. The Chambers are the judicial organ of the Court. As mandated in the Rome Statute, the main role of the Chambers is to ensure that the proceedings are “fair and expeditious” and “conducted with full respect for the rights of the accused and due regard for the protection of victims and witnesses.”¹² Led by the Presidency, the Judiciary continues to work on amendments and improvements in practice to make proceedings more efficient while safeguarding their fairness and transparency.

Chambers’ objectives

1. To ensure efficient conduct of pre-trial, trial and appeal proceedings.
2. To continue to reduce the length of proceedings by implementing the numerous reforms undertaken in recent years, such as the continuing “Lessons Learnt” review of judicial processes, with a focus on procedures in the trial preparation/hearing stages and subsequently on the conclusion of trials and appeals. This includes the issuance of practice directives in practice manuals.
3. To continue operating in line with the performance indicators developed for judicial processes.
4. To continue developing and implementing victim application and representation systems in consultation with the Registry.
5. To ensure effective management of staff and non-staff resources.
6. To further improve the management of staff performance through the new Court-wide performance appraisal system.

Judges’ costs

€6,074.0 thousand

153. The Proposed Programme Budget for 2018 provides for the remuneration of 18 full-time judges. In the Proposed Programme Budget for 2017,¹³ a request was made for an increase in judges’ salaries to align them with those of the judges of the International Court of Justice and other international courts and tribunals, on the basis of ICC-ASP/3/Res.3.¹⁴ The reasons for the requested increase were detailed in the narrative of the above-mentioned budget document (see annex VI(f)). After consideration of this matter at the fifteenth session of the Assembly, the decision was taken to request the Bureau “to consider a revision of the judges’ remuneration [...] and to report to the Assembly at its sixteenth session”.¹⁵ The Bureau subsequently decided that the facilitation on this issue

¹¹ Rule 4 *bis* of the Rules of Procedure and Evidence.

¹² Article 64(2) of the Statute.

¹³ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), vol. II, part A, paras. 163-168.

¹⁴ *Official Records ... Third session ... 2004* (ICC-ASP/3/25), part III, ICC-ASP/3/Res.3, annex, section XIII (Revisions).

¹⁵ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), vol. I, part III, ICC-ASP/15/Res.1, section O (Salaries of the judges of the International Criminal Court).

would be led by the budget facilitator; that process is ongoing with a view to consideration of the matter at the sixteenth session of the Assembly. As the outcome of the facilitation will not be known before the presentation of the Proposed Programme Budget for 2018, the requested amount for the remuneration of judges includes the same increase of €580.9 thousand proposed in 2017. This amount has been incorporated to ensure that the budget for 2018 includes provision for an increase in salaries, should that be the ultimate outcome of the ongoing discussions.

154. The terms of office of six judges of the Court will end on 10 March 2018. The terms of two trial judges will be extended beyond that date pursuant to articles 36(10) and 39(3) of the Rome Statute, in order to complete the trials in the cases of *Gbagbo and Blé Goudé* and *Ntaganda*, which have already commenced before their respective Chambers. In the light of the overall forecast judicial workload, it is expected that the costs associated with this extension can be offset by delaying the commencement of service of some of the judges who will be elected in December 2017.

155. The arrival of new (and associated departure of former) judges will require provision for assignment grants, travel and the removal of personal effects. These costs typically arise every three years following the election of new judges to the Court; the next occasion will be in 2021. The remuneration and allowances of judges are detailed in annex VI(e).

Forecast judicial activities

156. The overall workload of Chambers will remain at a similar level in 2018. The Pre-Trial Division is currently seized of 12 situations. Furthermore, 14 warrants of arrest issued for 13 persons remain unexecuted to date. Work will continue on those situations and cases. In the Trial Division, three cases will continue at the trial hearing stage (with one possibly entering the deliberation phase), and reparation proceedings are expected to continue in at least two other cases. The work of the Appeals Chamber on the pending appeals against trial judgments in two cases will continue, while appeals against the trial judgment in another case are expected to reach the Appeals Division in 2018. It is anticipated that the pending appeals against the reparations order in *Katanga* may also continue into 2018, while appeals may also be filed against additional reparations orders in up to three other cases. There will also be interlocutory appeal work throughout the year arising from the three ongoing trials. While the workload in relation to such appeals cannot be accurately predicted at this stage, it is expected to be comparable to that of recent years.

Fair, transparent and efficient proceedings

157. While fairness and transparency remain central pillars for the conduct of proceedings, the Judiciary also continues to work on enhancing its practice to improve efficiency. The judges are working to implement the best practices that have been developed through collaboration at judicial retreats and reflected in the Chambers Practice Manual. The application of these practices has already resulted in concrete improvements in the daily operations of all three divisions. Two notable areas of improvement have been the significant reduction in the average time between the hearing on the confirmation of charges and the beginning of trial, as well as a decrease in the amount of Court time required for each witness to be heard.

Case Law Database

158. The Case Law Database (CLD) project is an essential undertaking to create a uniform and consistent searchable database of the Court's case law. The completed CLD will index all judicial decisions of the Court in an easily searchable format. In addition to the CLD's full-text searching capability, key legal findings will also be extracted from decisions and categorized by proprietary headnotes, to which searchable legal keywords, phrases and other metadata will be attached. The CLD will also trace the evolution of the Court's case law and the relationship between judicial decisions.

159. Although the Court's judicial activity started in 2004, the Court does not currently have a comprehensive, searchable database of its case law. To date, each organ has relied on TRIM/RM8 and ad hoc non-standardized systems to catalogue developments in the

Court's case law. The advanced search capability of the completed CLD will make it possible to research and analyse case law more efficiently, which will in turn streamline the process of drafting decisions and judgments, and improve the consistency of the Court's case law.

Activity assumptions

Pre-Trial Division

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

161. Six judges are currently assigned to the Pre-Trial Division. Due to the current workload at the Court, all of them are at the same time also temporarily attached to the Trial Division and heavily involved in trial hearings and reparations matters. Pre-trial judges, like trial judges, have also been temporarily attached to the Appeals Division to hear interlocutory appeals. In line with the Chambers' flexible approach to staffing, a number of legal staff assigned to the Pre-Trial Division have also been simultaneously assigned to cases in other divisions and Chambers. This approach has so far made it possible to meet needs deriving from the current workload satisfactorily.

162. The Pre-Trial Chambers are currently actively seized of 12 situations, namely Uganda; the Democratic Republic of the Congo; Darfur; 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; the Central African Republic II; Georgia and Gabon. Significant activity is expected to continue, particularly in the situations in Darfur, Libya, Mali, Central African Republic II and Georgia.

163. 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 that come before the Pre-Trial Chambers in 2017 may result in further applications presented to the Pre-Trial Chambers by parties and participants in the various proceedings in 2018. Moreover, any of the 13 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 recent years, in the cases of *Ntaganda* and *Ongwen*. As a result, the Pre-Trial Division can only draw on the experience of previous years to arrive at its assumptions for 2018.

Trial Division

164. The Trial Division is composed of the Trial Chambers, whose mandate is to conduct trials following the confirmation of charges by the Pre-Trial Chambers. This mandate continues until the conclusion of the reparations phase. 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.

165. The Trial Division is currently composed of seven judges assigned in various combinations to six Trial Chambers. An additional six judges assigned to the Pre-Trial Division have been temporarily attached to the Trial Division for the duration of the specific cases before them. Trial judges are also temporarily attached to the Appeals Division to hear interlocutory and final appeals.

166. The Trial Division has seven active proceedings before six Chambers: trial proceedings in *Ntaganda*, *Gbagbo and Blé Goudé* and *Ongwen*; and reparations proceedings in *Lubanga*, *Katanga*, *Bemba* and *Al Mahdi*.

167. The *Ntaganda*, *Gbagbo and Blé Goudé* and *Ongwen* trials are expected to continue in 2018, with the judgment pursuant to article 74 of the Statute in *Ntaganda* expected in

2018. These trials will continue to generate a considerable workload, given the volume of evidence expected to be presented and, generally, the complexity of these cases.

168. An order in the reparations proceedings in *Katanga* was issued in the first half of 2017. In *Lubanga*, the first stage of the collective reparations plan was approved by a majority of Trial Chamber II on 6 April 2017. Decisions on reparations are expected in *Al Mahdi* and *Bemba* in 2017. Reparations proceedings, including the monitoring and supervision of the implementation phase after the issue of reparations orders, are expected to continue into 2018 in the cases that are at the reparations stage.

Appeals Division

169. 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 in respect of any reparations decision, 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.¹⁶ The Appeals Chamber may also be seized of other matters, such as requests for a reduction of sentence.

170. It is expected that, at least at the beginning of 2018, the Appeals Chamber will continue to be seized of appeals arising from the conviction and sentencing decisions of the Trial Chamber in *Bemba*. The case file, embracing eight years of pre-trial and trial proceedings, and the evidentiary basis of the conviction decision are substantial. Due to this complexity, the workload resulting from these appeals is expected to be high.

171. It is also expected that, at least at the beginning of 2018, the Appeals Chamber will continue to be seized of the appeals against the judgment and sentences in the *Bemba* Article 70 case (offences against the administration of justice). These appeals are extensive, primarily because of the number of convicted persons (five). The trial judgment in *Ntaganda* is expected in 2018, in which case it is likely that the Appeals Chamber will hear appeals from that judgment.

172. Furthermore, the Appeals Chamber expects that in 2018 it will continue to be seized of appeals against the reparations order in *Katanga*. Decisions on reparations are expected in 2017 in *Al Mahdi* and *Bemba*; deliberations on any appeals against such decisions would extend into 2018. The Appeals Chamber may also hear appeals against the reparations decision issued in *Lubanga*.

173. It is assumed that the workload arising from the various final and interlocutory appeals expected in 2018 will be at least as substantial as in 2017, and that proceedings will need to continue in parallel.¹⁷

Budget resources **€11,554.6 thousand**

174. The requested amount has increased by €714.2 thousand (6.6 per cent).

Staff resources (total for three divisions) **€5,463.6 thousand**

175. The Judiciary is continuing its efforts to improve the efficiency and expeditiousness of judicial proceedings, in part through increased operational flexibility in its staffing structure. Legal support staff are assigned on a needs basis, taking into account the workload of each team, Chamber and division, as well as the required expertise. This

¹⁶ 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.

¹⁷ Approximately eight interlocutory appeals per year are expected.

approach allows for better responsiveness to changing needs and workloads, enhancing the Judiciary's overall effectiveness. It also expands the skills and experience of Chambers staff and has a positive impact on the general dynamic. Operational staff shortages are addressed wherever possible with available resources through flexible deployment between the divisions and simultaneous assignment to cases or requests at the pre-trial, trial or appeal stages of the proceedings.

176. Over time, this policy will continue to be used to streamline working processes and increase synergies and efficiencies by exposing staff to a variety of substantive matters and approaches. The roles and degree of involvement of staff members differ according to the specific requirements of the cases (depending on the phase of the case) and Chambers, and according to staff expertise.

177. The ongoing flexible assignment of established and GTA staff is expected to continue to lead to better synergy between judicial operating requirements and the pool of knowledge and expertise in Chambers. Accordingly, for 2018, the staff resource requirements for Chambers remain unchanged. It is stressed, however, that this requirement is based on the current staffing level, composed of the fully operational, well-trained and experienced staff currently on board. Any reduction in this staffing level will cause disruption to workflows and operational delays, and prevent the expeditious completion of tasks.

178. The staffing structure of Chambers comprises 40 established posts and 12 GTA positions, and remains unchanged from 2017. Staff resources are presented jointly for all three divisions, based on the principle of flexible staff assignment.

Established posts: Professional and General Service €4,177.2 thousand

179. The workload of established staff will continue to increase, especially in the light of the complexity of the three cases continuing at the trial stage and those at the reparations stage. Further extensive support will be required to conduct activities at the Pre-Trial level and for multiple interlocutory, reparations and final appeals.

180. The Chambers are served by 40 established posts. The Head of Chambers (P-5) is responsible for strategic planning and work processes in Chambers. The Head of Chambers oversees and leads coordination and communication between divisions, and provides support to the judges and overall managerial leadership to Chambers legal staff. The Head of Chambers is assisted by one Senior Legal Adviser (P-5) and two Legal Advisers (P-4), who offer essential division-specific expertise and provide guidance to the Pre-Trial, Trial and Appeals staff. The Chambers are further staffed by 18 Legal Officers (P-3), who provide high-level legal advice to the judges to whom they are assigned; 11 Associate Legal Officers (P-2), who assist with analysis of submissions, preparation of decisions and judgments, and the day-to-day logistics of courtroom activities; and eight Administrative Assistants (GS-OL), who provide wide-ranging administrative and logistical support to the judges and staff.

General temporary assistance €1,286.4 thousand

181. The work of the divisions will remain critically dependent on the availability of sufficient GTA support at the P-3 and P-2 levels. Therefore, the continuation of previously approved GTA resources is essential for the efficient functioning of the Chambers. All GTA positions are considered multi-year, since they are used as a pool of resources and allocated on a needs basis. This requirement is reviewed annually. Accordingly, GTA resources are requested at the same level as those approved in the 2017 Programme Budget, as follows:

(a) *Four Legal Officers (P-3), funded for a total of 48 work-months. Continued.* As in previous years, more experienced legal staff at P-3 level continue to be needed to coordinate and supervise teams and assist with specific assignments in cases, such as in-depth research on applicable law, legal analysis, preparation of draft decisions on any issues emerging during the proceedings and providing in-court support; and

(b) Eight *Associate Legal Officers (P-2)*, funded for a total of 96 work-months. *Continued.* These staff provide the necessary legal support to the judicial activities of the Chambers. The requested GTA P-2 positions will be required, *inter alia*, to support the following specific activities: analysing and summarizing large volumes of evidence and submissions by parties; attending hearings and preparing summaries thereof; liaising as necessary with the Registry, parties and participants; analysing victims' applications for reparations; and performing any other relevant tasks necessary to ensure the proper functioning of the divisions.

Non-staff resources**€17.0 thousand**

182. The approved amount remains unchanged; non-staff resources are required for hospitality and training. In accordance with the recommendations of the Committee on Budget and Finance ("the Committee"), as endorsed by the Assembly, the budgetary provision for judges' travel has been included in the budget of the Presidency.¹⁸

183. At present, no judicial site visit is foreseen in 2018.

*Hospitality**€1.0 thousand*

184. The approved amount remains unchanged and is necessary for hospitality costs associated with visits to judges by diplomatic and other high-level visitors, such as renowned legal scholars and figures of the international legal community.

*Training**€16.0 thousand*

185. The approved amount remains unchanged and is required mainly for training aimed at strengthening drafting and linguistic capacities in the Court's working languages in view of the specific requirements of current casework in all three divisions, and for training in specialized legal matters for Chambers staff in view of new developments in international humanitarian law, international criminal law, human rights law and evidence (e.g. digital forensics).

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

Table 11: Programme 1200: Proposed budget for 2018

1200 Chambers	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Judges	6,846.5	-	6,846.5	5,341.1	732.9	13.7	6,074.0
Professional staff				3,644.8	(22.0)	(0.6)	3,622.8
General Service staff				549.1	5.3	1.0	554.4
<i>Subtotal staff</i>	<i>3,350.2</i>	<i>-</i>	<i>3,350.2</i>	<i>4,193.9</i>	<i>(16.7)</i>	<i>(0.4)</i>	<i>4,177.2</i>
General temporary assistance	937.7	-	937.7	1,288.4	(2.0)	(0.2)	1,286.4
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>937.7</i>	<i>-</i>	<i>937.7</i>	<i>1,288.4</i>	<i>(2.0)</i>	<i>(0.2)</i>	<i>1,286.4</i>
Travel	-	-	-	-	-	-	-
Hospitality	0.9	-	0.9	1.0	-	-	1.0
Contractual services	-	-	-	-	-	-	-
Training	8.9	-	8.9	16.0	-	-	16.0
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>9.8</i>	<i>-</i>	<i>9.8</i>	<i>17.0</i>	<i>-</i>	<i>-</i>	<i>17.0</i>
Total	11,144.2	-	11,144.2	10,840.4	714.2	6.6	11,554.6

Table 12: Programme 1200: Proposed staffing for 2018

1200 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
<i>Established Posts</i>														
Approved 2017	-	-	-	-	2	2	18	10	-	32	-	8	8	40
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	2	2	18	10	-	32	-	8	8	40
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	-	-	4.00	8.00	-	12.00	-	-	-	12.00
Continued	-	-	-	-	-	-	4.00	8.00	-	12.00	-	-	-	12.00
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	-	-	4.00	8.00	-	12.00	-	-	-	12.00

3. Programme 1300: Liaison Offices - the New York Liaison Office

Introduction

186. 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 (UN) and its programmes, funds and offices. NYLO is constantly engaged with the UN Secretariat to explore ways of strengthening cooperation and improving mutual operational support between the two organizations. NYLO also engages with UN member states and various policy and decision-making organs of the UN, including the General Assembly, the Security Council and their subsidiary bodies; represents the Court in the relevant meetings of these bodies; and seeks to ensure that the mandate and work of the Court are respected in their deliberations and decisions.

187. NYLO monitors and reports on UN developments of relevance to the Court and disseminates information and reports from the Court to the UN community in New York to keep delegations and other stakeholders abreast of relevant developments within the Court. NYLO also provides logistical support to and represents the Court in intersessional meetings of the Bureau and other subsidiary bodies of the Assembly in New York.

188. NYLO is administratively supported by the Presidency, but serves and represents all organs of the Court, providing them with administrative, logistical and operational support during their various activities at the UN.

NYLO objectives

1. To facilitate effective cooperation between the Court and the UN and its programmes, funds and offices; to promote confidence in the Court among States, international organizations, NGOs and other stakeholders in New York.
2. To contribute further to effective and efficient dialogue between the Court and the Assembly of States Parties and its subsidiary bodies.
3. To provide practical and logistical support to the Assembly, the Bureau and the New York Working Group.

Budget resources **€414.2 thousand**

189. The requested amount has increased by €13.9 thousand (3.5 per cent).

Staff resources **€292.0 thousand**

190. NYLO comprises two established posts.

Established posts: Professional and General Service *€292.0 thousand*

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

Non-staff resources **€122.2 thousand**

192. The requested amount has increased by €9.7 thousand (8.6 per cent). Non-staff resources are required for travel, hospitality, contractual services, general operating expenses and supplies and materials. The increase is due to the annual rent escalation pursuant to the new rental agreement for NYLO premises, which commenced in 2017, and required travel to The Hague for the seventeenth session of the Assembly.

Travel €6.8 thousand

193. The requested amount has increased by €2.7 thousand (66.3 per cent) due to the seventeenth session of the Assembly taking place in The Hague. This amount will be sufficient to fund two required trips to the Court's Headquarters (attendance of consultations at the seat of the Court and the Assembly).

Hospitality €1.0 thousand

194. The requested amount remains unchanged.

Contractual services €5.0 thousand

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

General operating expenses €104.4 thousand

196. The requested amount has increased by €7.0 thousand (7.2 per cent) and is required for renting premises and running the office. This increase is due to the annual escalation of rent and related costs pursuant to the rental agreement for NYLO premises.

Supplies and materials €5.0 thousand

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

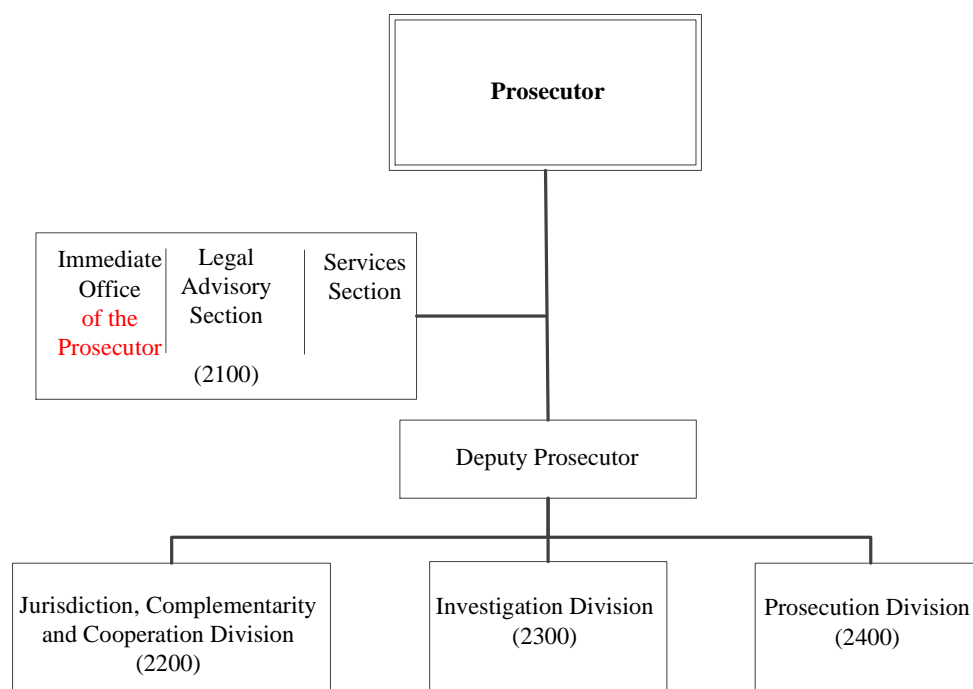
Table 13: Programme 1300: Proposed budget for 2018

1310 NY Liaison Office	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				211.1	0.4	0.2	211.5
General Service staff				76.7	3.8	5.0	80.5
<i>Subtotal staff</i>	270.6	-	270.6	287.8	4.2	1.5	292.0
General temporary assistance	-	-	-	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	-	-	-	-	-	-	-
Travel	8.2	-	8.2	4.1	2.7	66.3	6.8
Hospitality	-	-	-	1.0	-	-	1.0
Contractual services	-	-	-	5.0	-	-	5.0
Training	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	73.1	-	73.1	97.4	7.0	7.2	104.4
Supplies and materials	1.9	-	1.9	5.0	-	-	5.0
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	83.2	-	83.2	112.5	9.7	8.6	122.2
Total	353.8	-	353.8	400.3	13.9	3.5	414.2

Table 14: Programme 1300: Proposed staffing for 2018

1310 New York Liaison 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
<i>Established Posts</i>														
Approved 2017	-	-	-	-	1	-	-	-	-	1	-	1	1	2
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	1	-	-	-	-	1	-	1	1	2
<i>GTA Posts (FTE)</i>														
Approved 2017														
Continued	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-	-	-	-

B. Major Programme II: Office of the Prosecutor



Introduction

198. The budget proposal of the Office of the Prosecutor (“the Office” or OTP) for 2018 continues to be based upon two main interlinked premises:

- (a) The OTP Strategic Plan for 2016-2018; and
- (b) A genuine and realistic assessment of the OTP’s carefully planned resource needs for 2018 to properly discharge its mandate under the Rome Statute.

199. The OTP Strategic Plan, budget and performance indicators have been fully integrated into this budget proposal. The link between the goals of the OTP Strategic Plan for 2016-2018 and the 14 identified performance indicators is shown in annex IV of the Strategic Plan 2016-2018 presented by the Office at the fourteenth session of the Assembly of States Parties (“the Assembly”).¹⁹

200. The link between the goals of the OTP Strategic Plan for 2016-2018, the related objectives set for 2018 in the OTP budget proposal and the 14 identified performance indicators is included in annex V (d) of this budget document.

201. The International Criminal Court (“the Court”) is currently reviewing the format and content of the Court-wide strategic plan. Pending its finalization, the OTP Strategic Plan integrates only the highest level of the three strategic goals: (a) Judicial and Prosecutorial; (b) Managerial; and (c) Cooperation and Support.

202. The OTP is the driving force behind the Court’s judicial mechanism. Success in the OTP’s cases is key to enhancing the Court’s credibility and strengthening public confidence in its ability to deliver justice in relation to the world’s most serious crimes.

203. Investment made by States Parties in the Court must naturally yield positive results. This is why the OTP is actively engaged in ensuring that its operations are conducted in accordance with the highest standards of quality and that its activities are compliant with the legal framework of the Rome Statute while being informed by professionalism, transparency, efficiency and effectiveness.

¹⁹ ICC-ASP/14/22, *Office of the Prosecutor: Strategic Plan 2016-2018*, 21 August 2015.

204. The 2018 budget proposal builds upon the success of the OTP Strategic Plan for 2016-2018 (and of its previous plan, which marked the shift in prosecutorial policy), which has yielded concrete and positive results.

205. The OTP presented the preliminary results of the implementation of its Strategic Plan for 2016-2018²⁰ to the Committee on Budget and Finance (“the Committee”) at its twenty-eighth session.

206. The implementation of the Strategic Plan for 2016-2018²¹ is on track, and the positive trend can be seen in the OTP’s strategic and operational results, provided in the report submitted to the Committee.

207. These results are measured on a regular basis using a set of performance indicators that were introduced in the Strategic Plan and subsequently fine-tuned in 2016 and 2017.

208. With reference to the nine Strategic Goals²² identified in the plan, some of the main results achieved by the Office so far are as follows:

(a) *Strategic Goal 1:* The Office produced the output that was possible with the resources provided.²³ While financial support from States narrowed the gap between the OTP’s available resources and the demands placed on it, many potential investigations nonetheless remained pending, creating a challenging situation for the Office. When assessing the results against the budget assumptions, account must be taken of the fact that, after budget approval and depending on the funds ultimately allocated, priorities may be revised because of a lack of sufficient funds, and accordingly, the results delivered may differ from the original plan;

(b) *Strategic Goal 2:* Since its adoption, the OTP Policy on Sexual and Gender-Based Crimes (SGBC) has been integrated into the Office’s preliminary examination and investigative and prosecutorial practice, relevant training has been organized, and plans have been devised to further integrate a gender perspective in all areas of the Office’s work. The Policy on Children was successfully launched in November 2016. In addition to the Office’s existing caseload dealing with crimes against or affecting children, plans for the policy’s full implementation have been developed and are being rolled out. This is consistent with the OTP’s strategic focus and the special attention it pays to protecting women and children in times of war and conflict by ensuring that atrocity crimes against them are effectively investigated and prosecuted;

(c) *Strategic Goal 3:* Quality and efficiency projects were implemented with visibly positive results in court, as reflected in the Office’s performance indicators.²⁴ Efficiencies resulting from the review and standardization of policies, operations and procedures have been incorporated into budget proposals;

(d) *Strategic Goal 4:* The Office enhanced its ability to collect, analyse and present scientific and technology-supported evidence by recruiting experts, investing in new technologies and developing partnerships with international law enforcement agencies. Integration with the Court-wide information strategic plan was achieved through inter-organ consultation;

²⁰ CBF/28/11, *Report on the implementation of the OTP Strategic Plan*, 14 March 2017.

²¹ ICC-ASP/14/22, *Office of the Prosecutor: Strategic Plan 2016-2018*, 21 August 2015.

²² The Strategic Goals are as follows: *Strategic Goal 1:* Conduct impartial, independent, high-quality preliminary examinations, investigations and prosecutions. *Strategic Goal 2:* Continue to integrate a gender perspective into all areas of the Office’s work and to implement its policies on sexual and gender-based crimes (SGBC) and crimes against children. *Strategic Goal 3:* Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions. *Strategic Goal 4:* Further adapt the Office’s investigative and prosecutorial capabilities and network to the complex and evolving scientific and technological environment. *Strategic Goal 5:* Achieve a basic size commensurate with the demands placed on the Office so that it can perform its functions with the required quality, effectiveness and efficiency. *Strategic Goal 6:* Contribute to strengthening cooperation and promoting general support for the mandate and activities of the Office. *Strategic Goal 7:* Adapt the Office’s protection strategies to new security challenges. *Strategic Goal 8:* Ensure professional, accountable, transparent and efficient management of the Office. *Strategic Goal 9:* Work with partners to develop a coordinated investigative and prosecutorial strategy to close the impunity gap.

²³ Details are provided in *Report on activities and programme performance of the International Criminal Court for the year 2016*, ICC-ASP/16/2, 6 June 2017.

²⁴ See, for instance, the improvement in the indicator “number of charges confirmed vs. number of charges alleged”.

(e) *Strategic Goal 5:* The OTP Basic Size Report was shared and further developed²⁵ with the other organs of the Court. Using long-term workload assumptions, the report gives a forecast of the OTP's size requirements with a view to absorbing future work flexibly and efficiently. The project has allowed the organs to work more collaboratively and gain a deeper understanding of each other's work. This tool can be used to understand the interaction between the organs and to anticipate the different types and timing of resource requirements at various stages of proceedings;

(f) *Strategic Goal 6:* The cooperation network and stakeholder communications were expanded as planned. The OTP's involvement in international networks was reinforced and relationships with States, NGOs and other important stakeholders were consolidated;

(g) *Strategic Goal 7:* The Office conducted an overall risk assessment with the Registry (to be repeated annually) that translated into a joint strategy and action plan. Risk assessments at the OTP level are being conducted with the help of the Office of Internal Audit;

(h) *Strategic Goal 8:* The Office introduced an organ-specific performance indicator system and held exercises on risk management and lessons learned. A dashboard has been created to provide a quick and practical overview of the Office's performance. Each quarter, the OTP's Executive Committee (ExCom) receives a report on the performance indicators, and makes adjustments as necessary to enhance performance. Considerable effort was also devoted to improving the budget process in concert with the other organs; and

(i) *Strategic Goal 9:* A pilot project with States Parties was started in 2016. The OTP also facilitated more information sharing with and by external partners, as appropriate, and encouraged new investigations and prosecutions by other judicial actors.

209. The unavoidable number of cases, investigations and preliminary examinations included in the budget assumptions make 2018 another challenging year in terms of resources. As in previous years, however, the Office will continue to set priorities by balancing operational demands against the resources made available by the States Parties, as best as possible. It bears reiterating, however, that at a time when the Office is increasingly showing positive results in the effective and efficient discharge of its mandate on the strength of its Strategic Plans and enhanced practices and processes, a budget which is not commensurate with its carefully planned resource needs will stunt such progress with reputational risk for the OTP and the Court as a whole.

210. Resources at the Office are allocated and redeployed to cases in a flexible manner in order to maximize their effectiveness while ensuring the completion of ongoing work and the absorption of new cases that require the OTP's attention.

211. In compliance with the request expressed by the States Parties,²⁶ the Office has strictly scrutinized and evaluated the possibility of reducing financial impact by exploiting efficiencies and savings before requesting any increase.

212. Because of the nature of its mandate and of its operations, most of the resources used by the Office are staff-related. In the 2017 budget, Total Staff Costs account for 90 per cent of the funds approved for the Office.²⁷

213. Under its mandate, the Registry centralizes the procurement function and the provision of shared services depending on where the largest savings from improved commercial terms or economies of scale can be achieved. In addition, the inter-organ synergies exercises had already identified the possible savings that the Court could reap.

214. While limited opportunities to achieve substantial material savings are available, reviewing processes allowed the OTP to re-engineer some activities and create more

²⁵ CBF/27/10, *Final report of the Court on the Court-wide impact of the OTP Basic Size model*, 19 August 2016.

²⁶ *Official Records ...*, Fourteenth session, *The Hague, 18-26 November 2015* (ICC-ASP/14/20), vol.1, part III, ICC-ASP/14/Res.1.

²⁷ The 2017 OTP Total Approved Budget is €44,974.2 thousand. Total staff costs and total non-staff costs amount to €40,465.6 thousand and €4,508.5 thousand, respectively.

efficient ways to perform them. These efficiencies are quantified in terms of the time freed from existing staff. The resulting available time is being used to cover additional workload. Thus, existing resources absorb the largest possible share of the extra work arising from increased and intensified activities.

215. The total efficiencies and savings included in the 2018 budget proposal are € 367.7 thousand. Of this amount, savings represent 29.8 per cent and efficiencies 70.2 per cent. In total, the amount represents 0.82 per cent of the funds approved for the 2017 budget.

216. Identifying areas where the Office can increase its efficiency has been an ongoing exercise. Since 2012, the results have been documented and communicated to the Committee and the States Parties. Efficiency gains and savings have been integrated in the OTP budget proposals. The table below shows the results since 2012.

	2012	2013	2014	2015	2016	2017
Budget (€'000)	27,723.70	28,265.70	33,220.00	39,612.60	43,233.70	44,974.20
Efficiencies and Savings (€'000)	183.96	848.18	442.67	366.10	375.52	tbd
Efficiencies + Savings over Budget	0.7%	3.0%	1.3%	0.9%	0.9%	tbd

217. As far as resource allocation is concerned, cases that are being prepared for trial or that are at the trial stage are always top priority for the OTP. At the same time, as the Court often operates in highly volatile political and security environments, focus and resources are also devoted to active investigations in order to capitalize on opportunities where possible.

218. The 2018 budget proposal provides for some additional support, which represents minor, but essential increases to finalize important investigative activities and operations.

219. The States Parties have supported the Office and the implementation of its Strategic Plan through an increase in resources. This increase has, in effect, facilitated the Office's efforts to staff its teams properly, to collect more diverse evidence and generally, to ensure more effective and efficient investigations and prosecutions. The results are increasingly demonstrated inside the courtroom.

220. However, the OTP has to constantly reassess the prioritization of its work and sequence other pressing activities in order to make the best use of available resources, while meeting, to the extent possible, the demands that continue to be placed upon it. Difficult decisions are regularly made because of budget constraints, resulting in delays in investigative activity, for example.

221. The budget that the Office is proposing is the product of a process of careful scrutiny which provides a realistic assessment of the OTP's resource needs to meet the demands placed on it in 2018, in accordance with its mandate.

Parameter	2017	Proposed 2018
Number of planned Court hearings in 12 months	440	400 ²⁸
Number of situations	11	10 ²⁹
Number of active investigations	6	6 ³⁰
Number of cases pending arrest	9	9 ³¹

²⁸ Hearing blocks: five weeks on, one week off. Number of hearings per courtroom: Case 1: 32 weeks – 160 days, Case 2: 32 weeks – 160 days, and Case 3: 16 weeks – 80 days = 400 days in total (max.).

²⁹ Central African Republic (CAR I and CAR II), Côte d'Ivoire (CIV), Libya (LBY), Darfur (SUD), Democratic Republic of the Congo (DRC), Mali (MLI), Kenya (KEN), Uganda (UGA) and Georgia (GEO).

³⁰ CAR II.a (*Séléka*); CAR II.b (*anti-Balaka*); CIV II; MLI; LBY III; GEO.

<i>Parameter</i>	<i>2017</i>	<i>Proposed 2018</i>
Number of preliminary examinations	10	9 ³²
Number of trial teams (OTP)	3	3 ³³
Number of final appeals	2	2

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

223. 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.

224. 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 only in the light of the impact that interference with the administration of justice may have on a particular case before the Court and when it has formed the view that the offences in question cannot be properly addressed at the national level. Indeed, pursuant to article 70(4)(b), and given 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 of such cases being investigated and prosecuted by the competent national authorities.

225. On the basis of planned required activities for 2018, the OTP budget has increased by €2,195.6 thousand (4.9 per cent), from €44,974.2 thousand to €47,169.8 thousand. The table below summarizes the increase per major budget line:

<i>Major Programme II</i>	<i>2017</i>	<i>Resource changes</i>		<i>2018</i>
<i>Office of the Prosecutor</i>	<i>(€ '000)</i>	<i>Amount</i>	<i>%</i>	<i>(€ '000)</i>
Staff costs	31,079.5	2,666.2	8.6%	33,745.7
Other staff costs	9,386.1	-820.3	-8.7%	8,565.8
Non-staff costs	4,508.5	349.8	7.8%	4,858.3
Total	44,974.1	2,195.6	4.9%	47,169.8

226. The table below shows the main cost-drivers affecting the 2018 budget, highlighting both the consequent increases and decreases:

<i>Cost-driver</i>	<i>2017</i>	<i>2018</i>	<i>diff.</i>	<i>Impact</i>
Operational cost-drivers				
Active investigations	6.0	6.0	-	
Team support				€305.0
Trials	3.0	3.0	-	
Team support				€-
Other support				€7.2
Non-staff costs				€349.8
<i>Subtotal operational</i>				€752.0

³¹ LBY I, LBY II, SUD I, SUD II and IV, SUD III, CIV 1bis (SG), DRC III and IV, KEN art.70, and UGA. Some cases may have more than one warrant of arrest.

³² Afghanistan, Burundi, Colombia, Gabon, Guinea, Iraq, Nigeria, Palestine and Ukraine.

³³ CIV I (Laurent Gbagbo and Charles Blé Goudé), DRC VI (Bosco Ntaganda), UGA (Dominic Ongwen).

<i>Cost-driver</i>	<i>2017</i>	<i>2018</i>	<i>diff.</i>	<i>Impact</i>
Non-operational cost-drivers				
UN Common System				€17.4
Conversion				-€27.1
Reclassification				€58.7
GTA full costing and vacancy rate				€1,364.7
<i>Subtotal non-operational</i>				€1,443.7
Grand total				€2,195.6

227. The net impact of the 2018 operational cost-drivers (as shown in **Subtotal operational** in the above table) is €752.0 thousand. This amount represents 34.2 per cent of the total requested increase. Staff Costs and Non-staff Costs account for € 402.2 thousand and €349.8 thousand, respectively. The increase in Staff Costs is the net effect of the redeployment of resources from previously approved GTA positions to new profiles that are needed to support the activities of the Office.

228. These minor increases are requested to strengthen the support to Integrated Teams and to the Office's operations, as well as to address the need for the larger number of missions that are carried out to complete investigative and prosecutorial activities which will allow cases to advance to the next phase without further delays. These additions will only partially close the existing gap between the current level of resources allocated to cases and the actual level that would be needed to properly perform the operations.

229. The non-operational components are items whose increase is either unavoidable or does not arise from requests for additional positions, such as the UN Common System costs, the financial benefit from converting long-standing GTAs, the impact of reclassifications, the use of the standard historical vacancy rate and the full cost for the overall Staff funds to restore capacity of the 2017 approved resources.

230. The Court follows the UN Common System's provision for the calculation of step increases and other compensation elements for its staff. In compliance with the recent adoption of a new scale of compensation by the UN, the Court has accordingly changed its estimates for this element of the budget. The calculation is done centrally by the Registry's Human Resources Section. The figure is an estimate and will be adjusted once the actual figures are available. The impact for the 2018 Proposed Programme Budget has been estimated at €17.4 thousand for the OTP.

231. Consistent with the approach adopted in previous budget submissions, the Office presented to the Committee, at its twenty-eighth session, a proposal for the conversion of long-standing GTAs into established posts. The proposal covers 19 positions in the OTP. The list is based on two criteria to be jointly applied: (a) the existence of the post for three or more years; and (b) the need for the post in the coming years.

232. The Court has continued the review of posts subject to possible reclassification. The Classification Advisory Board, an inter-organ body with the relevant expertise, has conducted the preliminary evaluation of all cases according to the procedure agreed upon in previous years and on the basis of the applicable criteria. The positions submitted for reclassification were also reviewed by an external classification consultant. The amount for reclassification currently included in the table is an estimate. The exact amount will be calculated once the results from the external consultant are available. The reclassification requested by the Office affects three positions only.

233. During the discussion on the 2017 budget proposal, in the light of the recruitment delays that had affected the Court in all organs, the OTP proposed to adopt on an exceptional basis and only for 2017 a vacancy rate higher than its historical standard, that is, 10 per cent instead of 8 per cent. A recruitment delay factor was also applied to vacant positions financed through GTA funds. The recruitment situation has now improved and the vacancy rate has returned to the historical standard of 8 per cent. Thus, the budget proposal for 2018 reflects the return to the normal situation in both established posts and GTA

positions. This adjustment is actually a restoration of capacity for the 2017 approved resources. This explains the increase of €1,364.7 thousand (which accounts for 62.2 per cent of the total increase). Overall, non-operational cost-drivers account for 65.8 per cent of the requested increase.

Table 15: Major Programme II: Proposed budget for 2018

Major Programme II Office of The Prosecutor	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				26,153.1	2,361.6	9.0	28,514.6
General Service staff				4,926.5	304.6	6.2	5,231.1
<i>Subtotal staff</i>	<i>22,659.0</i>	<i>-</i>	<i>22,659.0</i>	<i>31,079.5</i>	<i>2,666.2</i>	<i>8.6</i>	<i>33,745.7</i>
General temporary assistance	13,853.1	520.0	14,373.1	9,386.1	(820.3)	(8.7)	8,565.8
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	17.6	0.7	18.3	-	-	-	-
<i>Subtotal other staff</i>	<i>13,870.7</i>	<i>520.7</i>	<i>14,391.4</i>	<i>9,386.1</i>	<i>(820.3)</i>	<i>(8.7)</i>	<i>8,565.8</i>
Travel	3,053.1	206.8	3,259.9	2,764.0	329.8	11.9	3,093.8
Hospitality	8.0	-	8.0	5.0	-	-	5.0
Contractual services	253.1	136.6	389.7	579.5	-	-	579.5
Training	236.7	6.7	243.4	290.0	-	-	290.0
Consultants	43.9	0.1	44.0	100.0	(30.0)	(30.0)	70.0
General operating expenses	505.9	6.7	512.6	480.0	50.0	10.4	530.0
Supplies and materials	89.9	3.5	93.4	110.0	-	-	110.0
Furniture and equipment	219.1	139.7	358.8	180.0	-	-	180.0
<i>Subtotal non-staff</i>	<i>4,409.7</i>	<i>500.1</i>	<i>4,909.8</i>	<i>4,508.5</i>	<i>349.8</i>	<i>7.8</i>	<i>4,858.3</i>
Total	40,939.4	1,020.8	41,960.2	44,974.2	2,195.6	4.9	47,169.8

Table 16: Major Programme II: Proposed staffing for 2018

II Office of The Prosecutor											Total P-staff and above	Total GS-staff		Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	GS-PL	GS-OL	GS-staff		
<i>Established Posts</i>														
Approved 2017	1	1	-	3	17	36	77	71	33	239	1	77	78	317
New	-	-	-	-	1	2	4	6	1	14	-	2	2	16
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	2	(1)	(1)	11	(8)	3	-	-	-	3
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	1	1	-	3	20	37	80	88	26	256	1	79	80	336
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	1.00	5.50	29.33	20.87	11.00	67.70	3.00	30.44	33.44	101.14
Continued	-	-	-	-	1.00	6.00	31.50	20.50	9.00	68.00	4.00	26.42	30.42	98.42
New	-	-	-	-	-	0.67	1.33	2.67	0.67	5.33	-	3.33	3.33	8.67
Converted	-	-	-	-	(1.00)	(2.00)	(4.00)	(6.00)	(4.00)	(17.00)	-	(2.00)	(2.00)	(19.00)
Proposed 2018	-	-	-	-	-	4.67	28.83	17.17	5.67	56.33	4.00	27.75	31.75	88.08

1. Programme 2100: Immediate Office of the Prosecutor

Introduction

234. Programme 2100 comprises all the functions that are in staff to the Prosecutor and provide support and advice to the entire Office. For budgeting purposes, information has always been presented under two sub-programmes:

(a) Sub-programme 2110, which includes the Immediate Office of the Prosecutor (IOP) and the Legal Advisory Section (LAS); and

(b) Sub-programme 2120, which is the Services Section (SS), comprising four specialized units that provide critical support functions in the areas of language expertise; physical and electronic evidence handling; technical assistance for the Office of the Prosecutor (OTP) with regards to information management, disclosure processes; and budget, financial and administrative management.

235. Sub-programmes 2110 and 2120 are actively engaged in seeking efficiencies and savings. Given the nature of the functions performed by the relevant sections and units in the Programmes, results have been achieved mostly in terms of efficiencies from streamlining and improving processes, which have in turn allowed the resources involved to be used more efficiently.

236. Following the terminology adopted in the inter-organ project for efficiencies and savings, most of the efficiencies achieved fall into the category of “review and standardization of policies, operations and procedures”. This has led to greater output with the same resources and allowed the increased workload to be absorbed with limited need to request additional resources in the 2018 proposed programme budget for the processes concerned.

237. Wherever possible, however, actual savings have been identified. These savings are being used to reduce the financial impact of increases in non-staff costs linked to the operations of the 2100 Programme (e.g. travel).

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

238. The IOP provides assistance and advice to the Prosecutor in the day-to-day fulfilment of her functions *in toto* and overall management and quality control of the Office. IOP processes, prepares and reviews all communications on behalf of the Prosecutor for final approval, including relevant Office filings; facilitates ExCom's agenda and meeting, as well as communication with the divisions, sections and integrated teams; supports the Office's participation in inter-organ activities; manages and supports the public information activities of the Office to ensure effective and strategic dissemination of information and public relations; provides advice and services on human resources for the Office to ensure a well-qualified and motivated workforce, manages all OTP HR staff requests requiring the Prosecutor's approval as per the Staff Rules and Regulations, and liaises with the Human Resources Section in the Registry accordingly; and provides general support to the Prosecutor and ExCom.

239. The IOP provides critical services to the Prosecutor and the Office with relatively marginal resources. The IOP contributes to the overall aims of the Office at being an effective and efficient organ and securing efficiencies through best practices and the implementation of its functions in a number of ways, including by assisting the Prosecutor in her administrative decision-making authority, and along with the Services Section, in her management of the Office budget; through the implementation of synergies and ensuring harmonization of practices between the organs on areas ranging from human resources to public information to facilitating projects and initiatives aimed at streamlining processes.

240. LAS responds to requests for legal advice from the Prosecutor, ExCom, OTP divisions, sections and teams, in relation to the Office's core operations and the general functioning of the OTP as an independent organ. The Section contributes to legal advice provided by the Appeals Section. LAS is responsible for coordinating and developing the Office's internal regulatory framework. In this capacity, LAS facilitates the establishment and maintenance of the Office's standards, and is therefore responsible for coordinating the revision of the OTP Regulations and Operations Manual and updating the Code of Conduct for the OTP. It also leads the development and implementation of OTP policies on key issues identified by the Prosecutor, and coordinates the development of Implementation Plans.

241. LAS manages the maintenance and development of online legal tools, commentaries, databases and a legal-academic network for the Office. The Section is also responsible for OTP input into the development of a Court-wide case law database, and the preparation and dissemination of Weekly Court Reports. 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. 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.

242. The Section also contributes to the development and maintenance of Court-wide standards, such as policies and administrative issuances, provides the Prosecutor and the Office with legal advice concerning reports and publications, as well as the review and drafting of contracts. Together with OTP Human Resources team, LAS is also responsible for advising on the application of Staff Regulations and Rules in individual cases, including through litigation.

243. LAS also organizes training for the Office's staff on the Code of Conduct for the OTP (2013), the Lessons Learnt process, and online legal tools, commentaries and databases.

Budget resources

€2,696.7 thousand

244. The requested amount has increased by €10.9 thousand (4.3 per cent).

Staff resources**€2,117.1 thousand**

245. The number of established posts has increased by one, following the conversion of the Information Management Coordinator. Two GTA positions at GS-OL level are requested for the Programme in 2018. Programme 2100 does not have any general administrative support/secretarial capability. The resources will form a pool to be shared by the entire Programme.

Established posts: Professional and General Service

€1,898.3 thousand

246. The Prosecutor (USG) is supported by a Chef de Cabinet (P-5), (proposed reclassification, see below para. 250) who, in addition to assistance and advice directly provided to the Prosecutor, is in charge of the Immediate Office and all its functions and components from the OTP-HR and Public Information Unit (PIU) teams to overseeing the work of other staff of the Immediate Office who fulfil key functions. The Chef de Cabinet advises the Prosecutor in the exercise of her functions, and under her supervision, manages the IOP. The IOP has one HR Liaison and Coordination Officer (P-3), two Public Information Officers (P-3), two Special Assistants to the Prosecutor (P-2), 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).

247. LAS is headed by a Senior Legal Adviser (P-5) and also has one Legal Adviser (P-4), two Associate Legal Advisers (P-2), and an Associate Programme Officer (P-2).

248. The increase of €200.5 thousand is due to the reclassification of the post of Senior Special Assistant to the Prosecutor and to the conversion of the position of Information Management Coordinator.

249. Based on the applicable criteria, one position, Information Management Coordinator (P-5), has been requested for conversion, and one position, Senior Special Assistant to the Prosecutor and Coordinator of the Immediate Office (P-4), has been requested for reclassification to Chef de Cabinet (P-5).

250. Separate and distinct from the reclassification process and its outcome, and to address a long-standing mismatch for which the Prosecutor previously requested a remedy, the title of the post of the Senior Special Assistant to the Prosecutor and Coordinator of the Immediate Office at the P-4 professional category grade, has been changed to Chef de Cabinet (*grade unaffected by title change*) with immediate effect to make the title fit for purpose, to more adequately reflect its functions and render it commensurate with the duties and responsibilities of the post, on par with similar posts within the UN Common System.³⁴

General temporary assistance

€218.8 thousand

251. Three GTA positions (2.33 FTE) are requested to meet crucial resource needs for 2018 to address demands placed on the Immediate Office and LAS. As far as the new positions are concerned, it must be noted that currently there is no administrative support for Programme 2100 (IOP, PIU, HR, LAS and Services Section). This recruitment was designed to create capacity to maintain administrative and leave records, process travel requests, assist in logistical arrangements for meetings, and similar tasks. These tasks are currently performed by higher level staff, to the detriment of the time available to them to do the specific tasks foreseen in their own roles. The creation of this capacity will finally allow higher level staff to use their time more efficiently in support of the activities of the Prosecutor and her Office. Details of the GTA positions are as follows:

(a) One *Special Assistant to the Prosecutor (P-3), 12 months (1.0 FTE)*.
Continued; and

(b) Two *Administrative Assistants (GS-OL), 16 months (1.33 FTE)*. *New.*

³⁴ See e.g., <https://apps.stl-tsl.org/PHFOnline/viewVacancy.aspx?Qry=rxzh0SaxgqrU0hOHq/1nag>

Non-staff resources**€579.6 thousand**

252. The requested amount has decreased by €29.8 thousand (4.9 per cent). Non-staff resources are requested for travel, hospitality, contractual services, training and consultants.

*Travel**€184.6 thousand*

253. The requested amount is intended to cover projected missions of the Prosecutor and her staff. The amount of €16.5 thousand, which has been saved because the 17th session of the Assembly of States Parties (“the Assembly”) is scheduled to take place in The Hague, has been allocated to cover the cost of additional bilateral meetings with government officials.

254. 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, and to contribute to maximizing the impact of the Rome Statute, it is necessary for the Prosecutor to undertake missions abroad. Experience has demonstrated the critically important impact of such missions and the positive results they can yield in support of the Office’s operational needs. The travel budget also includes missions for representatives of LAS, PIU, and OTP-HR, as well as provision for limited travel by external special advisers to the Prosecutor appointed pursuant to article 42(9) of the Rome Statute who, by function of their mandate, are required occasionally to travel to the seat of the Court.

*Hospitality**€5.0 thousand*

255. The requested amount is unchanged.

256. These limited resources are for hospitality to cater for international delegations, diplomats and high-level dignitaries visiting the Office of the Prosecutor. In past years, the Court has agreed to share among its organs most of the costs of catering for visiting high-level diplomats and delegations received by more than one Principal. The shared portion accounts for about €4.0 (80 per cent of the total amount requested). The relocation of the Court to its permanent premises also intended to be used to further develop the Court’s outreach to the public will also contribute to the number of high-level visitors the Office can reasonably expect to receive in 2018. Notwithstanding a projected increase in the number of such visits for the next fiscal year, the requested amount remains the same as in 2017.

*Contractual services**€30.0 thousand*

257. The requested amount is unchanged. The Office needs these resources to support independent public information missions in the countries of operation, as well as for the rental of appropriate facilities for press conferences and the production and distribution of informational material.

*Training**€290.0 thousand*

258. The requested amount is unchanged.

259. The training budget for the entire OTP 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 of the Office’s deliverables, performance, and indeed efficiency. The Office also needs to provide adequate training to the additional staff recruited, as well as to enhance particular skills of existing staff. The funds will be utilized to deliver a training schedule in accordance with carefully planned and scrutinized OTP-specific training priorities.

260. Moreover, as in many national systems, certain categories of professionals within the Office are required to attend specific training to maintain their qualification or be certified according to the requisite standards.

261. It bears noting that, thanks to an eLearning platform developed by the Knowledge-Base Unit, the Office will be able to offer additional training sessions to its staff without incurring trainers' fees. The eLearning platform is based on infrastructure and architecture provided by the Registry's Information Management Services Section (IMSS). The Office is also coordinating the project with the Registry's Human Resources Section with the aim of developing joint courses, wherever possible, exploiting both the flexibility of delivery and the low cost per trainee made possible by the platform.

262. The Office will continue to 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.

Consultants

€70.0 thousand

263. The requested amount has decreased by €30.0 thousand (30 per cent). This equates to approximately five 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. The budget remains centralized in the Immediate Office to ensure coordination across the operational divisions.

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

265. Part of the requested amount will also be used to fund expenses related to the Lessons Learnt exercises that will be facilitated by external experts assisting the Office in evaluating the progress made in the areas of prosecution and investigation.

Table 17: Sub-programme 2110: Proposed budget for 2018

2110 Immediate Office of the Prosecutor	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				1,421.1	194.2	13.7	1,615.3
General Service staff				276.7	6.3	2.3	283.0
<i>Subtotal staff</i>	<i>1,548.7</i>	<i>-</i>	<i>1,548.7</i>	<i>1,697.8</i>	<i>200.5</i>	<i>11.8</i>	<i>1,898.3</i>
General temporary assistance	159.1	-	159.1	278.6	(59.8)	(21.5)	218.8
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>159.1</i>	<i>-</i>	<i>159.1</i>	<i>278.6</i>	<i>(59.8)</i>	<i>(21.5)</i>	<i>218.8</i>
Travel	137.9	-	137.9	184.4	0.2	0.1	184.6
Hospitality	7.5	-	7.5	5.0	-	-	5.0
Contractual services	34.3	-	34.3	30.0	-	-	30.0
Training	41.8	-	41.8	290.0	-	-	290.0
Consultants	0.7	-	0.7	100.0	(30.0)	(30.0)	70.0
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>222.2</i>	<i>-</i>	<i>222.2</i>	<i>609.4</i>	<i>(29.8)</i>	<i>(4.9)</i>	<i>579.6</i>
Total	1,930.0	-	1,930.0	2,585.8	110.9	4.3	2,696.7

Table 18: Sub-programme 2110: Proposed staffing for 2018

2110 Immediate Office of the Prosecutor / Legal Advisory Section											Total P-staff and above		Total GS-staff	Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1		GS-PL	GS-OL		
<i>Established Posts</i>														
Approved 2017	1	-	-	-	1	2	3	5	-	12	1	3	4	16
New	-	-	-	-	1	-	-	-	-	1	-	-	-	1
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	1	(1)	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	1	-	-	-	3	1	3	5	-	13	1	3	4	17
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	1.00	-	1.00	-	-	2.00	-	-	-	2.00
Continued	-	-	-	-	1.00	-	1.00	-	-	2.00	-	-	-	2.00
New	-	-	-	-	-	-	-	-	-	-	-	1.33	1.33	1.33
Converted	-	-	-	-	(1.00)	-	-	-	-	(1.00)	-	-	-	(1.00)
Proposed 2018	-	-	-	-	-	-	1.00	-	-	1.00	-	1.33	1.33	2.33

(b) Sub-programme 2120: Services Section

266. The Section is made up of four units: the Financial Planning and Control Unit (FPCU),³⁵ the Information and Evidence Unit (IEU), the Knowledge-Base Unit (KBU) and the Language Services Unit (LSU). 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 support OTP operations.

267. 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.

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

- (a) Coordination and preparation of the OTP budget;
- (b) Management of OTP funds, including approval and certification of expenditures, preparation of detailed estimates of the financial impact of the activities performed by the Office, and expenditure reporting and forecasting;³⁶
- (c) Careful administration of funds dedicated to field operations and witness-related activities, official travel, procurement, and the administration of posts including GTA positions;
- (d) Effective monitoring and control of the use of resources in compliance with the Court's Financial Rules and Regulations;
- (e) Management, registration and storage of evidence and information (including chain-of-custody management) and provision of digital services (e.g. audio-video editing);
- (f) Advice and support to the Office on the collection and handling of evidence, including eDiscovery and Technology Assisted Review (TAR);
- (g) Management of the administrative process for material collected and submitted under article 15, including the Phase 1 analysis;
- (h) Technical equipment and support for witness interviews and missions, including for the safe storage and transfer of evidence;
- (i) Support of knowledge- and information-management systems, business processes, eLearning platform and projects within the Office;
- (j) Development, introduction and maintenance of specific information-management tools and practices required by the Office;
- (k) Field, event, and telephone interpretation;
- (l) Transcription of audio and video material;
- (m) Translation of OTP evidence and core Office documentation; and
- (n) Summarization, redaction, editing, subtitling, language identification and other support activities for projects requiring language expertise within the Office.

269. The Section also represents the OTP in financial, budgetary and resource-related matters before the Committee, the States Parties' delegates of 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 from the Registry. Lastly, the Section represents the Office in Court-wide initiatives and projects.

³⁵ The Financial Planning and Control Unit (FPCU) was formerly known as the General Administration Unit (GAU).

³⁶ The centralized approach provides full budget spending control and flexible financing of activities to match changing operational needs through reallocation of resources as required. This approach to fund management has been praised by the Office of Internal Audit, in particular, in the recent *Report by the Office of Internal Audit*: engagement number OIA.02.14.

Budget resources**€8,164.4 thousand**

270. The proportion of resources specifically allocated to the Services Section has been steadily decreasing. In the 2018 proposed programme budget it is 5.1 per cent.³⁷ The slight increase in the proposed 2018 request for funds is mainly due to the restoration of capacity for continuing GTAs.

271. Thanks to the continuing effort to streamline processes and workflows, the FPCU has been able to manage the additional workload and achieve substantial efficiencies with the same basic structure. The review and standardization of policies and operations has led to improved processes in: (1) the preparation of contracts for Field Interpreters, Psycho-Social Experts and other SSA contracts; (2) the reconciliation of Field Offices' accounts and operations reports; and (3) the creation of an FPCU On-Line Request System – with the assistance of KBU – which has enabled a reduction in paper-based information and long and time-consuming email exchanges. In addition, the new system provides easy access to the status of requests as well as statistics on the process. These efficiencies have resulted in the absorption of higher work volumes, improved monitoring and control of the activities, increased transparency and higher quality in the provision of the services.

272. The FPCU has thus been able to provide higher quality support to increased and more complex needs arising from the Office's operational activities, without requesting additional resources in the 2018 budget.

273. FPCU and KBU are also actively involved in the review of OTP-specific equipment, hardware and software requests. Following the review of the workflows performed during the inter-organ synergies exercise, the focal point roles of the two units within the OTP has been further strengthened. FPCU consolidates requests coming from the business users in the OTP, verifies budgetary compliance and coordinates with Procurement in the Registry to ensure timely and effective delivery of the goods and services. KBU, in coordination with IMSS, verifies the compatibility of software and hardware requests with the overall infrastructure and technical architecture of the Court, and their consistency with the information strategy of the Office and of the Court. This approach, supported by the Information Management Governance Board (IMGB), is leading to improved speed and transparency in the procurement process, better control over expenses, consistency with the Court-wide IT plans, and increased synergies in the development of a Court-wide information management strategy.

274. In the course of 2017, KBU has reviewed its processes and managed the increased workload coming from its clients. The Unit has redistributed the activities and this has allowed KBU to cope with the new functions it has been assigned. In particular, KBU has worked on the development of eLearning capabilities to assist HR in delivering efficient and cost-effective training to the Office's staff.

275. One dedicated Learning Officer (P-2) GTA is requested for KBU. The position is budget-neutral because the Unit will no longer be requesting one Database Coordinator (P-1), approved in 2017.

276. Support to preliminary examinations is provided by IEU through the management of the OTP Information Desk that receives all article 15 communications. All communications are filtered after an initial assessment; the materials are scanned and placed in TRIM for review by the Jurisdiction, Complementarity and Cooperation Division. This requires 1 FTE.³⁸ The Unit has so far managed this function by using other resources primarily assigned to different tasks within IEU. This is no longer feasible given the increased volumes to be handled. One Evidence Assistant (GS-OL) GTA is therefore requested to properly cover the function. The financial impact of this position is offset by an equivalent-grade position that is no longer requested in another unit of the Section (i.e. LSU).³⁹ Thus,

³⁷ For a detailed list of the staff resources (continued and new) requested in the 2018 budget, see paragraphs 281-294 below.

³⁸ For more details on IEU, its processes and resource needs, see *Report of the Court on the Basic Size of the Office of the Prosecutor*, ICC-ASP/14/21, 17 September 2015.

³⁹ See paragraph 279.

the flexible use of budgetary resources and the efficiencies achieved within the sub-programme make this particular request budget negative.⁴⁰

277. LSU provides a broad variety of language support throughout the preliminary examination, investigation and prosecution phases. The three main areas of work – albeit not the only ones – remain field interpretation, transcription and translation, as required by OTP. The requirement for language services is often volatile on account of uncertainty around, among other things: (1) how many and which languages will be encountered in any given situation country, especially with regard to “insider” witnesses and victims (those located in the country and/or having pertinent knowledge) whose evidence needs interpreting, transcribing and translating into a working language and also to accused persons who are entitled to translations of evidence in a language they fully understand; (2) the frequency and other particularities of the languages involved; (3) the possible reach of an investigation beyond the situation country necessitating additional languages; and (4) the team’s capacity to work in both working languages.

278. LSU is requesting two new GTA positions: one Translation Officer (P-3) to better coordinate translation workload with respect to languages of lesser diffusion, and one new Transcription Assistant. At the same time, one Translator (P-3) and two Data Processing Assistant - Transcriber (GS-OL) are no longer requested. As a consequence, the financial impact of the new request is offset by the reduction in other roles.

279. The Office continues to centralize some non-staff budget lines, such as Consultants, Furniture and equipment, Supplies and materials and Training,⁴¹ so as to be quick and flexible in response to possible changing needs during the implementation of the budget. The resources that are requested are to provide support and materials needed by other sub-programmes within the Office to facilitate business activities.

280. The requested budget has increased by €393.3 thousand (5.1 per cent). The increase in costs is mainly due to restoration of capacity (e.g. UN Common System, re-establishment of the standard vacancy rate, and full costing of GTAs). Staff costs and Non-staff costs represent 85.3 per cent and 14.7 per cent of the proposed budget, respectively.

Staff resources

€6,939.3 thousand

281. In 2018, the Section will comprise 46 established posts, including one post submitted for conversion from GTA, 25 recurrent GTA positions plus Field Interpreters (3.4 FTE), and three new GTA requests, for a total of 76.4 FTE.

Established posts: Professional and General Service

€4,010.6

282. The Section, comprising four units, is overseen by the Senior Manager (P-5).

283. The Financial Planning and Control Unit (FPC) has one Administration Officer (P-3), two Associate Administration Officers (P-2) and three Finance and General Administration Assistants (GS-OL).

284. One position, Associate Administration Officer (P-2) in FPCU above, is requested for conversion from GTA.

285. The Information and Evidence Unit (IEU) has one Head, Information and Evidence Unit (P-3), one Associate Information and Evidence Officer (P-2), three Information Storage Assistants (GS-OL), one Information Management Assistant (GS-OL), one Senior Evidence Assistant (GS-OL) and four Evidence Assistants (GS-OL).

286. The Knowledge-Base Unit (KBU) has one Knowledge-Base Manager (P-4), two Information Officers (P-2), three Database Coordinators (P-1), one Assistant Information Officer (P-1) and one Disclosure/Search Assistant (GS-OL).

⁴⁰ IEU’s new GTA request for an Evidence Assistant (0.67 FTE) is considered budget-negative as the LSU Data Processing Assistant/Transcriber was budgeted for 12 months, equivalent to 1.0 FTE.

⁴¹ *Training and Consultants* are in Sub-programme 2110, Immediate Office of the Prosecutor; *Supplies and materials* and *Furniture and equipment* are in Sub-programme 2120, Services Section.

287. The Language Services Unit (LSU) has one Language Coordinator (P-4), two Translator/Reviser (one English and one French) (P-4), one Translator (English) (P-3), one Translator (French) (P-3), one Translator (Arabic) (P-3), one Interpretation Coordinator (P-3), one Associate Translator (English) (P-2), one Associate Translator (French) (P-2), one Associate Translator (Arabic) (P-2), one Transcript Coordinator (GS-OL), five Transcript Reviewers (GS-OL),⁴² three Language Services Assistants (GS-OL) and one Transcription Assistant (GS-OL).

General temporary assistance

€2,928.7 thousand

288. The Section 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.

289. The Section also requires additional GTA positions for evidence management, knowledge-base support in respect of eLearning capabilities, and for language services to handle the additional workload related to the increase in the number of activities and staff in the Office.

290. The Section has strictly analysed and evaluated the best way to match efficiency and effectiveness in the delivery of its services. This effort eventually led to neutrality in terms of number of positions and grades. The breakdown of GTA positions requested for 2018 and in order of units in the Section is as follows:

- (a) Two Associate Electronic Evidence Officers (P-2), 24 months (2.0 FTE). *Continued;*
- (b) Two Assistant Information and Evidence Officers (P-1), 24 months (2.0 FTE). *Continued;*
- (c) One Evidence Assistant (GS-OL), 8 months (0.67 FTE). *New;*
- (d) One Data Management Officer (P-3), 12 months (1.0 FTE). *Continued;*
- (e) One Associate Database Coordinator (P-2), 12 months (1.0 FTE). *Continued;*
- (f) One Information Officer (P-2), 12 months (1.0 FTE). *Continued;*
- (g) One Learning Officer (P-2), 8 months (0.67 FTE). *New;*
- (h) One Disclosure/Search Assistant (GS-OL), 12 months (1.0 FTE). *Continued;*
- (i) One Technical Assistant (Information Systems) (GS-OL), 12 months (1.0 FTE). *Continued;*
- (j) Seven Translators (P-3), 84 months (7 FTE). *Continued;*
- (k) One Translation Officer (P-3), 8 months (0.67 FTE) *New;*
- (l) One Associate Translator (P-2), 12 months (1.0 FTE). *Continued;*
- (m) One Associate Interpretation Coordinator (P-2), 12 months (1.0 FTE). *Continued;*
- (n) Two Assistant Translators (P-1), 24 months (2 FTE). *Continued;*
- (o) One Administrative Support (GS-OL), 12 months (1.0 FTE). *Continued;*
- (p) Three Transcript Reviewers (GS-OL), 36 months (3.0 FTE). *Continued (Formerly known as Data Processing Assistants);*
- (q) One Language Services Assistant (GS-OL), 12 months (1.0 FTE). *Continued;*
- (r) Field Interpreters (GS-OL), equivalent to 41 months (3.4 FTE). *Continued.*

291. IEU is requesting one new Evidence Assistant (GS-OL) because of the increased workload in receiving and processing article 15 communications.

⁴² The title of Data Processing Assistant in LSU was updated to Transcript Reviewer to properly distinguish it from the role of data processing staff in the Data Processing Unit (ID) and in the Investigative Analysis Section (ID).

292. KBU is requesting one dedicated Learning Officer (P-2) GTA. The position is budget-neutral because the Unit will no longer be requesting one Database Coordinator (P-1), approved in 2017.

293. In LSU, following a full work survey review of the transcription team, the new title "Transcript Reviewer" clarifies their specific technical role and enables them to better respond to clients' needs. Of the two posts previously known as Data Processing Assistants, one resource has been transferred to IEU (see paragraph 292) and one is repurposed as Transcription Assistant (*GS-OL*). One P-3 Translator is no longer requested and the post has been repurposed as Translation Officer (P-3) to better coordinate translation workload with respect to languages of lesser diffusion.

294. The overall increase in the number of posts in the Section is neutral, thanks to the progress made in the internal organization, workflows and procedures. The limited increase is due to the work-months of each of the positions, which have been budgeted for 12 months (with the exception of the field interpreters and the new requests) and it is fundamentally linked to the operational needs of the Office that require critical support from the Services Section and to unavoidable budgetary elements outside the control of the Office.

Non-staff resources

€1,225.1 thousand

295. The requested amount has increased by €30.0 thousand (2.5 per cent). Non-staff resources are used for travel, contractual services, supplies and materials and furniture and equipment.

Travel

€385.6 thousand

296. The requested amount has increased by €30.0 thousand (8.5 per cent). This is the net increase resulting from the increase related to support the Integrated Teams minus the cost (€3.0 thousand) allocated for the New York mission for the seventeenth session of the Assembly in December in New York (i.e. the budgeted expenses are no longer necessary as the Assembly session will take place in The Hague). The increased number of missions in the field indeed requires more trips for interpreters (local and international) to provide necessary support for investigation and prosecution-related activities during the preliminary examination, investigative, pre-trial and trial phases. The budget line further includes funds for a number of missions to situation countries to assess and recruit field interpreters. As in previous years, travel resources also provide for a limited number of missions for technical, language and administrative staff to participate in professional conferences.

Contractual services

€549.5 thousand

297. The amount requested is unchanged. In spite of the increase in activities, the implementation of the machine-assisted translation system (Systran) and the upgrade of other tools and software to support language services should allow the additional workload to be absorbed with the same resources as in 2017.

298. Contractual services are required to supplement internal projects or to provide resources for special requirements and peaks in activities that cannot be effectively and promptly dealt with in-house through additional recruitment. This is the case for 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, again where confidentiality constraints permit.

Supplies and materials

€110.0 thousand

299. The requested amount is unchanged. This is a centralized budget line and funds are used for operational purposes.

300. A portion of this budget line is allocated to purchasing digital and electronic consumables (e.g. memory cards, mini-disks, encrypted hard drives and batteries) for equipment used by investigators, such as cameras and recording devices. Funds are also requested for maintaining annual subscriptions to OTP-specific journals and other professional subscriptions (e.g. International Association of Prosecutors), as well as for purchasing key reference books necessary to support the core activities of the Office. Subscriptions to online database/services and journals that are common to the entire Court are centralized within the Court's Library.

301. Approximately €10.0 thousand is requested to replace and integrate specific materials and supplies (e.g. satellite images of locations, or body bags, rubber gloves, consumables and instruments) needed for crime scene forensic activities linked to investigations.

Furniture and equipment

€180.0 thousand

302. The requested amount is unchanged. The amounts requested by each Major Programme were discussed at inter-organ meetings with the goal of ensuring consistency with the Five-Year IT/IM Strategy developed by the Court and approved by the Coordination Council. The figures included under Sub-programme 2120 relate to the part of the IT investments funded through the OTP budget, because expenditure relates to OTP-specific items as part of the agreed investments for the key initiatives in the prosecutorial functional goals included in the Court's plan.⁴³

303. This budget line includes €50.0 thousand for the development of an entity-extraction application. This software will reduce the time spent by analysts, investigators and prosecutors in searching through evidentiary documents in OTP's databases to find text-based information relevant for the clustering of information and the assessment of linkages. The analysis of business requirements is currently being finalized with the cooperation and assistance of IMSS. This development is an integral part of the Court's Five-Year IT/IM Strategy. The allocation of this item to the OTP budget is consistent with the hybrid model adopted by the Court. As the application affects OTP-specific databases and will be used for preliminary examinations, investigation and prosecution, the funds are requested by the OTP.

304. The OTP has been evaluating alternative and less expensive secure methods of taking statements from and re-contacting witnesses in a secure way which can also fully satisfy the regulations of the Court. Videoconferencing and recording software has been identified and a successful proof of concept (PoC) has been conducted in 2017 with the assistance of KBU and IMSS. The software will allow interaction between the interviewers and the interviewee with recorded evidence of the interview becoming immediately available on the servers at the Court's Headquarters. The statements can then be transcribed and translated without the time delays of the past, when tapes/disks had to be shipped from the field offices or the site where the witness was interviewed to Headquarters, or because of the security risk linked to using file transfer protocols. In addition, the system will help to reduce the mission costs associated with sending interviewers from Headquarters to the field or to witnesses' locations. Last but not least, the system will be tested to verify whether it could be a viable tool for LSU for remote training of interpreters. This could also bring some savings (to be quantified once the viability of the tool is confirmed) by reducing travel costs associated with bringing candidates to Headquarters in The Hague. The budget requested for the application is €20.0 thousand (€100.0 thousand for the software and €20.0 thousand for the specific hardware and peripherals).

305. In addition, the Office continues to refresh and update its other existing Office-specific systems. An amount of €10.0 thousand is requested for the OTP Gateway, a secure web-based platform for receiving anonymous information and contacts on current cases.

⁴³ CBF/28/20, *Information Technology at the International Criminal Court: Five-year IT/IM Strategy for the Court (2017-2021)*, 28 March 2017, and CBF/28/12P01, *ICC IT/IM Strategy & Roadmap 2017-2021*, (pp. 7-9), 17 February 2017.

Table 19: Sub-programme 2120: Proposed budget for 2018

2120 Services Section	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				2,321.0	146.3	6.3	2,467.3
General Service staff				1,495.6	47.7	3.2	1,543.3
<i>Subtotal staff</i>	<i>3,051.4</i>	<i>-</i>	<i>3,051.4</i>	<i>3,816.6</i>	<i>194.0</i>	<i>5.1</i>	<i>4,010.6</i>
General temporary assistance	2,550.3	129.6	2,679.9	2,759.4	169.3	6.1	2,928.7
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>2,550.3</i>	<i>129.6</i>	<i>2,679.9</i>	<i>2,759.4</i>	<i>169.3</i>	<i>6.1</i>	<i>2,928.7</i>
Travel	395.2	7.2	402.4	355.6	30.1	8.5	385.6
Hospitality	-	-	-	-	-	-	-
Contractual services	166.6	136.6	303.2	549.5	-	-	549.5
Training	18.3	6.7	25.0	-	-	-	-
Consultants	0.1	0.1	0.2	-	-	-	-
General operating expenses	90.7	3.0	93.7	-	-	-	-
Supplies and materials	89.9	3.5	93.4	110.0	-	-	110.0
Furniture and equipment	219.1	139.7	358.8	180.0	-	-	180.0
<i>Subtotal non-staff</i>	<i>979.9</i>	<i>296.8</i>	<i>1,276.7</i>	<i>1,195.1</i>	<i>30.0</i>	<i>2.5</i>	<i>1,225.1</i>
Total	6,581.6	426.4	7,008.0	7,771.1	393.3	5.1	8,164.4

Table 20: Sub-programme 2120: Proposed staffing for 2018

2120 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
										22			23	23
<i>Established Posts</i>														
Approved 2017	-	-	-	-	1	4	6	7	4	22	-	23	23	45
New	-	-	-	-	-	-	-	1	-	1	-	-	-	1
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	1	4	6	8	4	23	-	23	23	46
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	-	-	7.83	7.00	5.00	19.83	-	11.11	11.11	30.94
Continued	-	-	-	-	-	-	8.00	7.00	4.00	19.00	-	10.42	10.42	29.42
New	-	-	-	-	-	-	0.67	0.67	-	1.33	-	0.67	0.67	2.00
Converted	-	-	-	-	-	-	-	(1.00)	-	(1.00)	-	-	-	(1.00)
Proposed 2018	-	-	-	-	-	-	8.67	6.67	4.00	19.33	-	11.08	11.08	30.42

2. Programme 2200: Jurisdiction, Complementarity and Cooperation Division

Introduction

306. The Jurisdiction, Complementarity and Cooperation Division (JCCD) is the lead division on preliminary examinations, facilitating the Office's investigations by ensuring cooperation and judicial assistance under Part 9 of the Rome Statute. Cooperation is vital to ensuring the timely investigation and prosecution of cases and the preventive and complementary functions of the Court. Each situation or case has its own unique cooperation requirements. JCCD's judicial and general cooperation and external relations functions entail establishing and managing relations with States, international organizations, NGOs and other private actors, including galvanizing general support for the work of the Office and advocating and delivering its key messages. The Division is primarily responsible for building, managing and reinforcing the strong and extensive network of support and cooperation with States (including its judicial and law enforcement actors), 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 is thus responsible, within the Office, for matters of jurisdiction, admissibility and interests of justice and provides essential recommendations to the Prosecutor on the opening of new investigations.

307. The Division comprises two sections: the International Cooperation Section (ICS) and the Situation Analysis Section (SAS).

308. ICS has three areas of activity, coordinated by and under the overall supervision of the Chief of ICS, with the additional support of a Senior Legal Adviser: (i) situation-specific cooperation within Integrated Teams; (ii) judicial cooperation; 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 situation-specific 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 reinforce and extend the transversal network of partners, facilitate cooperation for arrest and surrender as well as for identification, location, tracking and freezing of assets; and

(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 OTP's senior management. It supports the OTP's 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.

309. The JCCD Senior Legal Adviser, who provides legal advice across the Division, is in charge of providing advice on transversal legal issues arising out of the work of the Situation Analysts and of the International Cooperation Advisers in each situation under

investigation where jurisdictional or complementarity-related issues arise. The Legal Adviser also supports the Division on litigation in matters of jurisdiction, admissibility and judicial assistance, working alongside the Prosecution and Appeals Sections on written and oral submissions as required; and engages in the negotiation and conclusion of agreements or Memorandums of Understanding with national actors, international organizations or peacekeeping operations to support OTP operations.

310. 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 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 preventive 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.

Budget resources **€4,042.4 thousand**

311. The requested resources have increased by €85.6 thousand (2.2 per cent). The increase is mainly due to the difference in reclassification costs. Two long-standing GTA positions have been submitted for conversion. Extensions are requested for the other GTA resources previously approved in the 2017 budget. These resources are critical to enable the Division to conduct its mandate effectively in 2018.

Staff resources **€3,601.4 thousand**

312. The Division comprises 31 established posts and three GTA positions (2.5 FTE).

313. Two positions, one International Cooperation Adviser (P-3) and one Legal Assistant (GS-OL), and in ICS, have been requested for conversion.

314. One position, International Cooperation Adviser (P-4) has been submitted for reclassification to Senior Legal Adviser (P-5) and provides legal advice to both sections (ICS and SAS) as well as to the Director, JCCD.

Established posts: Professional and General Service *€3,397.4 thousand*

315. The Division is headed by a Director (D-1), who is assisted by one personal assistant (Administrative Assistant) (GS-OL).

316. One Senior Legal Adviser (P-5) (this position has been reclassified from International Cooperation Adviser (P-4)). See paragraph 315 above.

317. The International Cooperation Section (ICS) comprises a total of 16 established posts, one Head of Section (P-5), one International Cooperation Adviser (P-4), one Judicial Cooperation Adviser (P-4), seven International Cooperation Advisers (P-3) *one of which is converted from GTA*, one External Relations Adviser (P-3), one Associate International Cooperation Adviser (P-2), one Judicial Cooperation Assistant (GS-OL), one Legal Assistant (GS-OL), *converted from GTA*, and two Administrative Assistants (GS-OL).

318. The Situation Analysis Section (SAS) comprises a total of 12 established posts, one Head of Section (P-5), three Situation Analysts (P-3), six Associate Situation Analysts (P-2) and two Assistant Situation Analysts (P-1).

General temporary assistance *€304.0 thousand*

319. Three GTA positions (equivalent to 2.5 FTE) are requested to support the investigations and trials foreseen in the 2018 budget assumptions, as well as to support, administratively and operationally, the continuously increasing crucial workload. Each International Cooperation Adviser is formally assigned to a specific Integrated Team but

sometimes also serves as backup for another team. His/her assignment can also change, should existing or new situations so require, and in some cases, might include more than one situation should the assumed workload for each situation allow. This flexibility allows the JCCD and ICS management to seek maximum efficiency in allocating existing resources should situational requirements fluctuate.

320. The breakdown of GTA positions requested is as follows:

- (a) One *International Cooperation Adviser (P-3), 12 months (1.0 FTE), continued;*
- (b) One *Situation Analyst (P-3), 12 months (1.0 FTE), continued;* and
- (c) One *Legal Officer (P-3) in New York, 6 months (0.5 FTE), continued.*

321. The Legal Officer (P-3) in ICS is retained as a United Nations staff member by the United Nations Office of Legal Affairs to process and coordinate within the United Nations system all requests for assistance from the OTP, forming an essential component to enable the efficient and timely execution of all requests. 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.

322. No new additional posts are requested for 2018, given that existing resources will be allocated in the most effective way to meet the requirements set by the assumptions.

Non-staff resources **€441.0 thousand**

323. The requested non-staff resources are unchanged and dedicated to travel. The slight increase of 0.1 per cent is due to minor changes in daily subsistence allowance under travel.

Travel *€441.0 thousand*

324. The travel budget has increased by €0.6 hundred or 0.1 per cent. The estimated level of missions is the same as in 2017, and it remains critical that adequate funds are provided for this budget line. The expected savings from the fact that the 2018 Assembly session will take place in The Hague instead of New York (€30.0 thousand) have been allocated for missions. JCCD staff conduct missions in relation to situations under preliminary examination or investigations to secure and foster cooperation or gather information and to attend key meetings with State officials. JCCD staff will also continue to accompany the Prosecutor on situation-related missions. These missions continue to be targeted and planned in such a way as to use the travel budget most efficiently, thus enabling efficiency reductions in the proposed budget, despite the increased number of planned missions.

Table 21: Programme 2200: Proposed budget for 2018

2200 Jurisdiction, Complementarity and Cooperation Division	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				2,786.4	175.6	6.3	2,961.9
General Service staff				260.1	75.4	29.0	335.5
<i>Subtotal staff</i>	<i>2,125.4</i>	<i>-</i>	<i>2,125.4</i>	<i>3,046.5</i>	<i>250.9</i>	<i>8.2</i>	<i>3,297.4</i>
General temporary assistance	1,242.5	-	1,242.5	470.0	(166.0)	(35.3)	304.0
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>1,242.5</i>	<i>-</i>	<i>1,242.5</i>	<i>470.0</i>	<i>(166.0)</i>	<i>(35.3)</i>	<i>304.0</i>
Travel	332.8	6.2	339.0	440.4	0.6	0.1	441.0
Hospitality	-	-	-	-	-	-	-
Contractual services	5.3	-	5.3	-	-	-	-
Training	5.3	-	5.3	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>343.4</i>	<i>6.2</i>	<i>349.6</i>	<i>440.4</i>	<i>0.6</i>	<i>0.1</i>	<i>441.0</i>
Total	3,711.3	6.2	3,717.5	3,956.9	85.6	2.2	4,042.4

Table 22: Programme 2200: Proposed staffing for 2018

2200 JCCD	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
<i>Established Posts</i>														
Approved 2017	-	-	-	1	2	3	10	7	2	25	-	4	4	29
New	-	-	-	-	-	-	1	-	-	1	-	1	1	2
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	1	(1)	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	1	3	2	11	7	2	26	-	5	5	31
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	-	-	3.50	-	-	3.50	-	1.00	1.00	4.50
Continued	-	-	-	-	-	-	3.50	-	-	3.50	-	1.00	1.00	4.50
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	(1.00)	-	-	(1.00)	-	(1.00)	(1.00)	(2.00)
Proposed 2018	-	-	-	-	-	-	2.50	-	-	2.50	-	-	-	2.50

3. Programme 2300: Investigation Division

Introduction

325. The Investigation Division (ID), under the overall management of its Director and management team, provides the investigative and analytical component of the Integrated Teams which conduct the Office's investigations and prosecutions under the responsibility of the Prosecution Division's Senior Trial Lawyers. The ID recruits, trains and monitors the performance of investigators, analysts and data-inputters within the Integrated Team. In support of the Integrated Teams, the ID also is responsible for the forensic and scientific aspects of investigations, as well as providing operational support.

326. The Division comprises a Director and four sections: the Investigation Section (IS), the Investigative Analysis Section (IAS), the Forensic Science Section (FSS) and the Planning and Operations Section (POS).

327. The Investigation Section provides a substantial and critical component (investigators, information management and management resources) of the Integrated Teams. The investigative team undertakes the key investigative activities, focusing on the crimes and the suspects and the linkage between the crimes and the suspects (as individuals, an organization and/or by other means). For crimes, the team collects evidence on the incidents under investigation and the corresponding victimization. For suspects, it is necessary to manage the lines of inquiry into their role, knowledge and intent regarding the crimes. To that effect, the IS collects evidence on the structure or organization allegedly responsible for the crimes, the roles of the suspects involved and the linkage between them and the crimes, including the financing and logistics required to commit the crimes. Continued advances in and the widespread availability and use of technology (such as social media) create the necessity to conduct online investigations. Where feasible, dedicated field-based resources focus on developing leads, establishing strong local networks, coordinating with local and regional partners, participating in activities with Headquarters staff on mission, and following up on activities from concluded missions.

328. The specialized sections within the ID support the Integrated Teams in the elaboration and implementation of their plans, through expert advice and assistance in the conduct of operations. They also promote the strategic development of the Office's investigative capability by devising and implementing innovative procedures, tools and methodologies to ensure investigative activities are efficient, advanced, of the highest quality and in conformity with applicable standards.

329. The Investigative Analysis Section ensures the development of standards, best practices, training, quality reviews and resource provision across the various investigative teams. The Analysts and Analysis Assistants are part of the IAS and form an essential component of the Integrated Teams.

330. The IAS provides support to the Investigation and Prosecution Division in the following areas: Crime Patterns Analysis of multiple crime allegations with databases, statistics, chronologies, maps and reports to support management decisions on case selection, investigations, fugitive tracking, and periodical reports to the UN Security Council; Fact Analysis Database in support of investigations to collate and integrate all sources of evidence about relevant groups, locations, persons and other entities; systematic evaluation of witnesses and other sources of evidence by standard criteria of reliability and credibility; analysis of structures and networks, including telecommunications data, military issues (including military command and control, operations, weaponry) and modus operandi; gender analysis on the relevant crimes and context implementing the OTP Gender Analysis Guidelines; trial support in preparation for witness examinations and filings; operational analysis in support of investigators in field missions; and systematic use of internet open sources.

331. The Forensic Science Section supports the Integrated Teams with specialist expertise, such as cyber investigation and technical expertise, forensic operations such as crime scene investigations (including exhumations, autopsies, 3D imaging, audio and video enhancement), and satellite imagery and infographics.

332. The Forensic Science Section provides scientific support to investigations and prosecutions as well as preliminary examinations. It is composed of three units, namely, the Forensic Unit (in charge of crime scene examinations, exhumations, autopsies, clinical examinations, criminalistics, etc.), the Cyber Unit (in charge of computer forensics, mobile and telecommunications forensics, cyber investigations, etc.) and the Imagery Unit (in charge of GIS and satellite image analysis, photo/video analysis, 3D mapping and reconstruction, drone imagery, etc.). In addition, the FSS maintains the Executive Secretariat of the OTP Scientific Advisory Board and develops the standard operating procedures and guidelines relating to scientific activities.

333. FSS invites the Scientific Advisory Board to the Court. This Board, composed of Presidents in office of the 18 most representative institutions of the international scientific community, meets annually and advises the Office about recent developments in new and emerging technologies, and scientific methods and procedures that could potentially enhance the collection, management, and analysis of testimonial, documentary and scientific evidence.

334. In the Planning and Operations Section, the Operational Risk and Support Unit (ORSU) ensures the confidentiality and security of field deployments, and provides operational support to missions. The Protection Strategies Unit (PSU) guarantees that the investigative strategy is developed in such a way that foreseeable risks to persons interacting with the OTP are managed. Both ORSU and PSU work closely and in a complementary manner with the Registry through the division of responsibilities based on a continuum of services. The Gender and Children Unit (GCU) assists the teams in handling vulnerable witnesses and investigating sexual and gender-based crimes and crimes against children. Lastly, the Data Processing Unit (DPU) and the administration and planning team provide information processing and administrative services/project management support, respectively.

335. The Office issued its Strategic Plan 2016-2018 in November 2015, breaking down the prosecutorial strategy into nine strategic goals. The Division strives to create the necessary conditions for the success of the Strategic Plan and undertakes activities to directly support all nine strategic goals. In order to ensure that the investigations continue to meet the expectations of quality, and in the face of ever more challenging operating environments, the strategy outlined in the previous year remains – namely to maintain high-quality investigations while ensuring efficient functioning. These strategic objectives lead to activities such as: developing the ability to collect more diverse forms of evidence, including building capacity regarding science- and technology-based evidence; increasing the investigative field presence; continuing to implement a gender perspective in investigations; increasing the role of analysis, certifying staff, adapting the staff composition to the new environment; and further developing witness protection.

336. The ongoing evaluation of the current Strategic Plan (2016-2018)⁴⁴ shows that the prosecutorial strategy continues to yield positive results in Court (since 2012 and regarding article 5 crimes, a total of 97 counts have been presented at confirmation hearing stage and six counts were put forward at trial stage, all of which have been confirmed). The ID contributed to these results by prioritizing the quality, rather than quantity, of investigative activities, which is a strategy the Division intends to continue with its current cases.

337. Thanks to the efforts made in previous years' budgets, the Division has been able to staff its teams at a more adequate level. However, the total number of staff required still remains below the basic size and at an unsustainable level from a longer term perspective. Nonetheless, provided there are no unforeseen changes to the current assumptions, an appropriate level of quality can still be maintained but timelines of investigations will be stretched beyond those outlined in the basic size. Noting the current workload, there is an inability to further utilize resources flexibly without either affecting the quality or prolonging the duration of investigative activities even further. In short, the Division's current resource level is insufficient to meet all the demands placed upon the Office.

⁴⁴ CBF/28/11, *Report on the Implementation of the OTP Strategic Plan*, 14 March 2017.

338. The pared-down and flexible approach to investigations and the focus on quality over quantity is reflected in the investment in quality and innovation. In fact, quality forms a central part of the OTP's present and future strategy. Cyber investigations, increased forensic work in terms of audio and video enhancement, crime scene examination, exhumations and autopsies play a critical role in this, as do investment in training (for example, ongoing training for investigative standards and training for operating in high-risk environments) and the continued development of networks with law enforcement agencies, forensic institutes, technology experts, NGOs and other partners. The 2018 budget continues to maintain this effort with a modest investment that allows the Division to stay abreast of current advances and re-invest where technology and equipment have become obsolete.

Budget resources

€20,351.3

339. The proposed amount has increased by €1,260.3 thousand (6.6 per cent). Staff make up 89 per cent of the costs and have the biggest impact on the budget.

340. As in previous years, the Division has made a significant effort in identifying efficiency gains and savings. It has also been particularly mindful of the recommendations made by the Committee regarding any potential resource increases for the 2018 budget. Throughout 2017, and in coordination with the other divisions of the OTP and the other organs of the Court, the ID has dedicated resources and time to identify efficiencies and savings through (a) coordination with States and other international organizations or third parties; (b) flexible use of resources; (c) review and standardization of procedures, operations and policies; and (d) use of (new) technology. Due consideration was given to finding efficiencies or savings before proposing an increase in resources. In 2018, the identification of efficiencies and savings ultimately led to a smaller increased budget request (see annex X on 2018 efficiency savings).

341. As for the Investigation Section, the requirements of a basic investigative team are highlighted in the basic size report.⁴⁵ Following the report's resource justifications, it is important to acknowledge that the current capacity of investigators still falls short of the identified needs. Additional resources are still required. One proposal to increase the Division's investigative capacity which was introduced in last year's budget is the addition of a Situation-Specific Investigation Assistant (GS-OL), who brings to the investigative team a deep knowledge of the situation country under investigation, including a better understanding of its socio-economic and cultural aspects. At Headquarters and/or deployed in the field, he or she supports the teams in establishing local/regional networks, identifying leads and investigative opportunities and collecting information from open sources, in particular when local languages are used. Given that the first Situation-Specific Investigation Assistants have proven to be extremely useful in the past year in the Darfur, Georgia and Uganda situations, other teams are requesting similar support (CIV II, Libya, and CAR). The Investigation Section therefore requests two additional Situation-Specific Investigations Assistants to enhance investigative activity. While these posts could be justified (for other teams), they have not been requested in the current budget in order to limit budgetary growth. It is anticipated, however, that future budgets will contain requests for additional Situation-Specific Investigation Assistants.

342. As outlined above, while teams remain understaffed in 2018 in comparison to the basic size, prioritization of resources ensures that ongoing trials are fully supported. The persisting consequences of understaffing are as follows: active investigations require more time to conduct the planned activities; investigative teams are unable to adequately react to any important unforeseen events, including article 70 investigations, without removing or significantly reducing the resources allocated to other priority activities; no tracking capacity; diminished capacity to deal with cases in hibernation, in particular the necessary maintenance of contact with witnesses and identification of opportunities to gather new evidence. Increasingly, the Division is developing more investigative standards. Overall, prioritization helps to ensure that the investigative activities adhere to the highest quality

⁴⁵ *Report of the Court on the Basic Size of the Office of the Prosecutor*, 17 September 2015.

standards, contributes directly to Strategic Goal 9 of the OTP Strategic Plan (2016-2018) and responds to internal and external demand.

343. In the light of the above, the Investigation Section therefore requests two Situation-Specific Investigation Assistants (GS-OL). In order to stay within the budget constraints and limit the increase in the OTP resource request, the ID firstly examined prior identified savings and efficiencies. However, none were found to offset the need for the positions. Therefore, alternative methods were explored. The Division thus proposes not to request one P-2 Associate Investigator in order to achieve a near budget-neutral exercise. Specifically for the Investigation Section, one P-2 GTA Associate Investigator position, currently vacant, will not be requested in 2018 in order to make room for the newly requested GTAs. While the Division still requires additional investigative resources and future resource requests may include additional P-2 Associate Investigator positions, the additional GTA profiles have been prioritized for 2018.

344. No additional staff requested in IAS for 2018 because of the current focus on consolidating new posts and tools acquired in the last two years, upgrading skills and optimizing efficiency.

345. No additional GTA resources are required in 2018 in the FSS because of the recruitment of two new positions in 2017 and the implementation of process related efficiencies, such as an automation/robotic platform.

346. Within the POS, the Protection Strategies Unit is responsible for the holistic management of OTP witnesses. Following an in-depth review of the needs and profile of the Unit, a decision was taken in 2017 to increase the number of Associate Protection Strategies Officers (P-2), the costs of which will be offset by utilizing the funds of three Protection Strategies Assistant positions (GTA) (GS-OL) which will not be requested in 2018. This budget-neutral change allows greater capacity of professional-level staff to deal with increasingly complex protection challenges. At the same time, through the identification of efficiencies and savings, the Unit has managed to reduce the more administrative activities formerly carried out by the Protection Strategies Assistants (for example, the administrative aspects of the Individual Risk Assessments). This has made it possible for the Unit to re-organize its resources and effect the above change, initiated in 2017 and formalized in the 2018 budget, without requesting additional resources.

347. The Operational Risk and Support Unit is responsible for a holistic approach to operations within the OTP, from preliminary examination to investigation and prosecution. The ORSU is requesting an additional Field Operations Officer (P-3). While there are sufficient resources at Headquarters to carry out duties as necessary, there is a lack of experienced professional staff in the field to sufficiently cover operations. There is insufficient field support in the Central African Republic in particular, especially since the Office is operating intensively in this situation. Hence, an additional Field Operations Officer is required to relieve the burden on the existing staff member and to increase operational effectiveness.

348. The Data Processing Unit catalogues the evidence collected and registered as effectively and as quickly as possible, in order to facilitate its timely analysis, review and use in court. Current working practices are optimized; hence, no additional resources are required in 2018.

349. The Gender and Children Unit plays an important role in relation to OTP policy development concerning sexual and gender-based crimes, crimes against children, and the handling of vulnerable witnesses in general. It ensures the implementation of policy as well as constant research to improve the Office's methods in relation to these policies, including through the provision of training. As in previous years, resources are needed to contract Psycho-Social Experts from the roster maintained by GCU when parallel investigative activities require simultaneous support beyond the Unit's capacity. As a result of better use of in-country Psycho-Social Experts and improved coordination with Registry, a reduced provision for the equivalent of six months rather than eight work-months at the P-2 level is requested. There are no additional resource requests for the Unit.

350. The administration and planning team is responsible for administrative support, the essential collection, collation and production of management information, efficiency and

risk management monitoring, as well as support for priority projects (including the deployment of the Investigation and Witness Management system) and assistance with the Division's complex resource management requirements, including space management. No additional resources are required in 2018.

Staff resources **€18,112.8**

351. In 2018, the Division will comprise a total of 148 established posts, which include 139 approved in the 2017 staffing table plus nine positions submitted for conversion, and 37 recurrent GTA positions and five new GTA requests, for a total of 187.8 FTE.

Established posts: Professional and General Service *€14,302.6*

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

353. The Investigation Section is headed by one Investigations Coordinator (P-5) and comprises three Team Leaders (P-4), six Senior Investigators (P-4), 21 Investigators (P-3), 30 Associate Investigators (P-2), five of which are included for conversion, and four Information Management Assistants (GS-OL). In total, the Investigation Section comprises 65 established posts.

354. The Investigative Analysis Section is headed by one Head of Section (P-5) and comprises one Analyst (Crime Pattern) (P-4), nine Analysts (P-3), three of which are submitted for conversion, seven Associate Analysts (P-2), two Analysis Assistants (GS-OL) and three Data Processing Assistants (GS-OL). In total, the IAS comprises 23 established posts.

355. The Forensic Science Section is headed by one Head of Section (P-5) and comprises one Senior Forensic Officer (P-4) (*reclassified*), one Forensic Officer (P-3), three Cyber Forensic Investigators (P-3), one Associate Analyst (GIS) (P-2), one Associate Analyst (P-2) and one Information Storage Assistant (GS-OL). In total, the FSS comprises nine established posts.

356. The Planning and Operations Section comprises 49 established posts, headed by one Head of Section (P-5) and has:

(a) One Head, Protection Strategies Unit (P-4) with one Protection Strategies Officer (P-3), one Associate Protection Strategies Officer (P-2) and five Protection Strategies Assistants (GS-OL);

(b) One Head, Operational Risk and Support Unit (P-4) with three Operations Officers (P-3), four Field Operations Officers (P-3), two Information Analysts (P-2), one Assistant Analyst (P-1), five Field Operations Coordinators (GS-OL), two Field Operations Assistants (GS-OL), two Operations Assistants (GS-OL), one Witness Management Assistant (GS-OL) (converted from GTA), and three Administrative Assistants (GS-OL);

(c) One Victims Expert (P-4) and three Associate Victims Experts (P-2);

(d) One Data Processing Manager (P-2) and seven Data Processing Assistants (GS-OL); and

(e) Four Administrative Assistants (GS-OL).

General temporary assistance *€3,810.2*

357. The Division continues to require the GTA provision to support the increased activity of the Office. For 2018, the Division is requesting is 42 GTA positions, five of which are new (39.83 FTE). The budget impact has been minimized by discontinuing a total of four positions as indicated in paragraphs 343 and 346 above.

358. The GTA resources requested for Programme 2300 in 2018 are as follows:

(a) One *Senior Investigator (P-4), 12 months (1.0 FTE). Continued;*

(b) Seven *Investigators (P-3), 84 months (7.0 FTE). Continued;*

- (c) Two Associate Investigators (P-2), 24 months (2.0 FTE). Continued;
- (d) One Information Management Assistant (GS-OL), 12 months (1.0 FTE). Continued;
- (e) Three Situation-Specific Investigation Assistants (GS-OL), 36 months (3.0 FTE). Continued;
- (f) Two Situation-Specific Investigation Assistants (GS-OL), 16 months (1.34 FTE). New;
- (g) Three Analysts (P-3), 36 months (3.0 FTE). Continued;
- (h) Eight Analysis Assistants (GS-OL), 96 months (8.0 FTE). (Formerly known as Data Processing Assistants) Continued;
- (i) One Head, Cyber Unit (P-4), 12 months (1.0 FTE). Continued;
- (j) Two Forensic Officers (P-3), 24 months (2.0 FTE). Continued;
- (k) Two Associate Protection Strategies Officers (P-2), 24 months (2.0 FTE). Continued;
- (l) Two Associate Protection Strategies Officers (P-2), 16 months (1.34 FTE). New;
- (m) One Field Operations Officer (P-3), 8 months (0.67 FTE). New;
- (n) Three Field Operations Coordinators (GS-PL), 36 months (3.0 FTE). Continued;
- (o) One Field Operations Coordinator (GS-OL), 12 months (1.0 FTE). Continued;
- (p) Psycho-Social Experts (P-2), 6 months equivalent (0.5 FTE). Continued;
- (q) One Project Officer (P-3), 12 months (1.0 FTE). Continued; and
- (r) One Assistant Planning and Control Officer (P-1), 12 months (1.0 FTE). Continued.

359. In the Investigation Section, two new Situation-Specific Investigation Assistants (GS-OL) are requested, the costs of which will be mainly offset by not requesting one Associate Investigator (P-2).

360. In the Planning and Operations Section, one new Field Operations Officer (P-3) and two new Associate Protection Strategies Officers (P-2) are requested. The costs will be partially offset by discontinuing three Protection Strategies Assistants (GS-OL).

361. The increase is also affected by the number of work-months of the positions which in 2017 had been budgeted for less than 12 months (with the exception of the Psycho-Social Experts) and are being restored to full capacity in 2018.

Non-staff resources

€2,238.5 thousand

362. The proposed amount has increased by €348.9 and is required for travel and general operating expenses.

Travel

€1,708.5 thousand

363. The requested amount has increased by €298.9 thousand (21.2 per cent). The savings of €7.5 thousand for participation in the Assembly session in New York is reallocated to the operational mission travel requirements.

364. With the ID's 2016 travel expenditure amounting to €2,185.0 thousand and the 2017 expenditure forecast at a similar level, the ID continues to over implement its approved travel budget. The Division anticipates future travel expenditure to continue at a similar level resulting in a projected over implementation of approximately €800.0 thousand this year, should the travel budget not increase. This overspend has been in the past, and continues to be, covered by the reallocation of funds from other budget lines.

365. The Division paid considerable attention to identifying efficiencies and savings related to travel. Through a continued process in 2017 to evaluate and reduce costs,

adapting the concept of operations, and improved operating conditions, the ID has reduced hotel and DSA costs in the Central African Republic (CAR) situation. Maintaining this approach, it is anticipated that €110.0 thousand can be saved in 2018 in CAR operations, assuming similar conditions prevail. These savings will reduce the anticipated 2018 over implementation of travel expenditure of €800.0 thousand to approximately €690.0 thousand. The Division proposes reaching a normalized travel budget over a two-year period (based on current activity) that responds to the actual needs of the Division by increasing the travel budget request by €298.9 thousand in 2018 and by the remaining deficit in 2019. The Office will continue to be as efficient as possible, adapting travel arrangements to maintain the most effective balance between flight and DSA costs, and prioritizing, to the extent possible, to harmonize operations and the available resources.

366. Investigative activities in the field are dependent on security conditions and opportunities that are often outside the control of the Office. Although maximum effort is devoted to improving mission planning and minimizing the cost per mission (e.g. reduced accommodation costs in the CAR mentioned above), there is a need to exploit any window of opportunity that can lead to advancements in the investigations that in turn improve the trial-readiness of cases (and bring about savings for the Court in terms of expeditiousness of proceedings).

367. The increase is required to reduce the ongoing overspend in the travel budget line and to support a similar number of missions. Costs associated with operating in increasingly high-risk environments and the cost of lodging because of limited available secure locations in the field pushes up prices in some situation countries in which teams operate.

General operating expenses

€530.0 thousand

368. The proposed amount has increased by €50.0 thousand (10.4 per cent).

369. 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 the Registry's Victims and Witnesses Section (VWS), as they arise from the interaction between the OTP and witnesses (e.g. travel and accommodation for witness for an interview) and low-cost/low-impact security measures taken by the OTP in the light of the protocol between VWS and OTP.

370. The requested increase in general operating expenses is based on a number of factors – greater number of new witnesses in ongoing investigations, while still retaining a duty of care to existing witnesses; increasing need to operate in high-risk environments which, by their nature, have significantly higher operating costs dedicated to the safety and security of both staff and witnesses; and maintaining or replacing equipment, such as trackers, panic buttons and telecommunication devices, which facilitate secure and untraceable communication with the Office. Provision has been made for the acquisition of satellite imagery whose demand for evidentiary purposes is becoming more frequent given the time lapse between incidents and the Office's intervention and the inability to gain access to certain crime scenes. While the Division is mindful of the costs and strives to limit expenditure in this area by constantly trying to identify savings and efficiencies, the increases remain necessary to maintain high operating standards and duty of care.

Table 23: Programme 2300: Proposed budget for 2018

2300 Investigation Division	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				10,733.3	1,036.8	9.7	11,770.1
General Service staff				2,373.9	158.6	6.7	2,532.5
<i>Subtotal staff</i>	<i>10,491.1</i>	-	<i>10,491.1</i>	<i>13,107.2</i>	<i>1,195.4</i>	<i>9.1</i>	<i>14,302.6</i>
General temporary assistance	5,244.0	259.8	5,503.8	4,094.2	(284.0)	(6.9)	3,810.2
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	17.6	0.7	18.3	-	-	-	-
<i>Subtotal other staff</i>	<i>5,261.6</i>	<i>260.5</i>	<i>5,522.1</i>	<i>4,094.2</i>	<i>(284.0)</i>	<i>(6.9)</i>	<i>3,810.2</i>
Travel	1,994.2	190.8	2,185.0	1,409.6	298.9	21.2	1,708.5
Hospitality	0.5	-	0.5	-	-	-	-
Contractual services	1.7	-	1.7	-	-	-	-
Training	144.9	-	144.9	-	-	-	-
Consultants	41.3	-	41.3	-	-	-	-
General operating expenses	415.2	3.7	418.9	480.0	50.0	10.4	530.0
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>2,597.8</i>	<i>194.5</i>	<i>2,792.3</i>	<i>1,889.6</i>	<i>348.9</i>	<i>18.5</i>	<i>2,238.5</i>
Total	18,350.5	455.0	18,805.5	19,091.0	1,260.3	6.6	20,351.3

Table 24: Programme 2300: Proposed staffing for 2018

2300 Investigation Division											Total P-staff		Total GS-staff	Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	and above	GS-PL	GS-OL		
<i>Established Posts</i>														
Approved 2017	-	-	-	1	4	13	40	41	1	100	-	39	39	139
New	-	-	-	-	-	-	3	5	-	8	-	1	1	9
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	1	(1)	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	1	4	14	42	46	1	108	-	40	40	148
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	-	1.50	14.00	10.67	1.00	27.17	3.00	16.50	19.50	46.67
Continued	-	-	-	-	-	2.00	16.00	9.50	1.00	28.50	3.00	14.00	17.00	45.50
New	-	-	-	-	-	-	0.67	1.33	-	2.00	-	1.33	1.33	3.33
Converted	-	-	-	-	-	-	(3.00)	(5.00)	-	(8.00)	-	(1.00)	(1.00)	(9.00)
Proposed 2018	-	-	-	-	-	2.00	13.67	5.83	1.00	22.50	3.00	14.33	17.33	39.83

4. Programme 2400: Prosecution Division

Introduction

371. The Prosecution Division (PD) is central to the core mandate of the Court, namely the conduct of fair, effective and expeditious prosecutions in accordance with the Rome Statute. The Prosecution Division comprises the Prosecution and Appeals Sections. Under the overall management of its Director, PD is responsible for giving legal guidance to investigators; 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 Integrated Teams. Senior Trial Lawyers from the Prosecution Section are also responsible for leading the Integrated Teams, providing overall guidance on the investigation of cases, as well as leading trial teams before the Chambers of the Court. PD recruits, trains and monitors the performance of trial lawyers, appeals counsel, legal officers, case managers and trial support assistants.

372. 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 provides legal advice to teams in the Prosecution Section, as well as to other sections of the Office, such as the SAS, the JCCD and the IOP.

373. The Prosecution and Appeals Section also organize extensive training and lectures for staff within the Prosecution and other Divisions including on written advocacy, oral advocacy, international human rights law, and international criminal law. This includes, *inter alia*, a biweekly Legal Meeting for all PD staff members where legal and procedural developments relevant to the Division are discussed, as well as regular internal advocacy training, including oral motion advocacy and witness examination training, in both French and in English.

374. It is expected that, in 2018, the PD will remain engaged in trial activities in *Ntaganda*, *Gbagbo and Blé Goudé* and *Ongwen*. In addition, charges are expected to be brought for confirmation in one or more cases currently under investigation. The Appeals Section will have to deal with final appeals filed in CAR article 70 and in *Bemba*. Lastly, PD teams will remain engaged in investigative activities in the Georgia, CIV II, CAR II, Libya, Mali and other situations under investigation.

375. PD will continue to explore creative means of successfully presenting its cases in Court, including further developing its use of new techniques and technologies in the courtroom, as also identified as a priority area in the OTP Strategic Plan 2016-2018.

376. PD will also ensure that it adequately uses the various possibilities of criminal attribution offered by articles 25 (individual criminal responsibility) and 28 (responsibility of commanders and other superiors) of the Rome Statute. Consistent with existing policies, PD will strive to ensure that charges brought by its teams cover sexual and gender-based crimes and crimes against children, where such crimes have occurred in the situation under investigation, as well as the most representative forms of victimization in the situation. PD will be particularly attentive to forms of victimization that have been traditionally undercharged internationally or domestically.

377. The Division has created internal coordination mechanisms and working groups, and is part of Office-wide initiatives working on priority areas of the Office and the Court, such as advocacy training, efficiency improvements, information management and Integrated Teams. Lastly, the Division will continue to use and improve the system of internal evidence reviews, as well as reviews of critical instances of presentation of the case in court, in an effort to make continuous critical assessments of the quality of its work and ensure high-quality output.

378. In line with the OTP Strategic Plan 2016-2018, the PD has set its objectives for 2018. These can be found in annex V (d).

Budget resources**€11,915.0 thousand**

379. The requested amount has increased by €345.5 thousand (3.0 per cent) owing to the new request for additional resources.

380. The activities of PD are characterized by, and dependent upon, the use of professionals specializing in the field of international criminal law. The vast majority of the Division's budget (97 per cent) is therefore concentrated in the staff resources line. Consequently, the focus of the Division is on finding efficiencies and cost savings by stimulating an increase in productivity by eliminating waste from processes, re-examining internal procedures and streamlining cooperation with other divisions and parties, where possible. In addition to the internal measures defined above, the Division and its staff members also rely on its wide and strong network, where possible. In return, the Division builds its network by, for example, giving lectures and speeches to professionals and students at various institutions.

381. Although it must be considered that the workload of the Prosecution Division is mostly determined by its obligations under the Rome Statute and Orders issued by Chambers, the Division is committed to continue focusing on finding efficiencies and cost savings. This will hopefully alleviate the pressure of work on and reduce the extensive working hours faced by Prosecution staff.

382. Examples of cost savings and efficiencies the Division has identified for 2017 are as follows:

(a) The ability to use *pro bono* facilitators for specialized training and organizing training jointly with third parties. This has been an ongoing practice in the Division for several years and the calculated cost savings (€33.0 thousand a year) have therefore already been incorporated into the requested training budget; and

(b) In addition, PD has always aimed to foster a culture of internal knowledge-sharing. For example, senior staff members are expected to transfer their knowledge and skills to junior staff members by providing training and lectures. This responsibility is even included as an objective in the annual performance appraisal of senior staff members. This has been an ongoing practice in the Division and is therefore already reflected in the requested training budget. It has been calculated that the use of internal expertise for lectures and training leads to a cost saving of approximately €32.0 thousand a year.

383. 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.

384. PD has examined its current resources and allocated the positions in the teams where they are most needed. Staff members from cases that are not continuing in 2018 have been redeployed to new investigations, or to strengthen teams that were significantly understaffed in previous years. It is expected that 2018 will be a demanding year for the PD, with three trials ongoing for a full year, two final appeals and six active investigations, which need full investigative pre-trial teams.

385. The 2018 budget for PD is conservative, focusing only on the positions absolutely crucial to achieving the budget assumptions. No resources have been allocated for cases related to investigations pending arrest or any other activities. PD has put much effort into aligning the proposal with the concerns raised during previous budget meetings, while still reflecting the resources required to fulfil its mandate under the Rome Statute.

Staff resources**€11,540.9 thousand**

386. The Division will comprise 108 staff members: 94 established posts, including six submitted for conversion from long-standing GTA, and 14 GTA (13.0 FTE) positions including three new requests.

Established posts: Professional and General Service

€ 10,236.8 thousand

387. No additional established posts are requested apart from those included in the conversion list submitted to the Committee at its twenty-eighth session in April.

388. For budgetary purposes only, and owing to the original allocation of the post, the Deputy Prosecutor (ASG) is allocated to the Prosecution Division. His role, however, is to act in full as deputy to 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.

389. The Prosecution Division is led and managed by the Director, Prosecution Division (D-1), who oversees the effective deployment of resources, standardization of case preparations and filings. Where appropriate, the Director, together with the Senior Appeals Counsel (P-5), reviews all filings and briefs before they are filed with the Court to ensure they are legally consistent and persuasively written. The Director provides advice on cases to investigation and trial teams, often on issues arising on short notice. The Director is supported by one Case Manager Coordinator (P-2) and one Special Assistant (Prosecutions) (P-3) for the planning and coordination of the Division. Furthermore, the Director has one Personal Assistant (GS-OL) and two Administrative Assistants (GS-OL) who support the Division in the execution of all administrative matters, including the processing of travel claims and leave requests.

390. The Prosecution Division comprises the following established posts: one Deputy Prosecutor (ASG), one Director, Prosecution Division (D-1), eight Senior Trial Lawyers (P-5), one Senior Appeals Counsel (P-5), 13 Trial Lawyers (P-4), two of which were submitted for conversion, three Appeals Counsel (P-4), 14 Trial Lawyers (P-3), one Legal Officer (P-3), three Appeals Counsel (P-3), 22 Associate Trial Lawyers (P-2) of which eight are reclassified from P-1 (established) Associate Trial Lawyer plus three that have been converted from GTA (P-1) Assistant Trial Lawyer to established, one Assistant Trial Lawyer (P-1), which was submitted for conversion, 10 Assistant Legal Officers (P-1), nine Case Managers (P-1), one of which was submitted for conversion, five Trial Support Assistants (GS-OL), two Administrative Assistants (GS-OL), and one Personal Assistant (GS-OL).

391. The Integrated Teams are responsible for investigating and prosecuting cases before the Court. In the first six months of an investigation (start-up phase), the activities of the (small) prosecution component of the Integrated Team mainly focus on the formulation of the case hypothesis. This investigative pre-trial phase requires a team of six lawyers, one Case Manager and one Trial Support Assistant (0.5 FTE), together with the Senior Trial Lawyer who leads the team. The team will provide the 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 all filings, which may be necessary at the investigative stage. The Case Manager and Trial Support Assistant manage the evidence, information and filings, and support the lawyers in their tasks. The budget assumptions include six active investigations for 2018.

392. As soon as the investigation has sufficiently progressed to a case hypothesis, the Prosecution Division increases its capacity to form an investigative pre-trial team. For 2018, it is expected that, along with three trials and the final appeals in two cases, some cases will also be in the pre-trial stage. The pre-trial phase starts with the Integrated Team's preparing the investigation's transition towards trial through the stage of refining the case hypothesis from a legal perspective to the development of applications for warrants of arrest. The preparation of an Application for Warrant of Arrest or summons to appear includes a comprehensive evidence review involving Office staff external to the team to which an investigation or prosecution is assigned, to scrutinize the sufficiency of the evidence according to the standards for the stage of the proceedings. If the warrant of arrest or summons to appear is issued, the Registrar, in consultation with the Prosecutor, transmits a request for arrest and surrender under articles 89 and 91 of the Statute to any State on the territory of which the person may be found. After arrest or surrender, the initial appearance should normally take place within 48 to 96 hours once the suspect arrives at the seat of the Court. According to rule 121(1) of the Rules, at the suspect's first appearance, the Pre-Trial

Chamber sets the date of the confirmation hearing. The typical target date for the confirmation hearing should be around four to six months from the first appearance. Between the initial appearance and the confirmation hearing, the Prosecution team will start with disclosure to the Defence, including reviewing and applying the appropriate redactions, prepare the document containing the charges, the pre-confirmation brief and the list of evidence. If needed, an additional evidence review will be conducted, and the need for the use of article 56 of the Rome Statue will be considered. Within 60 days of the confirmation hearing, the confirmation decision will be delivered. Following confirmation, the case is transferred to the Trial Chamber. Prior to the opening statements, the prosecution team will update and finalize disclosure, and prepare key trial filings, such as the pre-trial brief, witness list, evidence list and requests for in-court protective measures.

393. A team of eight Trial Lawyers, one Case Manager, one Legal Assistant and one Trial Support Assistant, led by a Senior Trial Lawyer, is required for each case that is in the pre-trial or 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 support the lawyers in their tasks. The budget assumptions include three cases at trial for 2018.

394. The team compositions as described above are appropriate for most cases faced by the Court at this stage. However, variations in investigations and prosecutions may occur as a result of the complexity of the case and/or the number of suspects and accused, including increasing teams for larger, more complex cases, and downsizing them for less complex cases.

395. The Appeals Section comprises the following established posts: one Senior Appeals Counsel (P-5), who manages the Section and oversees all work carried out by the Section, three Appeals Counsel (P-4), three Appeals Counsel (P-3), one Appeals Counsel (P-2) 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.

396. In addition, 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 the SAS, in relation to their preliminary examinations and reports, and to JCCD and IOP in relation to international criminal law issues.

397. The Appeals Section also conducts a variety of other litigation, such as article 53(3) review proceedings, compensation proceedings, early release proceedings and reparations. In addition, the Appeals Section has been responsible for preparing and updating a thorough case digest of all decisions and judgments 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, which is also open to other divisions.

General temporary assistance

€1,304.1 thousand

398. In order to allow the Prosecution to carry out the activities provided for in the budget assumptions effectively, 14 GTA resources are requested (13.0 FTE), as follows:

- (a) Two *Trial Lawyer (P-4)*, 24 months (2.0 FTE). *Continued*;
- (b) One *Trial Lawyer (P-4)*, 8 months (0.67 FTE). *New*;

- (c) Two *Trial Lawyers (P-3)*, 24 months (2.0 FTE). *Continued*;
- (d) One *Special Assistant (Prosecutions) (P-3)*, 12 months (1.0 FTE). *Continued*;
- (e) Two *Associate Trial Lawyers (P-2)*, 24 months (2.0 FTE). *Continued*;
- (f) One *Associate Trial Lawyer (P-2)*, 8 months (0.67 FTE). *New*;
- (g) One *Associate Appeals Counsel (P-2)*, 12 months (1.0 FTE). *Continued*;
- (h) One *Case Manager Coordinator (P-2)*, 12 months (1.0 FTE). *Continued*;
- (i) One *Assistant Legal Officer (P-1)*, 8 months (0.67 FTE). *New*;
- (j) One *Personal Assistant to the Deputy Prosecutor (GS-PL)*, 12 months (1.0 FTE). *Continued*; and
- (k) One *Trial Support Assistant (GS-OL)*, 12 months (1 FTE). *Continued*.

Changes in comparison to the 2017 budget:

399. The investigation in the Mali situation is rapidly evolving and the Integrated Team working on the case is therefore moving to prepare the case for the next phase. At this stage of a case, more Prosecution team members are needed in the Integrated Team. Since the last quarter of 2016, the Prosecution Team has been able to effectively support the team only because other divisions in the OTP provided additional resources. However, these resources can no longer be borrowed in 2018.

400. The additional resources included a P-4 Trial Lawyer, and a P-2 Associate Trial Lawyer. In preparation for courtroom hearings, a P-4 Trial Lawyer is essential to support the Senior Trial Lawyer. The P-4 lawyer can exercise delegated supervisory authority over junior staff members and is the officer in charge of the team when the Senior Trial Lawyer is not in the Office. The P-4 lawyer supports the Senior Trial Lawyer by providing legal research and analysis on complex issues and drafting complex legal filings with minimal need for review and guidance. In addition, the P-2 Associate Trial Lawyer is essential to the team to review and summarize the evidence, assist with the cumbersome disclosure processes and with the preparation for key filings, such as the pre-trial brief.

401. Because of increased needs of the Office as a whole, this current structure of additional support will be discontinued in 2018, while the work of the prosecution team is expected to increase. Although the Division continues to reallocate staff members to different teams in order to keep the budget increase to a minimum, these two positions cannot be covered from an existing post. Therefore, the Division is requesting that these two positions be added to the Prosecution Division for 2018.

402. In addition, in order to accommodate the needs of the Division, the profile of one P-1 Assistant Trial Lawyer needs to change to P-1 Assistant Legal Officer. This is a cost-neutral change as the grade level remains the same.

Non-staff resources

€374.1 thousand

403. Within the Office, most of the non-staff resources needed to support the Division's activities are provided (and budgeted for) in sub-programmes 2110 and 2120. The non-staff costs of travel, however, are included in the PD budget.

Travel

€374.1 thousand

404. On the basis of the 2018 assumptions, the Division will need the same amount for travel as was budgeted for 2017. Prosecution staff regularly go on mission as part of the Integrated Teams to support ongoing investigations. The increased number of missions for investigations therefore also leads to increased travel by PD staff. Travel of PD staff is furthermore required in the pre-trial and trial phase of a case, including for the collection of article 68 declarations, witness preparation and to support witnesses who testify using a video link. Additionally, provision is made for the Deputy Prosecutor, Director of the Division and the Senior Appeals Counsel for missions in pursuit of their representative

functions aimed at broadening understanding of and cooperation with the Office's activities. The savings from the New York session of the Assembly (€8.7 thousand related to the Deputy Prosecutor's participation in the session) have been used to offset the cost of additional missions.

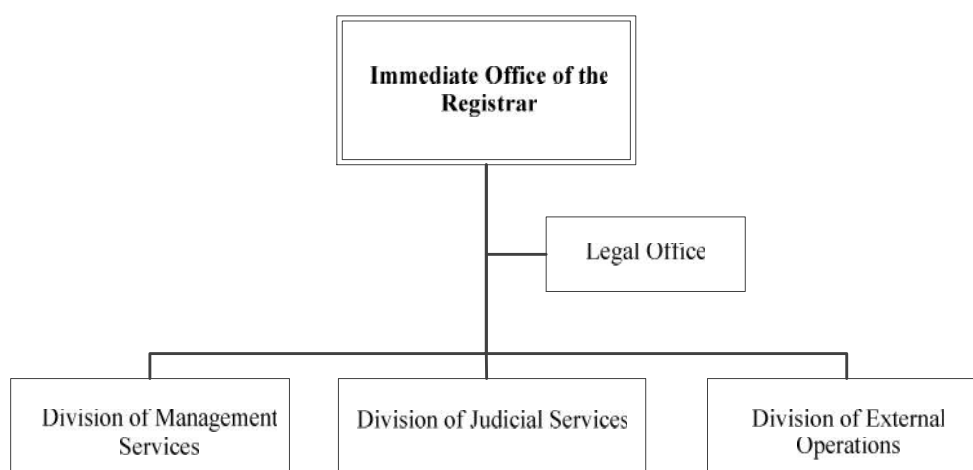
Table 25: Programme 2400: Proposed budget for 2018

2400 Prosecution Division	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				8,891.3	808.7	9.1	9,700.0
General Service staff				520.2	16.6	3.2	536.8
<i>Subtotal staff</i>	<i>5,442.4</i>	<i>-</i>	<i>5,442.4</i>	<i>9,411.5</i>	<i>825.3</i>	<i>8.8</i>	<i>10,236.8</i>
General temporary assistance	4,657.2	130.6	4,787.8	1,783.9	(479.8)	(26.9)	1,304.1
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>4,657.2</i>	<i>130.6</i>	<i>4,787.8</i>	<i>1,783.9</i>	<i>(479.8)</i>	<i>(26.9)</i>	<i>1,304.1</i>
Travel	193.0	2.6	195.6	374.1	-	-	374.1
Hospitality	-	-	-	-	-	-	-
Contractual services	45.2	-	45.2	-	-	-	-
Training	26.4	-	26.4	-	-	-	-
Consultants	1.8	-	1.8	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>266.4</i>	<i>2.6</i>	<i>269.0</i>	<i>374.1</i>	<i>-</i>	<i>-</i>	<i>374.1</i>
Total	10,366.0	133.2	10,499.2	11,569.5	345.5	3.0	11,915.0

Table 26: Programme 2400: Proposed staffing for 2018

2400 Prosecution Division											Total P-staff and above	Total GS-staff		Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1		GS-PL	GS-OL		
<i>Established Posts</i>														
Approved 2017	-	1	-	1	9	14	18	11	26	80	-	8	8	88
New	-	-	-	-	-	2	-	-	1	3	-	-	-	3
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	11	(8)	3	-	-	-	3
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	1	-	1	9	16	18	22	19	86	-	8	8	94
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	-	4.00	3.00	3.20	5.00	15.20	-	1.83	1.83	17.03
Continued	-	-	-	-	-	4.00	3.00	4.00	4.00	15.00	1.00	1.00	2.00	17.00
New	-	-	-	-	-	0.67	-	0.67	0.67	2.00	-	-	-	2.00
Converted	-	-	-	-	-	(2.00)	-	-	(4.00)	(6.00)	-	-	-	(6.00)
Proposed 2018	-	-	-	-	-	2.67	3.00	4.67	0.67	11.00	1.00	1.00	2.00	13.00

C. Major Programme III: Registry



Introduction

405. The Registry is headed by the Registrar, the principal administrative officer of the International Criminal Court (“the Court”), and is the organ responsible for the non-judicial aspects of the administration and servicing of the Court. It is divided into three divisions, all crucial for ensuring fair, expeditious and transparent judicial proceedings, as well as support to investigations and Registry clients: the Division of Management Services (DMS), the Division of Judicial Services (DJS) and the Division of External Operations (DEO).

406. Judicial proceedings form the core of the Court’s work and cannot be undertaken without the necessary services provided by the Registry. As a neutral service provider, the Registry supports judicial proceedings through, among other things, court management, facilitation of witness testimony, facilitation of victim participation in proceedings, administration of legal aid and support to counsel, court interpretation and translation services, information technology management, and management of the detention facilities. Without these Registry services, judicial proceedings would not be possible, as different participants in the proceedings – including the judges, the Office of the Prosecutor, the defence, and the victims and witnesses – would not have the necessary technical, operational and language support or, where applicable, the necessary financial support to ensure fair and expeditious judicial proceedings. The Registry’s budgetary needs in these areas are directly driven by judicial and prosecutorial developments.

407. The Court is also a unique international institution, with its own external governance framework centred on the Assembly of States Parties (“the Assembly”) and its subsidiary bodies. The Court has a special relationship with the United Nations, with which it cooperates on many different issues, but also requires the cooperation of individual States on a broad range of matters, from warrants of arrest to witness relocation. Consequently, the Court needs to maintain and further develop relationships with these actors. At the same time, the Court needs to provide information to the general public on its activities, as well as more tailored outreach information to communities affected by crimes under its jurisdiction. The Registry is responsible for all of these initiatives, both from Headquarters and at its field offices in situation countries. Thanks to the Registry’s new, reorganized structure, which formally came into effect in 2016 but did not become fully operational until this year due to the many vacant posts in 2016, the Registry’s external functions have been consolidated within a single division. The External Auditor recently confirmed that this new structure is more effective. While the costs associated with external activities are also driven by judicial and prosecutorial developments, they partially depend on factors beyond the Court’s control, such as the level of State cooperation with the Court.

408. The administrative services provided by the Registry are crucial to the smooth functioning of the Court as a whole, which is staffed by nearly one thousand people. The Registry manages human resources, budgeting, finance, procurement, facilities, travel and

security. In these areas, too, the Registry's services are directly linked to the expeditious conduct of judicial proceedings by, among others, transporting witnesses, ensuring courtroom security and providing the parties with all the courtroom equipment they need. The Registry's budgetary needs in these areas depend on the needs of the Major Programmes it services.

409. The Immediate Office of the Registrar helps the Registrar provide strategic leadership, coordination and guidance to all Registry divisions and sections. The Registry Legal Office is responsible for supporting the performance of the Registrar's legal functions.

Trend in Registry budget requirements: 2013-2017

410. The table below provides an overview of yearly budget growth for the Registry over the past five years.

Table 27: Yearly increase/decrease in approved budgets of Registry from 2013 to 2017

	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2013-2017 Total increase	2013-2017 Total increase (excluding UNCS)
Registry	-0.8%	2.7%	-1.9%	11.9%	5.3%	18.8%	6.6%

411. The Registry's real growth over the 2013-2017 period was 6.6 per cent, after yearly adjustments for the application of the United Nations Common System (UNCS) are excluded. In contextualising this figure, two factors are relevant. First, the increase of 11.9 per cent in 2016 was directly linked to the Court's move to its permanent premises. It reflected the increased cost of managing, maintaining and securing a larger property without being able to share security costs with another organization, as had been the case at the Court's interim premises until the end of 2015.

412. Secondly, the Registry's growth over this five-year period must also be seen in the context of a sharp increase in workload. Witness protection and the facilitation of witness appearances are crucial Registry services. From 2013 to 2017, the number of witnesses appearing for testimony increased by 179 per cent. The number of hearing days increased by 241 per cent over the same period. Hearings require a wide range of Registry services, including courtroom management, interpretation, transcription, security and technical support. The Registry's workload has also expanded in terms of the number of victims applying for participation and reparations, the number of languages supported and the number of filings handled. This is all in the context of a 6.6 per cent real or operational increase over the five-year period, not including UNCS costs.

Table 28: Key workload indicators for 2013-2017

Parameter	2013 Actuals	2014 Actuals	2015 Actuals	2016 Actuals	2017* Approved	Growth 2013-2017
Number of hearing days	129	148	110	276	440	241%
Number of witnesses appearing for testimony	29	25	37	97	81	179%
Number of Registry courtroom support teams	1	1	1	2	2	100%
Number of victims applying for participation/reparation	4,288	2,455	3,391	4,845	7,100	66%
Number of situations	8	8	8	9	11	38%
Number of filings	10,082	11,287	17,334	11,603	13,408	33%
Number of case-related languages supported	18	30	14	24	22	22%

<i>Parameter</i>	<i>2013 Actuals</i>	<i>2014 Actuals</i>	<i>2015 Actuals</i>	<i>2016 Actuals</i>	<i>2017* Approved</i>	<i>Growth 2013-2017</i>
Number of languages supported in courtroom	6	4	10	10	10	67%
Number of defence teams	8	16	17	14	14	75%
Number of victims' teams (OPCV and external counsel)	16	20	17	19	17	6%
Number of OTP missions (in Man Working Day)	5,816	7,019	8,026	6,778	7,798*	34%
Number of Registry missions (in Man Working Day)	7,222	7,571	4,728	3,658	5,480*	-24%

* Projected to end of year, based on end of June 2017 data

Overview of Registry budget requirements for 2018

413. The proposed 2018 budget for the Registry amounts to €79.2 million, an increase of **€2.5 million**, or **3.3 per cent**. The Registry has made every effort to reduce the proposed increase by identifying savings and redeploying resources wherever possible. Indeed, had it not been for the efficiencies and savings achieved, and cuts to operational costs, the proposed increase would have been **€4.5 million**, or **5.9 per cent**.

414. Table 27 provides an overview of the main increases and reductions, with each item explained in the analysis that follows.

Table 29: Calculation of net increase based on approximate increases and reductions in Registry budget

Increases	
Support to judicial proceedings	€0.9 million
Support to six investigations and other field activities	€1.2 million
Information management and information security investments	€1.4 million
Restoration of vacancy rate	€1.2 million
Application of UNCS	€0.4 million
Other requirements	€0.4 million
<i>Subtotal</i>	<i>€5.5 million</i>
Reduction in non-recurring costs	- €1.0 million
<i>Total increase</i>	<i>€4.5 million</i>
Reductions through efficiencies, savings and cuts to operational costs	
Efficiencies and savings	- €0.9 million
Cuts to operational costs	-€1.1 million
Net increase	€2.5 million

Increases

415. The requested increases can be divided into six areas, the first three of which are related directly to the expanded workload resulting from 2018 judicial assumptions and Court-wide strategic priorities. They are: (a) the conduct of three trials and provision of support for judicial and prosecutorial activities; (b) provision of support for six investigations and other field activities; and (c) key Court-wide information technology requirements. The other three areas are: (d) restoration of the vacancy rate; (e) application of the UNCS; and (f) other requirements across the Registry.

(a) Conducting three trials and supporting judicial and prosecutorial activities (€0.9 million)

416. In the vast majority of areas, the Registry will operate at the same level of resources as that approved for the 2017 budget, while maintaining or increasing its level of activity. With three cases expected to be at the trial stage in 2018, two for the full year and one for a part of 2018, and reparations proceedings ongoing in four other cases, the Registry will provide, as in 2017, two courtroom teams to support temporary sequences of three simultaneous trials, thereby ensuring maximum use of courtroom capacity.

417. There are two main reasons for the increases in this area. First, the number of witnesses to appear before the Court is expected to increase from 81 in 2017 to 132 in 2018, which will also entail greater logistical support, in particular an additional driver at Headquarters, and greater demand on the Registry for witness support (€0.2 million). The second reason is the impact of the legal aid scheme (€0.4 million). The proposed budget for 2018 has been estimated on the basis of expected judicial activities, the average cost of each current defence team and experience thus far in 2017. An additional sum has been requested for duty and ad hoc counsel for defence, appointed by the Registrar and Chambers, respectively, under the conditions established in the Statute, the Rules of Procedure and Evidence and the Regulations of the Court. The requested increase in legal aid for victims' counsel is required to fund all existing external teams of legal representatives of victims, representing more than 8,500 of the 12,985 victims currently participating in proceedings before the Court.

418. Other increases under this heading amount to €0.3 million and reflect additional language assistance in Acholi to maintain the continued high pace of judicial activities in the *Ongwen* case; reinforcement of the Court's financial investigation capacity through one additional GTA position (Financial Investigator); and two additional local GTA positions for victim participation/reparations and outreach in the Central African Republic (CAR), where approximately 5,300 victims are participating in the CAR I proceedings.

(b) Support to six investigations and other field activities (€1.2 million)

419. This includes the increased support that field offices must provide for investigative activities and other missions, including three additional drivers in the CAR and Côte d'Ivoire and two fully-costed posts for support to victims and witnesses in the Georgia situation, partially funded in 2017 (€0.2 million). A small satellite office in Gulu will be opened to support missions and activities, in particular outreach activities, in northern Uganda. Other field offices require maintenance. This is notably the case of the Kampala Field Office, in the light of the move to its new premises, and the Côte d'Ivoire Field Office, for increased vehicle maintenance in the light of its higher volume of missions (€0.2 million). Security support in Mali must be strengthened due to the increased threat to international staff, requiring additional security personnel. Security in Côte d'Ivoire also requires contractual services due to the withdrawal of the United Nations Operation in Côte d'Ivoire, on which the Court has relied thus far (€0.2 million). While Registry travel from Headquarters to the field has decreased, there is an increase in travel in the field due to enhanced support and staffing in the areas cited (€0.2 million).

420. Other increases in this category amount to €0.4 million and include the costs of ensuring secure and effective communications in the field, in support of investigative and other activities (not covered by the IT/IM strategy outlined below). These increases also include the cost of an additional established post in the Office of the Director of the DEO, which is justified by the significant workload involved in supporting the Director in handling the complexities associated with administering three sections and six field offices. This will bring the staffing structure of the Office of the Director in line with that of other Directors' offices in the Registry.

(c) Key Court-wide information technology requirements (€1.4 million for the Registry out of €1.6 million for the entire strategy)

421. The Court has undertaken a thorough analysis of its existing IT/IM infrastructure across different organs and the associated immediate and long-term requirements. Since the Court was established, 15 years ago, a number of important IT/IM investments have been

made to support its judicial, investigative and administrative operations. A number of these systems have become obsolete or are expected to become obsolete in the near future as they reach their end of life or become outdated. Ringtail, which cannot process electronic evidence, is already outdated. Similarly, SAP will need to be upgraded to a new version in 2021, as the old system will no longer be supported by the vendor. Moreover, the Court has grown significantly since it was established, and this has had an impact on its IT requirements as well as the volume of data generated. Specifically, there are requirements in areas such as digital evidence collection, information security and information management that are only partially met by the existing systems.

422. To address these challenges, in February 2017, a Court-wide Five-Year IT/IM Strategy was adopted to ensure a holistic approach to information technology, information security and information management aimed at meeting the Court's essential needs while maintaining better control of invested resources and maximizing their impact.

423. In the 2018 proposed programme budget, the total requirement is €1.6 million, of which €1.4 million is covered by the Registry. The majority of the IT/IM resources requested pertain to prosecutorial activities, although they are presented within the Registry budget in the context of inter-organ synergies. Various projects are detailed in the annex IX on the IT/IM strategy. The essentials are as follows:

(a) Investigative – €50 thousand co-funded by the Registry (€70 thousand) and OTP (€180 thousand). In recent years, the proportion of digital evidence collection by the Court has increased from nought to more than 80 per cent. It is expected to rise to 100 per cent by 2020. Existing systems, and Ringtail in particular, were not designed to deal with digital evidence. This has led to a significant bottleneck in evidence processing. Investments are necessary to shorten the time required for the acquisition, analysis and processing of evidence;

(b) Judicial – €20 thousand. The initiatives planned for 2018 will focus on overseeing business analysis and improvements in core judicial processes, specifically in the handling of victim data. Because of the paper-based collection of victim applications, and the siloed processing of information, the Court is currently limited in its capacity to process all potential victim applications. Analysing and addressing process inefficiencies introduced by the use of outdated software is another problem area that the strategy will address. The proposed project activities for 2018 will also redefine the processes supporting the pre-trial, trial, appeals and reparations stages. This is a pre-requisite to ensuring that the technology and functionality built to support judicial processes delivers efficiencies for Chambers and litigating parties;

(c) Administrative – €100 thousand. These resources are needed to reduce manual work currently required to produce financial statements and reports, and to strengthen controls and eliminate duplication. Other initiatives focus on completing the Court-wide mission planning project by integrating the system with SAP and implementing tools to support activity planning, tracking and reporting for all Court managers; and

(d) Information Security – €80 thousand is requested in 2018 to continue with the necessary security enhancements to the Court's IT environment in order to accommodate the evolving and increasingly dense threat environment. Without proper precautions, the Court's increased cyber activity and the concomitant interest taken in it by state actors will leave the Court vulnerable to cyberattacks initiated by resourceful parties.

(d) *Restoration of the vacancy rate (€1.2 million)*

424. The fourth area of increase pertains to the restoration of the vacancy rate, from 12 per cent in 2017 to the standard rate of 10 per cent in 2018. This was anticipated last year in the 2017 proposed budget.⁴⁶

⁴⁶ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), vol. II, part A, para. 424: "It is expected in this regard that staffing levels will return to the normal 10 per cent vacancy rate by mid-2017 and will need to be costed accordingly in subsequent budgets."

(e) Application of the United Nations Common System (UNCS) (€0.4 million)

425. An increase in staff costs of €0.4 million is due to the application of the UNCS. It should be noted that the recently revised UNCS, applicable at the Court as of 2017, is less costly than the previous system. While, in the past, average yearly increases for the Registry amounted to more than €1 million, the new UNCS has resulted in a much lower increase. The new system is expected to generate further savings in the future.

(f) Other requirements (€0.4 million)

426. This refers to an increase of €0.4 million in several financially minor requirements across the Registry, including the use of conference facilities at the permanent premises; Court-wide corporate training needs; increases in external audit fees; an increase in the annual SAP licence fee; and costs of additional data storage attributable to increased use of electronic evidence. This category also includes redeployments, in terms of staff or non-staff costs, of expenses previously accounted for in other Major Programmes and now appearing in the Registry budget, such as the Web Development Assistant post transferred from the Secretariat of the Assembly of States Parties to the Registry.

427. Increases in the above-mentioned areas would have led to a total increase of €5.5 million if not for the reductions described below.

Reductions in non-recurring costs

428. A total of €1.0 million in non-recurring costs were applicable in 2017 but do not apply to 2018. Reductions in non-recurring costs are budget baseline reductions that can be expected from any regular budget process. In the proposed budget for 2018, they include a reduction in travel costs due to the fact that the 2018 session of the Assembly will take place in The Hague, and not in New York as was the case in 2017. This removes the need for travel resources for this purpose. Other examples of non-recurring costs include one-off projects such as consultancy related to the competitive procurement of medical insurance in 2017.

429. The total increase in the Registry budget for 2018 after reductions in non-recurring costs would have been €4.5 million, or 5.9 per cent.

Reductions through efficiencies, savings and cuts to operational costs

430. The Registry has implemented and continues to implement efficiencies and savings for 2018 in addition to those achieved in 2017. The details of these efficiencies and savings are provided in annex X.

431. For 2018, savings have reduced the budget baseline by €0.9 million.

432. This includes a reduction in travel from Headquarters to the field for staff dealing with the support and protection of victims and witnesses. More staff have been deployed to the field, empowered and trained in the new, reorganized Registry structure. At the same time a new standard procedure for missions was put in place, including a review of necessity and alternatives and the centralization of scheduling. The new structure generates fewer travel requirements for the Victims and Witnesses Section, limiting the need for travel funds: 25 per cent less is requested in the budget for travel in 2018, amounting to savings of €266 thousand.

433. A more flexible approach to relocation (ad hoc rather than framework agreements) doubled the number of countries actively cooperating with relocations, generating savings of €200 thousand. Four new relocation agreements were signed in 2017 and one agreement is in the final stage of negotiation. Each acceptance implies a reduction in case management and costs stemming from the International Criminal Court Protection Programme (ICCPP). Cases for relocation are those that have been identified as having the highest associated risks and therefore being the most expensive to manage day-to-day. Additional relocations have led to a reduction in general operating expenses, as well as staff travel and general staff expenses, in the mentioned amount.

434. Savings of €235 thousand have been found through close monitoring of all facilities management contracts, as well as rigorous procurement processes. This has led to a reduction in some contract costs compared to estimates by a Dutch government agency and the Permanent Premises Project building contractor. In particular, it has been possible to obtain lower-cost contracts for utilities, cleaning, garbage removal, pest control, plumbing services and indoor plant maintenance.

435. Savings of €100 thousand have been achieved in mobile phone costs at Headquarters and in the field by providing advice to Court staff on proper usage and encouraging the use of secure VPNs, and by reviewing the current allocation of mobile devices.

436. Improved inter-organ analyst coordination and consultation with the library has significantly reduced duplicate subscriptions and associated spending across the organs. More efficient information collection and cost sharing on fees have led to savings of €57.5 thousand.

437. In addition, the Registry has undertaken a careful review of its operations and needs for 2018, and has achieved a further reduction of €1.1 million based on specific decisions by managers to review operations on the basis of changing needs or managerial improvements. For example, certain case-specific languages may no longer be required on a continuous basis, allowing the Court to transition from fixed-term appointments to less costly contractual services.

Conclusion

438. The final combined result of the Registry's efforts to achieve efficiencies and savings, coupled with the aforementioned increases in six different areas, is an increase of **€2.5 million, or 3.3 per cent**. In the absence of the Registry's efforts, the proposed increase would have amounted to **€4.5 million, or 5.9 per cent**.

439. This proposed increase for 2018 is to be understood in the context of the real increase of 6.6 per cent with which the Registry has had to cope between 2013 and 2017, for operational purposes, not counting the effect of the implementation of the UNCS. The Registry has succeeded in implementing its mandate over this period despite a significant increase in its workload in a number of areas, including additional responsibilities associated with the maintenance and security of the Court's permanent premises, more than triple the number of hearing days, almost triple the number of witnesses appearing for testimony, and almost double the number of victims applying for participation/reparations.

Table 30: Major Programme III: Proposed budget for 2018

Programme III Registry	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				27,526.5	368.3	1.3	27,894.8
General Service staff				18,017.5	627.9	3.5	18,645.4
<i>Subtotal staff</i>	<i>40,824.0</i>	<i>-</i>	<i>40,824.0</i>	<i>45,543.9</i>	<i>996.3</i>	<i>2.2</i>	<i>46,540.2</i>
General temporary assistance	1,749.5	379.8	2,129.3	3,181.9	322.9	10.1	3,504.8
Temporary assistance for meetings	1,328.6	69.2	1,397.8	1,028.4	134.3	13.1	1,162.7
Overtime	449.0	9.1	458.1	325.5	(2.7)	(0.8)	322.8
<i>Subtotal other staff</i>	<i>3,527.1</i>	<i>458.1</i>	<i>3,985.2</i>	<i>4,535.8</i>	<i>454.5</i>	<i>10.0</i>	<i>4,990.3</i>
Travel	1,383.5	95.9	1,479.4	2,106.5	(90.0)	(4.3)	2,016.5
Hospitality	19.7	-	19.7	4.0	-	-	4.0
Contractual services	2,257.8	196.0	2,453.8	2,192.4	94.4	4.3	2,286.8
Training	593.4	7.1	600.5	498.4	124.8	25.0	623.2
Consultants	570.0	100.6	670.6	434.3	(38.9)	(9.0)	395.4
Council for defence	4,950.0	-	4,950.0	3,528.2	194.8	5.5	3,723.0
Council for victims	1,344.7	-	1,344.7	1,002.8	162.2	16.2	1,165.0
General operating expenses	12,509.0	131.7	12,640.7	14,859.9	293.7	2.0	15,153.6
Supplies and materials	1,154.8	3.5	1,158.3	830.0	65.3	7.9	895.3
Furniture and equipment	2,563.7	588.1	3,151.8	1,096.3	289.5	26.4	1,385.8
<i>Subtotal non-staff</i>	<i>27,346.6</i>	<i>1,122.9</i>	<i>28,469.5</i>	<i>26,552.9</i>	<i>1,095.7</i>	<i>4.1</i>	<i>27,648.6</i>
Total	71,697.7	1,581.0	73,278.7	76,632.6	2,546.5	3.3	79,179.1

Table 31: Major Programme III: Proposed staffing for 2018

III 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
<i>Established Posts</i>														
Approved 2017	-	1	-	3	22	43	85	89	5	248	15	311	326	574
New	-	-	-	-	-	-	-	1	-	1	-	-	-	1
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	1	(1)	-	-
Returned	-	-	-	-	-	-	(1)	-	-	(1)	-	-	-	(1)
Proposed 2018	-	1	-	3	22	43	84	90	5	248	16	310	326	574
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	-	1.00	5.83	7.50	4.00	18.33	1.70	25.47	27.17	45.51
Continued	-	-	-	-	-	1.00	4.50	7.00	4.00	16.50	-	19.00	19.00	35.50
New	-	-	-	-	-	-	0.67	-	-	0.67	5.11	8.00	13.11	13.78
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	-	1.00	5.17	7.00	4.00	17.17	5.11	27.00	32.11	49.28

1. Programme 3100: Office of the Registrar

Introduction

440. The Office of the Registrar (OTR) encompasses both the Immediate Office of the Registrar (IOR) and the Legal Office (LO). The IOR directly supports the Registrar in providing strategic leadership, coordination and guidance to all Registry divisions, sections and offices, as well as in managing and supervising the Registry as a whole. The IOR also facilitates the flow of information to and from the Registry divisions and ensures proper high-level coordination with the other organs of the International Criminal Court (“the Court”) and external stakeholders. The IOR supports the Registrar in the performance of his or her executive functions and coordinates the remaining executive functions delegated to the Directors of the Registry Divisions.

441. The Legal Office is responsible for performing the legal functions arising from the duties assigned to the Registrar under the Court’s legal framework. The LO ensures the quality and consistency of legal and policy approaches throughout the Registry and across a range of subject matters including human resources, finance, procurement and the coordination of all the Registry’s legal submissions in judicial proceedings. The LO also negotiates and prepares agreements and arrangements between the Court and third parties and, as appropriate, provides advice on interpreting the Headquarters Agreement and other agreements. The LO represents the Court in litigation, both internally and externally, and acts as an interlocutor between the Court and States with respect to privileges and immunities.

Operating environment

442. The OTR will continue to ensure that the Registry as a whole is able to successfully perform the administrative and operational tasks demanded of it in 2018. In this regard, the OTR ensures appropriate inter-organ coordination, provides the required support to the work of the Registry Management Team and enables the Registrar to ensure that high-quality services are provided to the organs of the Court, as well as to discharge his substantive responsibilities on matters such as protection of witnesses, legal aid and support to counsel, and outreach. Given the level and type of support required from the Registry in relation to judicial activities, the Registrar must not only provide oversight with respect to the activities foreseen; the Registrar must also be able to react and reprioritize activities should developments in situations and cases so require. The continued issuance of new prosecutorial and judicial decisions with regard to ongoing investigations and cases, whether in the pre-trial, trial, appeals or reparations phase, means that the operational direction and allocation of resources, both at Headquarters and in the field, must be constantly monitored to ensure optimal service delivery and consistent implementation of the Registry’s legal position. Furthermore, the effective functioning of an optimized presence in the field, and the opening and closing of field offices, requires sustained attention from both the Registrar and the Registrar’s advisers, to ensure that the strategic and legal premises for the Registry’s engagement in these countries are sound.

Priorities

Organizational development

443. Since 2015, each Registry section has designed and pursued its own organizational development plans composed of short, medium- and long-term development goals to be met by the first quarter of 2018. Once implemented, at the beginning of 2018, these organizational development plans will be fully assessed against the overall goal of helping the Registry provide efficient end-to-end quality support in accordance with its core mandate. If needed, further actions or adjustments will be undertaken in 2018. The main areas covered by these organizational development plans include: working methods of the Registry; delegation of authority; establishment of an accountability framework; effective use of IT tools and databases; internal communications and information flow; training; and effective performance management.

Strengthening strategic leadership through the Registry Management Team

444. The Registry Management Team (RMT) oversees and drives the executive management of the Registry. The RMT is the Registry's highest-level forum for advice and assistance to the Registrar on strategy, policy and the operational challenges potentially facing the Court in 2018. The RMT is composed of the Registrar, the three Directors, the Legal Counsel, and the Chief of Staff of the IOR. The contributions of the IOR and the Directors' offices mainly concern strategic guidance and leadership. The RMT will be in a position to ensure that the goals set for 2018, especially in relation to priority activities, are met and that appropriate action is taken where necessary.

Strategic and policy development

445. The OTR will take the lead in fostering the development of clear, consistent and transparent strategies and policies, both within the Registry and Court-wide, as appropriate. The Court's current Strategic Plan, which finishes at the end of 2017, will be extended to 2018 in order to align the Court's new plan with the OTP-specific plan and the new Registry-specific plan as of 2019. Work must be undertaken next year to prepare an appropriate strategic framework for the years to come. A number of existing policy gaps will be addressed in 2018. The OTR will pay special attention to staff performance management, devoting time and resources to ensure that Registry staff continue to perform and develop to their full potential. The Registry and the Court as a whole will also focus on staff welfare and well-being in an effort to improve motivation, productivity and work-life balance. Other areas of particular involvement for the OTR will be the development and implementation of a new Legal Aid Policy and the implementation and integration of the new Registry structure in the field.

Greater coordination of Registry legal functions

446. The LO has been structured to take responsibility for the legal quality of all judicial filings submitted to Chambers by the Registry. The aim is to ensure the quality and consistency of Registry filings and to further improve communication between the Chambers and the Registry. In 2018, the Registry Legal Network (RLN) will continue to approach full operational capacity so as to ensure greater cooperation, consistency and the timely provision of filings and other legal information submitted to Chambers.

Budget resources**€1,726.6 thousand**

447. There is an overall proposed increase of €20.2 thousand (1.2 per cent), resulting from an increase in staff resources of €20.6 thousand, less an overall decrease in non-staff resources of €0.4 thousand thanks to reductions in the IOR's travel budget that fully offset the proposed increase for specialized legal training in the LO. The proposed net increase of €20.2 thousand is the result of the application of the UN Common System and the restoration of the standard 10 per cent vacancy rate in the OTR.

*Staff resources**€1,638.0 thousand*

448. As indicated, the proposed increase of €20.6 thousand results from built-in costs associated with the application of the United Nations Common System.

*Established posts: Professional and General Service**€1,638.0 thousand*

449. No new established posts are requested. The proposed amount for established posts has increased by €20.6 thousand (1.3 per cent). As outlined above, these increases are due to the costs associated with returning to the Registry's regular vacancy rate of 10 per cent in 2018 after a temporary, exceptional rise to 12 per cent in 2017.

Non-staff resources

€88.6 thousand

450. The overall decrease in non-staff resources amounts to €0.4 thousand (0.4 per cent) and mainly reflects a decrease of €16.6 thousand in travel requirements in the IOR, which fully offsets the proposed increases of €1.1 thousand for travel and €15.0 thousand for training in the LO. The requested amount is required for travel, hospitality, training and consultants.

Travel

€58.2 thousand

451. The proposed resources for travel in OTR have decreased by €15.4 thousand (20.9 per cent) and relate to a decrease in the IOR and a minor increase in the LO.

452. In the IOR, the proposed decrease of €16.6 thousand reflects the fact that the seventeenth session of the Assembly of States Parties (“the Assembly”) will take place in The Hague and therefore the resources approved for travel to New York, in 2017, for the sixteenth session of the Assembly, are no longer required in 2018. On the other hand, resources are still required for the Registrar, or a representative of the Registrar, to travel for the purpose of building support and cooperation at the highest levels among States Parties and key external partners such as the United Nations, other IGOs and NGOs. The Registrar’s presence is also required in the field on particular occasions to strengthen relationships with situation countries and local authorities and ensure their smooth cooperation with the Court.

453. The LO’s proposed travel budget of €24.9 thousand will cover travel and related expenses incurred in the performance of the LO’s mandate, including: (i) attendance at an annual meeting of legal counsel of specialized agencies of the United Nations system and related organizations; (ii) attendance at a meeting held by the International Labour Organization Administrative Tribunal, which is the judicial organ with jurisdiction over staff disputes involving the Court; and (iii) advising on and assisting in the certification of prior recorded testimony outside the Netherlands pursuant to rule 68(2)(b) of the Rules of Procedure and Evidence.

Hospitality

€4.0 thousand

454. The requested amount remains unchanged. The Registry engages in limited hospitality to help foster support and cooperation among States Parties and key external partners.

Training

€21.4 thousand

455. The training budget has increased by €15.0 thousand and is required to cover the training needs of the LO and the RLN for capacity-building. As in any legal workplace, training is crucial to maintaining and enhancing the quality of legal services. Training in 2018 will focus on skills: legal drafting, legal advocacy and negotiation. To optimize the use of resources and maximize impact, instead of training all RLN lawyers at once, the mechanism used may be that of “train the trainers” (TTT). This means that RLN lawyers who receive training in 2018 will be expected to train their colleagues in turn. Alternatively, half of the RLN team could receive training now and the other half in 2019.

Consultants

€5.0 thousand

456. The proposed amount remains unchanged and continues to be required in the LO 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.

Table 32: Programme 3100: Proposed budget for 2018

3100 Office of the Registrar	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				1,474.1	18.4	1.2	1,492.5
General Service staff				143.4	2.1	1.5	145.5
<i>Subtotal staff</i>	<i>1,272.0</i>	<i>-</i>	<i>1,272.0</i>	<i>1,617.4</i>	<i>20.6</i>	<i>1.3</i>	<i>1,638.0</i>
General temporary assistance	259.3	-	259.3	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>259.3</i>	<i>-</i>	<i>259.3</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Travel	44.6	-	44.6	73.6	(15.4)	(20.9)	58.2
Hospitality	19.1	-	19.1	4.0	-	-	4.0
Contractual services	55.6	-	55.6	-	-	-	-
Training	-	-	-	6.4	15.0	234.4	21.4
Consultants	40.0	-	40.0	5.0	-	-	5.0
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	1.3	-	1.3	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>160.6</i>	<i>-</i>	<i>160.6</i>	<i>89.0</i>	<i>(0.4)</i>	<i>(0.4)</i>	<i>88.6</i>
Total	1,691.9	-	1,691.9	1,706.4	20.2	1.2	1,726.6

Table 33: Programme 3100: Proposed staffing for 2018

3100 Office of the Registrar										Total P-staff			Total GS-staff	Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	and above	GS-PL	GS-OL		
<i>Established Posts</i>														
Approved 2017	-	1	-	-	2	2	5	2	-	12	1	1	2	14
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	1	-	-	2	2	5	2	-	12	1	1	2	14
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Continued	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-

2. Programme 3200: Division of Management Services

Introduction

457. The Division of Management Services (DMS) provides administrative and management services to support the operations of the International Criminal Court (“the Court”) as a whole. DMS is led by the Director of the Division of Management Services and consists of the Office of the Director (OD-DMS), the Human Resources Section (HRS), the Budget Section (BS), the Finance Section (FS), the General Services Section (GSS) and the Security and Safety Section (SSS).

458. OD-DMS is responsible for the overall direction, strategic planning and delivery of all administrative and managerial support to the Registry and the Court. It is responsible for a number of critical executive functions including strategic resource planning and monitoring as well as reporting on organizational performance. OD-DMS coordinates audit compliance throughout the Court and Court-wide efforts to address reporting requirements from oversight bodies including the Committee on Budget and Finance and the Audit Committee. OD-DMS also promotes and maintains a duty of care via policies and programmes that ensure the physical, mental and emotional well-being of staff through the Occupational Health Unit (OHU). Through the SAP team, it provides the strategic framework and operational support for the use of the Court’s Enterprise Resource Planning (ERP) system, SAP, and supports the delivery of SAP-related projects aimed at achieving efficient work processes.

459. The Division provides a wide range of services in the area of human resources management, such as strategic advice on human resources issues, policy development, recruitment, post management, administration of contracts (staff and non-staff), benefits, entitlements and payroll, insurance and pension matters. In addition, emphasis is placed on performance management, staff training and managerial development.

460. In relation to the Court’s budget process, the Division provides centralized budget oversight and ensures maximum efficiency in the utilization of resources. This includes coordinating and preparing the annual programme budget, supplementary budgets and Contingency Fund notifications; monitoring budget performance; and reporting on budgetary issues. The Division is also responsible for monitoring, evaluating and forecasting budget implementation.

461. Furthermore, the Division provides financial management services and coordinates and produces the financial statements of the Court and the Trust Fund for Victims (TFV). It manages, monitors and reports on all Court funds. It is also responsible for carrying out all disbursement activities, managing assessed and voluntary contributions, treasury operations and accounting and financial reporting. In addition, the DMS provides assistance and guidance in relation to financial policies and processes across the Court.

462. In the area of general services, the Division is responsible for daily building operations at Headquarters, including managing soft services such as catering, cleaning, utilities and services to the conference cluster, as well as hard services such as building maintenance, repairs and replacements. In the field, DMS is responsible for assessing and adapting premises. Through procurement, it also provides value for money on goods and services required by the Court and other services in the following areas: fleet management, shipping, transport (including transport support for witnesses at Headquarters), mail operations, asset management and warehousing. All of the Court’s official travel, visa services and residency permits in The Hague, and administrative functions related to privileges and immunities, are also arranged by DMS.

463. Finally, DMS provides a safe and secure working environment at Headquarters and protects all persons to whom the Court owes a duty of care, as well as its tangible and intangible assets. At Headquarters, the Division provides uninterrupted round-the-clock 24/7 security and safety services, including for the safe and undisturbed conduct of court hearings.

Operating environment

464. The Division's structure has made it largely fit for purpose and will allow it to cope effectively, and within its planned capacity, with most of the administrative and operational increases expected in 2018. That said, one notable difference in the Division's operating environment in 2018, as throughout the Registry, will be the vacancy rate decrease from 12 per cent in the approved budget for 2017 to the standard level of 10 per cent in 2018. In total, the Division is facing an increase of €322.4 thousand due to vacancy rate changes and the unavoidable impact of changes in United Nation Common System rates (€290.1 thousand and €32.2 thousand respectively).

465. DMS will coordinate the provision of information to oversight bodies and other stakeholders, including the Committee on Budget and Finance, the Audit Committee, the External Auditor and the Office of Internal Audit, so that they can discharge their mandates efficiently and effectively.

466. After the introduction of new performance management software in 2017, guidance and support to staff and managers on performance management will continue and intensify in 2018. DMS will also manage the induction of new staff members and provide prioritized training based on the development needs of the Court as a whole.

467. As some staff members are deployed under extraordinary circumstances, DMS will place emphasis on the relevant duty of care. Prevention is a crucial element of that duty of care, and DMS will continue working to prevent secondary trauma in order to mitigate the risk of post-traumatic stress on staff exposed to evidence of atrocities in the various cases before the Court (e.g. investigators, field interpreters, etc.). Preventive health care will also cover preventable behaviours and exposures, identification of health risk factors, and the importance of a healthy and balanced lifestyle for all staff members.

Strategic priorities in 2018 and relevance to the 2018 proposed programme budget

468. DMS's overarching objective is to provide the necessary administrative and operational services to the entire Court. To this end, in 2018, DMS will focus on solutions to enhance its services to support the achievement of the Court's high-level priorities for 2018. This includes the following priority areas:

Judicial and prosecutorial activity in 2018

469. In addition to providing management services to the entire Court (Headquarters and field offices) as described in the introduction above, DMS will provide direct support to judicial and prosecutorial activities. In 2018, three cases are expected to continue at the trial stage. These cases will require the provision of security services for the safe and undisturbed conduct of court hearings; local transportation of witnesses to trial hearings; arrangement of travel for witnesses; arrangement of travel and visa requirements for defence and victims' counsel, court interpreters and journalists attending court hearings; and provision of facilities management at Headquarters, including courtroom management, and facilities in the field for remote testimony (video link). Furthermore, reparations in *Lubanga* and *Katanga* will be implemented in 2018, requiring DMS to provide support both from Headquarters (e.g. travel-related services) and from the field (e.g. local transportation and facilities management), including for the TFV.

470. Similarly, the six active investigations that the Office of the Prosecutor will continue conducting in 2018 will require DMS support for the arrangement of official travel, including of investigators and analysts; shipping of equipment (e.g. forensic equipment); and management of the Court's vehicles at field office locations to ensure the safety and efficiency of Court operations in challenging operating environments. Other actors, such as the TFV, will also rely on assistance from DMS to conduct their operations. Likewise, the continuing volatility with regard to security in the situation countries in which the Court operates will require direct support from DMS to develop security and safety guidelines that respond to the Court's needs in its different areas of operation.

471. The number of witnesses scheduled to appear for testimony at the Court is expected to increase to 132 in 2018 (as opposed to about 81 in 2017). An additional Driver (GTA) is

therefore required to provide direct support to ongoing trials, given this expected significant increase in the number of witnesses. On the other hand, the security-related GTA positions that directly support the cases at trial remain unchanged. Information on these requirements is provided below under the GTA budget item.

472. In the field, the opening of the satellite office in Gulu, northern Uganda, planned to take place in 2018, will require DMS support for facilities management to ensure that the rented office is fit for the Court's requirements with regard to operations, confidentiality and security and safety. Transport and logistics services will also be required from DMS to equip the office. Direct support from DMS will also be needed with regard to fleet management in order for the Court to carry out activities in the field.

Court-wide information technology improvement projects

473. DMS will play a leading role in identifying and implementing proposals aimed at achieving efficiencies and savings in different areas of administrative services, mainly through process streamlining, automation and control. In this regard, DMS will make the most of the Court's management software (SAP).

474. For 2018, the Court's Five-Year Information Technology and Information Management (IT/IM) Strategy has led to the identification of necessary improvements in a number of areas. One of these areas is the process of improving administration systems pertaining to human resources, finance, budget and external operations. This will be a strategic priority for DMS in 2018.

475. In order to support the implementation of this strategy, DMS will work on putting into practice administrative process improvements and automation initiatives. In this regard, DMS's objective is to review, streamline and digitalize paper-based administrative processes, increase efficiency through a higher level of automation and strengthen internal control. Further information about the relevant initiatives is provided below under the GTA and contractual services categories.

Budget resources

€19,107.7 thousand

476. The requested amount has increased by €309.2 thousand (1.6 per cent).

477. Unavoidable increases associated with the United Nations Common System, the return to the standard 10 per cent vacancy rate, and the level of prices for goods and services for the entire Court have been partially offset through the achievement of efficiencies and savings.

478. In fact, the requested overall increase of €309.2 thousand is lower than the increase associated with the restoration of the standard vacancy rate and the unavoidable impact of the United Nations Common System in the amount of €22.4 thousand. This has been achieved thanks to an overall decrease in non-staff costs by €153.0 thousand for the Division.

479. DMS expects to achieve efficiencies of around €62.5 thousand in 2017, resulting mainly from reduced bank charges achieved by negotiating preferential rates, and from a new approach for personnel security clearance that includes outsourcing and a limited number of components to be checked. In 2018, DMS also intends to insource field paramedic services, automate sick leave certification and automate HR-related services by introducing self-service. For example, if a staff member changes home address or dependency status, he or she will be able to update the data directly instead of requesting HRS to do so, thereby reducing duplication of work. For 2018, these efficiencies have been estimated at €27.7 thousand.

480. The savings expected in 2017 amount to €342.3 thousand. The knowledge gained after more than one year of occupancy of the Court's permanent premises has allowed budgeting for utilities, garbage removal and cleaning in 2018 based on actual costs. In addition, savings in training are expected thanks to in-house capacity and a train-the-trainer approach. Detailed information on expected savings and efficiencies for 2017 and 2018 is provided in annex X.

Staff resources **€13,988.7 thousand**

481. DMS comprises 178 established posts and 12 GTA positions (10 FTE). The number of established posts remains unchanged from 2017. The number of GTA positions has increased by 1.5 FTE.

Established posts: Professional and General Service *€13,055.3 thousand*

482. No new established posts are requested in 2018. The requested staff costs have increased by €21.2 thousand (2.5 per cent), which is entirely associated with the United Nations Common System (€32.2 thousand) and the return of the vacancy rate from 12 per cent to 10 per cent (€90.1 thousand).

General temporary assistance *€605.6 thousand*

483. The requested amount has increased by €123.7 thousand (25.7 per cent) in order to accommodate one Driver for 12 months and the full funding for 12 months of the position of Associate ERP Systems Officer in the SAP team, which was funded for six months in 2017.

484. One *Driver (GS-OL), 12 months. New*. In 2015, 22 witnesses appeared at court hearings. This number increased to 108 and 81 in 2016 and 2017 respectively. An extra, short-term driver was hired for eight months in 2017 to cover this increase. The number of witnesses appearing at the Court is expected to rise to 132 in 2018. This represents an increase of approximately 2,300 driver hours in 2018 over 2015. The Court proposes to hire a GTA driver for 12 months in 2018 solely for the transport of the increased number of witnesses in The Hague. The need for this resource will be re-examined in the 2019 budget proposal.

485. One *Associate ERP Systems Officer (P-2), 12 months. Continued. Multi-year*. This position was approved for six months in 2017 and is required in 2018 to assist with the implementation of the Court's Five-Year IT/IM Strategy (2017-2021). SAP initiatives in this area are intended to automate and enhance the efficiency of administrative processes. They include the following:

(a) Integration of mission planning with SAP to eliminate the need for the staff members who travel for official purposes to record the same information multiple times in different systems. Travellers will only be required to enter travel data once in an integrated system;

(b) Automation of budget forecasting, which is currently performed manually using Excel sheets, will allow direct downloads from the SAP system, reducing the risk of error. In addition, automating SAP to generate staff forecasts using staff cost information available in the system will increase the quality and speed of delivery of forecasting information, allowing for better budget planning and control and payroll execution;

(c) Implementation of a new SAP module for automation of IPSAS (International Public Sector Accounting Standards)-compliant financial statements as recommended by the External Auditor; and

(d) Implementation of a Payroll Control Centre to process the monthly payroll more efficiently, including the mandatory requirements for automated transmission of data related to staff pension contributions to the United Nations Joint Staff Pension Fund (UNJSPF). This will eliminate manual checks and steps currently required to consolidate the pension contributions before they can be sent to the UNJSPF.

486. The role of this GTA position is to help the relevant sections (HRS, FS, GSS, BS and the External Operations Support Section) define and document efficient work processes and translate them into SAP technical requirements for implementation. Once the technical requirements are developed by the GTA post holder, they are implemented by the SAP team. External SAP expertise is required only for highly specialized support under contractual services.

487. *One Handyman (GS-OL), 12 months. Continued. Multi-year.* This position is needed to help perform some of the extra duties associated with the Court's ownership and occupation of its premises in The Hague. At its interim premises, the Court employed three handymen. With the move to its permanent premises, a fourth handyman on a GTA position was approved in 2016 and 2017 to cover certain functions in facilities management that would, at a later date, be taken over by a maintenance contractor. However, after 18 months of occupancy the Court has gained experience on how best to operate its permanent premises, which have a 30 per cent larger floor area than the interim premises. Immediate hands-on support services and minor repair work in all areas of the building require a higher level of resources than anticipated. These immediate repairs and operations are not suitable to be outsourced to a contractor that will charge a premium for immediate response times and management overheads on top of the base costs of the service. Therefore it is less costly to have an internal staff member.

488. *Seven Security Officers/Senior Security Officers (GS-OL), 12 months. Continued. Multi-year.* These positions are required to guarantee security support for the second courtroom. These resources are recurrent as the requirement to support the judicial activities in the two courtrooms for 12 months is maintained.

Temporary assistance for meetings

€20.0 thousand

489. The requested amount has increased by €20.0 thousand and is required for servicing the conference facilities at the permanent premises.

490. At the permanent premises, the conference cluster is designed to be flexible in size and number of rooms – ranging from six to nine conference rooms depending on the configuration – with capacity per room varying from 10 to 250 persons. Since the Court's move to the permanent premises, the work to set up the rooms has proved to be much greater in scope than the work required at the interim premises, and yet the resources available for this purpose have remained at the same level as at the previous premises.

491. Conference facilities are in high demand and their use has increased to nearly full capacity since mid-2016. The larger rooms have experienced very high rates of occupancy, often being used twice per day. Meetings include regular all-staff meetings, meetings of States Parties and oversight bodies, inter-agency network meetings and presentations of the work of the Court to interested parties. At the interim premises, the Court used to support approximately 170 meetings per year. Meeting space was very limited and the possible configurations were few. In contrast, from May 2016 to April 2017, the Court has supported 812 meetings in the conference cluster. As a result, temporary assistance for peak times and for limited periods is required to supplement regular staff when adapting rooms to user requirements. These resources are recurrent.

Overtime

€307.8 thousand

492. The requested amount has decreased by €2.7 thousand (0.9 per cent).

493. Overtime requirements have changed only in relation to security, where they have been reduced by the mentioned amount of €2.7 thousand thanks to an expected reduction in the number of Court hearing days (440 in 2017 as opposed to 400 in 2018). Overtime in security is required not only to support the expected extended hours for Court hearing days but also to provide security and safety services during official Court holidays; and for the night differential for staff working during evenings and nights, as maintenance of round-the-clock security and safety services requires permanent staffing of a number of posts. Overtime resources are recurrent.

Non-staff resources

€5,119.0 thousand

494. Non-staff resources are required for travel, contractual services, training, consultants, general operating expenses, supplies and materials and furniture and equipment. Some budget items show small increases, which have been fully offset by decreases in other non-staff costs, resulting in an overall decrease of €153.0 thousand (2.9 per cent).

Travel

€170.1 thousand

495. The requested amount remains unchanged.

496. The Division will have lower travel costs for participation in the seventeenth session of the Assembly of States Parties, which in 2018 will take place in The Hague rather than in New York.

497. There are, however, increased requests for security support for the Heads of Organ during official travel to situation countries and other locations, with two more missions envisaged than in 2017 (€4.7 thousand).

498. In other areas of operations, DMS presents no proposed increases in travel requirements for 2018 for travel to the field to determine the standards and requirements for facilities, vehicle fleet and asset management; and for travel to participate in meetings to ensure the Court's alignment with the United Nations Common System and with accounting standards/IPSAS. Travel resources are recurrent.

Contractual services

€643.5 thousand

499. The requested amount remains unchanged.

500. As SAP projects require a range of functional and technical expertise not always available in-house, resources in the amount of €24.9 thousand are required. The proposed increase of €6.9 thousand reflects the complexity of the projects to be carried out in 2018. Once the technical requirements for the SAP projects included in the Information Technology Strategy are established by the Associate ERP Systems Officer (P-2), some requirements will be implemented by internal staff members while others will require external SAP support in highly specialized areas (e.g. coding, configuration and migration). Areas for improvement are listed above under the request for the mentioned post. External expertise will only be engaged when it is strictly necessary because of limited capacity and/or highly specialized needs. These resources are not recurrent.

501. For the successful performance of its finance function, the Court is proposing an increase of €30.0 thousand. This is related to the increase in the External Auditors' fees (€15 thousand) resulting from the expansion of the External Auditor's mandate, as decided by the Assembly, to include performance auditing;⁴⁷ it is also related to United Nations Finance and Budget Network observer fees (€15 thousand) payable every two years. The remaining resources are proposed for the External Auditor's fees for the financial statements of the Court and the TFV (€2 thousand), US tax reimbursement administrative fees (€10 thousand), and the mandatory actuarial valuation required for IPSAS-compliant financial statements (€7 thousand). These resources are recurrent.

502. In the area of general services, the proposed amount of €24.5 thousand is required to cover the cost of vehicle insurance at field locations and all other commercial insurance policies for the Court, the costs of UNLP (United Nations laissez-passer) renewals, external printing and postage costs. However, the Registry is proposing an overall decrease of €19.6 thousand in general services due to a reduction in the need for outsourced moving teams. These teams were used in 2016 and 2017 to assist the Court in making adjustments to the distribution of staff in the new premises. Fewer office moves are expected at the Court in 2018. These resources are recurrent.

503. Finally, there is a proposed decrease of €6.5 thousand in security services due to the implementation of a more efficient approach for the pre-employment screening procedure for all new personnel, interns, visiting professionals, consultants and contractors. These resources are recurrent.

Training

€362.7 thousand

504. The requested amount has increased by €29.9 thousand (9.0 per cent).

⁴⁷ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), vol. II, part B.2, annex VII, para. 48.

505. In 2018, the Registry will continue to centralize all non-technical training for the Court (€209.0 thousand) to ensure optimal use of training funds. The approved amount for corporate training programmes in recent years has been kept to the minimum for an organization of the size of the Court. In 2018, funding is sought only for a small number of programmes to support the enhancement of skills in critical areas such as performance management, language training, management training, cultural awareness and project management. The proposed increase (€1.0 thousand) is largely due to the Court's initiating an essential corporate training programme for Court-wide leadership development.

506. Resources are also required for training on safety aspects of facilities management in the field, procurement and the latest shipping terms for goods delivery and pricing, and standard driver training necessary for the maintenance of professional certificates (€16.3 thousand); they are also required for mandatory medical training for OHU staff to be able to prescribe medication for travellers to the field and for licence renewals for nurses, and for SAP training in relation to projects such as the new budget planning and control and HR renewal projects (€1.8 thousand). This will develop internal SAP capacity to support new SAP-related tools and make the Court less reliant on external services.

507. Security-related mandatory training is also required for first-aid, fire and emergency response and firearms, as well as for specialized topics such as transport of accused persons and close protection. In addition, training on "safe and secure approaches in the field environment" will continue to be delivered in collaboration with the host State military in the Netherlands; the United Nations mandatory security certification for new Field Security Officers is also required. Total security-related training amounts to €12.4 thousand and represents a decrease of €5.4 thousand.

508. Similarly, resources are required to cover the cost of a trainer for budget staff and budget focal points within the Court in the use of the SAP-based Business Planning and Consolidation (BPC) module to ensure that the Court takes full advantage of all functionalities of the new tool (€5.2 thousand), and for specialized training in financial reporting. All activities are recurrent.

Consultants

€12.0 thousand

509. The requested amount has decreased by €26.0 thousand (68.4 per cent), as resources were included in the 2017 budget for external insurance experts to carry out the major project of inviting tenders for the Court's health insurance programme. The tendering process is expected to be completed in 2017, and this requirement is not recurrent. For 2018, resources are required to provide post (re)classification external expertise (€4.0 thousand) and to engage outside expertise in the area of risk management (€8.0 thousand), which includes the yearly risk rating and the review of risk monitoring strategies. This will enable the Court to make progress on its risk management initiatives in consultation with the Audit Committee. These resources are recurrent.

General operating expenses

€3,259.9 thousand

510. The requested amount has decreased by €15.2 thousand (6.2 per cent).

511. The Court is proposing a decrease of €35.6 thousand in general services. The estimates included in the proposed budget for 2017 for building operation costs such as utilities and cleaning were based on estimates made before the building was completed. Occupancy of the building has shown that some costs are lower than anticipated, including heating and cooling, garbage recycling and disposal, cleaning and adjustments to premises.

512. The €2,756.4 thousand proposed for general operating expenses in general services is made up mainly of: €900.0 thousand for cleaning of the premises in The Hague; €200.0 thousand for adjustments to premises at field locations; €125.0 thousand for courier and freight costs in The Hague and at field locations; €77.0 thousand for heating/cooling, electricity, sewage, water, and garbage removal; €62.0 thousand for adjustments to buildings (such as heating and cooling systems and security systems) and operation costs such as pest control, plumbing and carpet repairs; €250.0 thousand for corrective maintenance, which will be incorporated into Major Programme V in 2019 as corrective

maintenance becomes the responsibility of the general maintenance contractor; and €42.5 thousand for vehicle maintenance and storage and disposal of written-off equipment. These resources are recurrent.

513. An amount of €23.5 thousand is required for existing contracts for SAP software maintenance and licences, and for the use of the recruiting software and the new performance and goals software. The Court is proposing an increase (€20.4 thousand) related to the activation and usage of the performance and goals software for performance management. The previous performance system used by the Court was developed internally and required manual maintenance, while the new tool will require less time for administering performance management. These resources are recurrent.

514. SSS shows a decrease (€ thousand) related mainly to exchange rate fluctuations for the United Nations Security Management System membership fee. In addition to this membership, the proposed amount of €10.0 thousand in SSS will mainly cover preventive and corrective maintenance of security screening equipment (X-ray machines, walk-through metal detectors and handheld metal detectors), as well as maintenance of firearms and other security and training equipment.

515. An amount of €70.0 thousand is required by FS to cover banking fees and charges. FS has negotiated preferential rates with banks to benefit from low bank charges. All resources above are recurrent.

Supplies and materials

€304.8 thousand

516. The requested amount has increased by €26.9 thousand (9.7 per cent).

517. The proposed cost of supplies and materials in the area of general services is €41.2 thousand and has increased by €46.3 thousand, mainly owing to the projected costs of office supplies (€160.0 thousand), fuel and maintenance for the vehicle fleet at Headquarters (€14.0 thousand), and buildings management supplies such as cleaning materials for a larger building and miscellaneous tools (€52.2 thousand). The Court is adapting to its new premises and certain supplies such as tableware, crockery and cutlery for the cafeteria, electrical supplies and spare parts need to be replaced. This also includes replacement suits for drivers and safety clothing for logistics and facilities management staff members. Similarly, demand for court robes has increased, including for the new judges, and resources are needed to replenish stocks (€15.0 thousand).

518. The proposed increase has been partially offset by a proposed decrease in security services estimated at €19.5 thousand, resulting from a reduction in requirements for security uniforms and equipment. The Court replaces security staff uniforms and equipment only when they reach the end of their life cycle. This includes safety footwear and protective equipment such as concealed body armour and tactical ballistic vests and helmets. The proposed amount for these items is 63.6 thousand. All resources are recurrent.

Furniture and equipment

€366.0 thousand

519. The requested amount has increased by €31.5 thousand (9.4 per cent).

520. The proposed increase is to cover the cost for furniture at field offices. Much of the furniture at some offices is worn out and in need of replacement. This is predominantly the case in Bangui, Abidjan, Kinshasa and Bamako, while the new office in Georgia would also need to be equipped, with the costs for all of these offices estimated at €65.0 thousand.

521. In addition, seven 4x4 vehicles in the field need to be replaced at an estimated cost of €301.0 thousand. Vehicles are below the industry and United Nations standards (seven years or more than 100,000 kilometres), which has a negative impact on the safety and effectiveness of the Court's operations due to the reduced reliability of the fleet and frequent repairs. The vehicles have high mileage and have been driven on poorly paved and unpaved roads, causing extraordinary wear and tear and making their replacement imperative. The Court has a duty of care towards its staff to ensure their safety in the performance of their duties and is liable in the event of any failures in this regard. As mentioned by the Court in its proposed programme budget for 2017, the Court's fleet is being updated and replaced year-to-year. These resources are recurrent.

Table 34: Programme 3200: Proposed budget for 2018

3200 Division of Management Services	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				3,761.3	65.2	1.7	3,826.5
General Service staff				8,972.9	255.9	2.9	9,228.8
<i>Subtotal staff</i>	<i>12,314.6</i>	<i>-</i>	<i>12,314.6</i>	<i>12,734.1</i>	<i>321.2</i>	<i>2.5</i>	<i>13,055.3</i>
General temporary assistance	107.0	29.3	136.3	481.9	123.7	25.7	605.6
Temporary assistance for meetings	-	-	-	-	20.0	-	20.0
Overtime	347.8	-	347.8	310.5	(2.7)	(0.9)	307.8
<i>Subtotal other staff</i>	<i>454.8</i>	<i>29.3</i>	<i>484.1</i>	<i>792.4</i>	<i>141.0</i>	<i>17.8</i>	<i>933.4</i>
Travel	121.1	-	121.1	170.1	-	-	170.1
Hospitality	-	-	-	-	-	-	-
Contractual services	546.3	-	546.3	643.5	-	-	643.5
Training	479.7	-	479.7	332.8	29.9	9.0	362.7
Consultants	264.1	-	264.1	38.0	(26.0)	(68.4)	12.0
General operating expenses	3,190.0	-	3,190.0	3,475.1	(215.2)	(6.2)	3,259.9
Supplies and materials	419.2	-	419.2	278.0	26.9	9.7	304.8
Furniture and equipment	773.3	193.2	966.5	334.5	31.5	9.4	366.0
<i>Subtotal non-staff</i>	<i>5,793.7</i>	<i>193.2</i>	<i>5,986.9</i>	<i>5,272.0</i>	<i>(153.0)</i>	<i>(2.9)</i>	<i>5,119.0</i>
Total	18,563.1	222.5	18,785.6	18,798.5	309.2	1.6	19,107.7

Table 35: Programme 3200: Proposed staffing for 2018

3200 Division of Management Services										Total P-staff			Total GS-staff	Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	and above	GS-PL	GS-OL		
<i>Established Posts</i>														
Approved 2017	-	-	-	1	5	8	12	6	-	32	8	138	146	178
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	1	5	8	12	6	-	32	8	138	146	178
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	-	-	-	0.50	-	0.50	-	8.00	8.00	8.50
Continued	-	-	-	-	-	-	-	1.00	-	1.00	-	8.00	8.00	9.00
New	-	-	-	-	-	-	-	-	-	-	-	1.00	1.00	1.00
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	-	-	-	1.00	-	1.00	-	9.00	9.00	10.00

3. Programme 3300: Division of Judicial Services

Introduction

522. The Division of Judicial Services (DJS) is responsible for providing support for the judicial proceedings of the International Criminal Court (“the Court”). It comprises the Office of the Director (OD-DJS), the Court Management Section (CMS), the Information Management Services Section (IMSS), the Detention Section (DS), the Language Services Section (LSS), the Victims Participation and Reparations Section (VPRS), the Counsel Support Section (CSS), the Office of Public Counsel for Victims (OPCV) and the Office of Public Counsel for the Defence (OPCD).

523. DJS provides a number of services that are crucial for the implementation of the Court’s core activities. As part of its support for judicial proceedings, it manages the courtrooms and organizes hearings, including simultaneous hearings and hearings by video link. In addition, DJS is responsible for the management of Court records and the functioning of the eCourt system. It helps victims participate in the various phases of Court proceedings, including reparations (where appropriate), by receiving and processing their applications, and strives to simplify the process of collecting victims’ applications with the help of information technologies. The Division also manages legal aid for indigent victims and defendants. CSS coordinates all assistance provided to counsel by the Court. DS ensures safe, secure and humane conditions for persons in the Court’s custody and smooth functioning of the detention facilities according to international standards.

524. The Division’s services are not limited to courtroom activities: DJS provides information management support to the entire Court and to trial parties and participants. The library services available to all Court staff and external counsel are part of the Division’s mandate. In view of the nature of the Court’s activities, an important area of support provided by DJS is information security. Translation and interpretation services are provided to assist in the conduct of Court proceedings, and to safeguard the rights of suspects and accused persons to follow proceedings and of witnesses to testify in their own language. These services are also made available, both at Headquarters and in the field, to a variety of stakeholders, including defence and legal representatives of victims’ teams, as well as the Trust Fund for Victims (TFV). Pursuant to article 87(2) of the Rome Statute (“the Statute”), translation from and into more than 20 languages is provided for the purpose of judicial cooperation, for which the Court communicates its requests to States Parties.

525. Although substantively independent, the OPCV and OPCD fall under the Registry’s DJS solely for administrative purposes. Working under the mandates set out in the Regulations of the Court, they provide additional support to the victims’ and defence teams, respectively. When appointed by the Chambers, OPCV represents victims during Court proceedings. Its involvement has steadily increased since 2012. Out of the 12,985 victims currently participating in proceedings before the Court, 4,434 are being represented by OPCV counsel, and over 8,500 by external counsel. When it comes to the effective representation of accused persons, OPCD plays a crucial role in protecting, representing and promoting the rights of suspects pending the appointment of a defence team and, as appropriate, assists those defence teams, once they are assigned, with case management and legal research throughout the proceedings.

Operating environment in 2018

526. All ongoing judicial activities in 2018 will require full support from DJS sections. Support is expected for a total of 400 days of hearings in three ongoing trial proceedings. While lower than what was anticipated for 2017, this level of support will still require two full courtroom support teams and interpretation services in seven languages in the courtroom alone. The third courtroom will be available for an estimated maximum of 15 hearing days in appeals and pre-trial proceedings, for which additional support will be provided using existing resources. In addition, language support for 15 other case-related languages is expected to be required. Reparations proceedings in at least four cases will continue in 2018. The number of victims applying for participation/reparations in 2018 may be as high as 7,400, and the Registry’s assistance will be required to process those applications.

Furthermore, DJS will continue to administer legal aid for 12 defence and five victims' teams, and to support the work of OPCV teams. All accused are expected to remain in detention throughout 2018; two convicted persons are also expected to remain in detention for several months in 2018.

527. The Division's structure allows it to cope effectively with most of these activities within its existing level of resources. Additional resources are sought exclusively in connection with the Court-wide priorities for 2018, and only after savings and reductions have been identified to contain the required increases.

Pre-trial proceedings, including investigations

528. Active investigations by the Office of the Prosecutor (OTP) in six situations – namely, CAR II.a (Séléka), CAR II.b (anti-Balaka), CIV II, Darfur, Georgia, Libya III and Mali – will require the normal DJS support in terms of language services, IT assistance, management of legal aid and processing of victims' applications.

529. In view of the OTP's plans to continue its investigation in Georgia, language support will be required in three languages: Georgian, Ossetian and Russian. A large number of victims are expected to apply for participation in the proceedings, for which missions to Georgia will be required, in particular for outreach purposes. The reinforcement of secure communications will be of particular importance in this situation.

530. Language support, including in the languages of lesser diffusion, will also be required for field activities (communication with victims, witness protection, etc.) in other situations. Many victims have already applied and more are expected to file their applications in the situations in CAR II (a and b) (in which 2,300 victims might apply) and CIV II (in which more than 4,000 have already applied and more are expected). Interpretation and translation services will likely be required for the pre-trial proceedings in the respective languages used in the context of these situations.

Trial proceedings

531. In 2018, three cases at trial will continue to require judicial support.

532. In the case of *The Prosecutor v. Bosco Ntaganda*, the Accused is in the Court's custody and his defence team is being financed through legal aid. Approximately 2,144 victims are participating in these proceedings and are represented by two OPCV teams; additional victims are expected to apply at later stages of proceedings. For this case, 26 witnesses are expected to appear in 2018. LSS will continue providing support in Congolese Swahili, Kinyarwanda and Lingala.

533. In the case of *The Prosecutor v. Dominic Ongwen*, the Accused is also in the Court's custody and his defence team is also being financed through legal aid. Approximately 4,107 victims are participating in these proceedings, 2,605 of whom are represented by external legal representatives and financed through legal aid; OPCV is representing the remaining 1,502 victims participating in the case. In the context of this trial, 53 witnesses are expected to appear in 2018. DJS will continue providing translation and interpretation services in Alur, Ateso, and Lango. The Division must also be prepared to support increased judicial activities in the Acholi language for this case.

534. In the case of *The Prosecutor v. Laurent Gbagbo and Charles Blé Goudé*, both Accused are in the Court's custody and both of their defence teams are being financed through legal aid. A total of 726 victims are participating in the proceedings and are represented by OPCV. For this case, 53 witnesses are expected to appear in 2018. Language support in Dioula, Guéré and Bambara may be required throughout 2018.

Appeals proceedings

535. In the CAR I situation, two cases are expected to be in the final appeals phase during 2018: *The Prosecutor v. Jean-Pierre Bemba* and *The Prosecutor v. Jean-Pierre Bemba et al.* In the first case, the defendant is in the Court's custody and, while he has not been found indigent, legal aid is being advanced to finance his defence team. In relation to

the Bemba et al. case, which concerns offences against the administration of justice, the defence for the five defendants is also being financed through legal aid. In addition, expenses are expected to be incurred to support the appearance at the appeals hearings of four of the convicted persons who are not currently in detention.

536. Appeals against reparations orders are also expected to be filed. In Katanga, all parties filed notices of appeal in April 2017. In Lubanga and Bemba, appeals are highly probable following reparations-related decisions of the Chambers concerned.

537. DJS support will be required to assist the defence teams by providing legal aid, logistical support and legal research. Appeals hearings will be supported by the courtroom teams.

Reparations proceedings

538. Four cases have reached the reparations stage (Lubanga, Katanga, Al Mahdi and Bemba). In Katanga, Trial Chamber II issued its reparations order in May 2017, leading to the implementation stage of reparations. In Lubanga and Al Mahdi, reparations orders are expected to be issued in late 2017. In Bemba, Trial Chamber III has appointed a panel of experts pursuant to rule 97(2) of the Rules of Procedure and Evidence (RPE) to determine the scope and extent of any damage, loss and injury to victims. Reparations proceedings will continue in 2018.

Strategic priorities in 2018

539. Apart from the provision of judicial support and the implementation of Court-wide strategic priorities, other areas will require additional resources, for instance, to place greater focus on reparations proceedings and to implement the new Five-Year Information Technology and Information Management (IT/IM) Strategy.

Running and supporting proceedings in three trials

540. In 2018, the Court will continue to be engaged in three trial proceedings: Ongwen, Laurent Gbagbo and Charles Blé Goudé, and Bosco Ntaganda, with the latter expected to run for approximately half of the year. The Division will continue to provide all necessary support to these three cases, two of which will be taking place simultaneously, each requiring a courtroom support team. It is estimated that the trial hearings will last 160 days each in Gbagbo and Blé Goudé (CIV) and Ongwen (Uganda), whereas the estimated length is 80 days in Ntaganda (DRC). All of the four Accused are expected to remain in detention. Services in seven languages will be required to support the ongoing proceedings and to facilitate testimony in the courtroom. This support will be provided both in the courtrooms and for missions. A total of 132 witnesses are expected to appear for the three cases in 2018.

541. At least four sets of reparations proceedings are ongoing. The Bemba reparations proceedings, which started in 2017, are expected to continue in 2018. With regard to the proceedings in Lubanga and Katanga, the implementation of reparation awards is expected to commence in late 2017 and continue in 2018. In Al Mahdi, a reparations order is expected in 2017. The Registry will require adequate resources to be able to render a number of services to both Chambers and the parties involved in the reparations process. Effective representation will require counsel, including OPCV, to be active in the field, collecting evidence and consulting with clients. VPRS will be required to process application forms and perform the requisite legal review, to facilitate expert assignments as appropriate, and to provide adequate reports and other assistance to the Chamber. Field activities will also require language support.

542. The appellate level will also be busy in 2018, with the pending final appeals in Bemba and Bemba et al. expected to continue into the first part of the year. Other final appeals arising from the cases that are currently before the Trial Chambers may reach the Appeals Chamber in 2018. In addition, it is anticipated that current reparation proceedings will generate complex appeals that will be pending before the Appeals Chamber in 2018. The Appeals Chamber is also expected to be seized of several interlocutory appeals.

Implementation of the Five-Year Information Technology and Information Management (IT/IM) Strategy

543. In 2018, the IT/IM strategy for 2017-2021, approved by the Information Management Governance Board and endorsed by the Coordination Council, will be entering the second year of its implementation stage. The strategy is intended to improve all Court processes, making them more suitable, efficient, secure and transparent. Most related activities are being implemented by IMSS for the benefit of all Court organs and external service users such as the victims' and defence teams.

544. The Court has undertaken a thorough analysis of the existing IT/IM infrastructure, across different organs, and the expected immediate and long-term requirements. Having IT/IM requirements governed by a strategy will cost ICC €1.23 million less over the five-year period than continuing without a strategy in place. The savings are mainly coming from using systems that can be used across organs, and removing duplicate systems where possible. Savings also result from cheaper storage solutions that have become recently available. Further details of the total cost savings realized through the IT/IM strategy are described in Annex IX.

545. Since the establishment of the Court 15 years ago, a number of important ICT investments have been made to support judicial, investigative and administrative operations of the Court. A number of these systems have become – or are expected to become in the near future – obsolete as they reach their end of life or become outdated. At the same time, the Court has grown significantly since its establishment, which has impacted its IT requirements as well as the volume of data generated. Specifically, there are requirements in areas such as digital evidence, information security, and information management that are only partially supported by the existing systems.

546. To address these challenges, the new Court-wide approach in the field of IT/IM has led to a new governance structure, the establishment of the Information Management Governance Board (IMGB), in the context of the synergies exercise, which then has led to the present Five-Year IT/IM Strategy. The strategy offers comprehensive solutions that maximize the reusability of systems and are, in their totality, less costly than continuing with the current IT/IM infrastructure, while also leading to more efficient internal processes.

547. An overview of the goals of the IT/IM strategy for the Court is shown below. The essential requirements are divided into two major categories: Functional and Foundational. Functional refers to a high-level grouping of processes in the Court, specifically Investigative, Judicial, and Administrative. Foundational refers to activities that form the basis for the Court's functioning as a whole, specifically Information Management, Information Security, and Optimizing IT. It is the aim to achieve the points in each of the Functional and Foundational areas below by 2021 through the IT/IM strategy.

<i>Functional</i>		
<i>Investigative</i>	<i>Judicial</i>	<i>Administrative</i>
<ul style="list-style-type: none"> • Investigative capability can efficiently capture and analyse data to efficiently define and action investigative strategies • Case information and evidence can be captured, managed and presented in original digital format in the court room • Consolidated case and witness management, from situations through to litigation 	<ul style="list-style-type: none"> • Simplified and more efficient processes for disclosures, filing and transcript management • Consolidated access to case information for all participants via the litigation platform • Efficient and scalable court management to accommodate simultaneous trials 	<ul style="list-style-type: none"> • Administrative processes are standardized and automated to maximize efficiency • Management solution for managers to plan, track and report on progress • Availability and accessibility of data to support monitoring and reporting of Court Key Performance Indicators

<i>Foundational</i>		
<i>Information Management</i>	<i>Information Security</i>	<i>Optimizing IT</i>
<ul style="list-style-type: none"> • Information is captured once and reused multiple times by authorized staff and external parties • Information is systematically governed and managed throughout its lifecycle: from creation through to archiving • Providing access to evidential and court records to enhance knowledge and practice of international criminal justice 	<ul style="list-style-type: none"> • The Court has a strong security culture – staff and parties are aware of their responsibilities for protecting information • There is visibility of internal and external threats and capacity to respond to reduce or negate impact on the Court • Security assurance is risk-based for processes and technology 	<ul style="list-style-type: none"> • IT systems are built to last – leveraging open-standard technologies and architectures • Resources maximized with consistent governance and standardized processes to plan, deliver and support IT • Reduction of at least 5% of ongoing non-staff operational cost by 2021

548. It should be mentioned that the IT/IM strategy also contains a number of initiatives that are undertaken through in-house solutions and hence require no additional funds. For more detailed information on the Five-Year IT/IM Strategy (2017-2021), including a detailed analysis of the projects and the cost implications, please refer to annex IX.

Budget resources

€33,575.4 thousand

549. The Division's budget proposal represents an overall net increase of €1,502.5 thousand (4.7 per cent). The total proposed increase in DJS consists mainly of three components: (i) a proposed net increase of approximately €92.4 thousand in established posts as a result of restoring the vacancy rate in the Registry to its standard level of 10 per cent, and the application of the United Nations common system; (ii) a proposed net increase of €793.4 thousand in IMSS for the implementation of the Court-wide IT/IM strategy; and (iii) a proposed increase of €95.5 thousand required to support the adequate representation of accused and victims in ongoing proceedings, including through legal aid, and proposed increases in OPCV. In addition, the application of the United Nations common system in GTA resources within the Division results in an increase of €21.2 thousand.

550. The total increase in staff costs amounts to €430.2 thousand. This is due to a net increase in established posts of €92.4 thousand, and an increase in other staff costs amounting to €137.8 thousand. As explained, the increase in established posts is the result of restoring the vacancy rate in the Registry to 10 per cent (€83.5 thousand) as well as the application of the United Nations common system (€40.7 thousand). The total increase of €24.2 thousand is partly offset by a reduction of €31.8 thousand which corresponds to the redeployment of the Financial Investigator (P-4) from CSS to the Division of External Operations. The increase in other staff costs of €137.8 thousand includes additional investments in GTA and temporary assistants for meetings (TAM), which have been partially contained by reductions found in language services. A more detailed explanation of these figures will follow.

551. The total increase in non-staff costs amounts to €1,072.4 thousand. The only sections within the Division presenting an increase in non-staff costs are IMSS (€793.4 thousand) for the implementation of the Court-wide IT/IM strategy, CSS (€43.5 thousand) for legal aid, OPCV (€38.5 thousand) to support additional requirements for the representation of victims in ongoing proceedings, and to a lesser extent DS (€7.0 thousand) for the yearly indexing of the rental prices of cells under the Product Price Agreement. All other sections in the Division present a net decrease in non-staff costs amounting to overall net savings of €110.0 thousand.

552. Notably, while the overall proposed investment within the Division in non-staff costs for the implementation of the Court-wide IT/IM strategy is approximately €1,005.0 thousand, €111.6 thousand of this amount is covered by net savings in the IMSS budget, resulting in a proposed net increase of €793.4 thousand. Of the total €1,005.0 thousand in investments earmarked for the strategy, approximately €670.0 thousand is intended for the implementation of solutions in the OTP, mainly in relation to the processing, registration and analysis of evidence; €80.0 thousand is required for improvements in the judicial

process, including the management of victim-related information; and €255.0 thousand is required for improvements in information security, including for protection from cyberattacks and to ensure secure communications.

553. As a result of the Court-wide identification of efficiencies and savings, some additional resources have been included in the Registry's proposed budget, with a view to maximizing the use of existing resources within the Court. Accordingly, the proposed increase in GTA of €72.9 thousand in IMSS is the result of the transfer of the Web Developer (GS-OL) from the Secretariat of the Assembly of States Parties (SASP). While the impact of this measure on the Court's overall budget is neutral, it results in a decrease in the SASP budget and a corresponding increase in the Registry's staff costs.

Staff resources **€19,813.7 thousand**

554. The €430.2 thousand increase in staff resources corresponds to an increase of €92.4 thousand on account of restoring the vacancy rate in the Registry to its standard level of 10 per cent, as well as the application of the United Nations common system. In addition, there is a proposed increase of €137.8 thousand for GTA and other staff resources.

Established posts: Professional and General Service *€17,171.0 thousand*

555. No new established posts are required. The total number of established posts within the Division has been reduced from 189 in 2017 to 188 in 2018. This reduction corresponds to the redeployment of the Financial Investigator (P-4) from CSS to the Division of External Operations. The proposed increase of €92.4 thousand is the result of restoring the vacancy rate in the Registry to its standard level of 10 per cent, as well as the built-in increases arising from the application of the United Nations common system. In this regard, the proposed budget includes a combined increase of €424.2 thousand owing to changes in the vacancy rate (€383.5 thousand) and the United Nations common system (€40.7 thousand). However, the reduction in staff costs of €131.8 thousand resulting from the redeployment of the Financial Investigator (P-4) has partially contained these costs, resulting in a net increase of €292.4 thousand.

General temporary assistance *€1,800.8 thousand*

556. The driving factor for all GTA requirements in the Division is the level of judicial activity, and in that connection, the need to invest in more sustainable judicial management processes. The overall proposed net increase of €11.1 thousand (6.6 per cent) for GTA in the Division corresponds to additional requirements in CMS (€44.1 thousand), IMSS (€72.9 thousand) and LSS (€88.8 thousand). In addition, the application of the United Nations common system in GTA resources within the Division results in an increase of €21.2 thousand. Notably, the proposed increase in IMSS is the result of the transfer of the Web Developer (GS-OL) from the Secretariat of the ASP. While the impact of this measure on the Court's overall budget is neutral, it results in a decrease in the SASP budget and a corresponding increase in the Registry's GTA costs.

557. Importantly, reductions in GTA resources amounting to €215.9 thousand were achieved in LSS as the need for the three Court Interpreters (Kinyarwanda) was shortened by six months in the light of the expected duration of the Ntaganda trial in 2018, as well as the non-continuation of a GTA Administrative Assistant (GS-PL) budgeted in 2017 for approximately five months in LSS.

Overview of GTA resources in DJS

Increases in 2018

United Nations common system	€21.2 thousand
Funding eCourt Project Manager (P-4) (CMS)	€44.1 thousand
Transfer of Web Developer GS-OL from SASP (IMSS)	€72.9 thousand
Language Assistant (Acholi) GS-PL (LSS)	€88.8 thousand

Overview of GTA resources in DJS

<i>Subtotal</i>	<i>€327.0 thousand</i>
Reductions and savings in 2018	
6 months reduction of Kinyarwanda interpretation (LSS)	€86.0 thousand
Administrative Assistant (GS-PL) for 5 months (LSS)	€29.9 thousand
<i>Subtotal</i>	<i>€215.9 thousand</i>
Net proposed GTA increase in DJS for 2018	€111.1 thousand

558. The requested amount of GTA resources in CMS has increased by €48.6 thousand to fund the previously approved, but not funded, position of eCourt Project Manager (P-4).

559. One Assistant Legal Officer/Courtroom Officer (P-2), 12 months. Continued. This position is required in CMS to support hearings, alongside the two existing ALO/Courtroom Officers, for two simultaneous trials. The number of positions is unchanged.

560. Three Text Processors (French) (GS-OL), 12 months each. Continued. In order to provide real-time transcripts in French for one trial, a team of two Court Reporters and two Text Processors is required in CMS. In order to provide edited versions of the French transcripts within the required time, the three Text Processors (French) continue to be required.

561. One eCourt Project Manager (P-4), 12 months. Continued. Approved but not funded in 2017. With a view to strengthening the ownership of the entire eCourt system, CMS is mandated to handle eCourt administration and management. The Project Manager will lead the Judicial Workflow Platform project, planned under the IT/IM strategy to be established by 2021. Failure to fully develop a new platform, will lead to judicial inefficiencies in relation to legal research for end users, managing access to the system, and the absence of one single point of entry for the whole of the case record. In turn, the new platform will provide a single interface for end users whereby in one location it will be possible to access the various components of the case records, including filings, transcripts, evidence, and audio-visual recordings of hearings. This will require training and familiarization of end users to one application only, which will in turn encourage a much wider range of end users to make use of the electronic tools for judicial information management. Furthermore, by centralizing access management to one location governing the various underlying applications, substantial efficiency gains will be achieved by eliminating duplication and inaccuracies in the administration of the applications. The new platform will also remove redundant systems currently in place for litigating parties to compensate for the lack of functionality in the eCourt platform. In 2017, the position was maintained but not funded in the approved budget. This position is a core, essential element of the five-year strategy, which requires a dedicated project manager. Given the length and extend of the project, a GTA position is more cost-effective for the Court than the use of external resources. In the context of the proposed 2018 project activities, the eCourt Project Manager will redefine the processes supporting the pre-trial, trial, appeals and reparations stages – a key pre-requisite to ensuring that the technology and functionalities built to support judicial processes deliver efficiencies for Chambers and litigants. The second area of work entails expanding the VPRS's victims' database to become a Court-wide tool to support all activities, from the initial registration of victim participation to managing reparations. The planned work will enable the digital collection of victim applications from the field, which will improve processing time at Headquarters. This data will then be extended to victims' representation and to the TFV, and will cost €80.0 thousand in hardware and software.

562. The requested amount of GTA resources in IMSS has increased by €72.9 thousand. The proposed increase is the result of the transfer of the Web Developer (GS-OL) from SASP. This movement took place following the Court-wide analysis of synergies and efficiencies, which led to identifying concrete ways to maximize the use of existing resources. While the impact of this measure on the Court's overall budget is neutral, it results in a decrease in the SASP budget and a corresponding increase in the Registry's staff costs.

563. One Web Developer (GS-OL), 12 months. Continued. As part of the Court-wide synergies exercise, the Web Developer (GS-OL) is to be transferred from SASP to the Registry to consolidate IT expertise. This transfer will enable the Assembly and its

subsidiary bodies to have documentation and information posted on the website and on the respective extranet pages. Some of the documentation and information available on the website for the general public also pertains to nominations and elections to Assembly bodies. Continuing to fund this post in the Registry is more cost-effective than outsourcing the service. Moreover, thanks to centralization in IMSS, the Web Developer can benefit from synergies to improve technologies and backups to ensure continuity of service to the Assembly and its subsidiary bodies.

564. The requested amount of GTA resources in LSS has decreased by €110.7 thousand. The GTA resources for Kinyarwanda interpretation will be required only for six months in 2018 as the Ntaganda trial will come to end in the first half of the year. The need for an additional Language Assistant (Acholi) (GS-PL) has been absorbed within the decrease in resources.

565. Three Court Interpreters (Kinyarwanda) (P-3), 3 FTE, 6 months each. Continued. Ntaganda trial – Court capacity. The interpreters recruited since 2015 for the Ntaganda trial will continue on their GTA contracts in 2018 until the expected end of the proceedings in the first half of the year. They provide interpretation for the Accused and take on translation and other special projects when required by the Chamber.

566. Three Paraprofessional Interpreters (Acholi) (P-1), 3 FTE, 12 months each. 3 continued, multi-year. Ongwen trial – Court capacity. The Acholi team, supported by one Associate Translator (English) seconded to the interpretation team, interpret from and into Acholi and English for the Accused and for Acholi-speaking witnesses, the Chamber, the parties and participants. They also take on translation assignments when not interpreting in the booth.

567. One Language Assistant (Acholi) (GS-PL), 12 months. New. The proposed position will strengthen the Acholi interpretation team in the Ongwen trial in order to support the increased workload in relation to witness familiarization, provide interpretation for the Accused and carry out ad hoc written and sight translations as may be needed by witnesses and victims. There are additional sensitive interpretation requests for the Accused, expected to result in a 100 per cent increase in monitoring time, which makes the current structure imperative. This position is needed to ensure that there is no interruption of service provision. Without this additional staff, it will not be possible to provide the victims, witnesses and the Accused with the necessary services, as the Paraprofessional Interpreters would be working in the booth while the Language Assistant prepares witnesses for testimony (witness familiarization, psychosocial assessment and other assignments).

568. In VPRS, the requested amount has increased slightly, by €1.2 thousand, which represents a minor adjustment to the costs required in the Section to fund the two existing positions. The Section will need to maintain the 2017 approved level of GTA resources to adequately respond to the continuous need in 2018 for the expected proceedings, in particular regarding reparations.

569. One Assistant Legal Officer (P-1), 12 months. Continued. This position, which was approved in 2017 for processing several thousand individual victim applications in the Ongwen trial proceedings, will continue to be required in 2018 to manage the expected increased workload, in particular, in relation to reparations proceedings. In accordance with the Court's present assumptions, it is considered that this position will be essential to meet the Chambers' deadlines in all ongoing proceedings.

570. One Data Processing Assistant (GS-OL), 12 months. Continued. This position continues to be required for carrying out the processing (scanning, registering, filing, etc.), data entry and redaction of the high volume of victims' applications expected in connection with reparations proceedings. Furthermore, the position will assist in making the VPRS's victim-related database more widely accessible within the Court in order to provide improved information and data workflow.

571. The requested amount in OPCD has decreased slightly, by €1.2 thousand. It is proposed that the Office retain the same level of GTA resources as approved for 2017.

572. One Legal Officer (P-3), 12 months. Continued. In the light of the increasing number of cases, especially at the trial stage, OPCD will continue to need adequate resources to assist trial teams in real-time and respond to requests for information. The

Legal Officer, in conjunction with the Associate Counsel (P-2), will 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) with management duties by supervising the output of the OPCD and undertaking tasks arising out of requests made by the Chambers.

573. The requested amount in OPCV includes a slight adjustment of €0.3 thousand. It is proposed that the OPCV retain the same level of GTA resources as approved for 2017.

574. One Associate Legal Officer (P-2), 12 months. Continued. This position was approved in the 2017 budget. The position continues to be needed and is essential for the satisfactory fulfilment of the OPCV's mandate. The OPCV has four teams allocated to ongoing proceedings at trial for which daily presence in the courtroom is required. This position is required to be able to follow the other ongoing proceedings and to provide external counsel with legal research and advice.

Temporary assistance for meetings

€826.9 thousand

575. Overall, the proposed increase in TAM is €26.7 thousand (3.3 per cent). This increase is mainly related to support provided by LSS (€20.0 thousand), in particular to complement its in-house capacity for the provision of English and French interpretation for simultaneous trials, as well as to a minor increase in CMS amounting to €6.6 thousand.

576. The modest increase identified in CMS is required to continue complementing the in-house capacity for the provision of English and French edited transcripts for simultaneous trials. In CMS, the recruitment of freelance Court Reporters and Text Processing Assistants continues to be more cost-effective than outsourcing for contractual services. The majority of the resources required correspond to the need to continue complementing the current capacity in court reporting teams to sustain services for trial proceedings for 400 days.

577. For LSS, the number of Court hearing days in 2018 has been set at 400 (CIV: 160, Uganda: 160 and DRC: 80). There are enough LSS staff interpreters to cover only one and a half parallel events, which means that they will need to be supported by an additional four English/French freelance interpreters (two for each language), who will have to be recruited in order to ensure full support for all hearings. Three freelancers will be recruited for 32 weeks and one for 16 weeks in line with these assumptions, but will be recruited only if there is a real need, i.e. if a hearing actually takes place. TAM funds will also be used to cover services requiring the recruitment of Arabic, Georgian and Spanish freelance interpreters, in particular.

Non-Staff resources

€ 13,761.7 thousand

578. The requested net increase in non-staff costs amounts to €1,072.4 thousand (8.5 per cent) and is largely related to: (i) investments in the implementation of the Court-wide IT/IM strategy, which will result in greater efficiencies for the entire organization (€1,005.0 thousand net increase); (ii) maintenance of furniture and equipment owing to the synergies exercise, in which some activities were moved to IMSS, and the increase resulting from the higher number of licence users and the rise in contractual costs (€82.4 thousand); (iii) costs related to support for counsel for defence and victims (€357.0 thousand); and (iv) support to the OPCV in relation to proceedings in which it is appointed as legal representative of victims (€38.5 thousand). A further minor increase in the DS results from the yearly indexing of the rental prices of detention cells under the Product Price Agreement (€7.1 thousand).

579. While the total requirements for new investments and activities in 2018 amount to €2,090.0 thousand, the Division has managed to reduce the impact of the increase by almost 50 per cent, with reductions and savings of €1,017.6 thousand. Such reductions include non-recurring investments in IMSS which were made in 2017 and for which resources are not required in 2018 (€99.5 thousand); savings in IMSS in relation to mobile, satellite and internet communication costs (€94.5 thousand); and other reductions spread throughout the Division, including in travel, contractual services, training and consultants (€123.6 thousand).

*Overview of non-staff resources in DJS***Increases in 2018**

IT/IM strategic investments (IMSS)	€1,005 thousand
Maintenance of equipment (IMSS)	€682.4 thousand
Legal aid (CSS)	€357.0 thousand
OPCV	€38.5 thousand
Product Price Agreement on detention cells (DS)	€7.1 thousand
<i>Subtotal</i>	€2,090.0 thousand

Reductions and savings in 2018

Non-recurrent investments made in 2017 (IMSS)	€599.5 thousand
Communication costs (IMSS)	€294.5 thousand
Other reductions (including travel, training, consultants, etc.)	€123.6 thousand
<i>Subtotal</i>	€1,017.6 thousand

Net proposed increase in DJS for 2018 **€1,072.4 thousand**

580. The vast majority of the non-staff resources required in DJS relate to IT/IM strategic investments in IMSS. The total amount required for these investments is €1,005.0 thousand, of which approximately €670.0 thousand is intended for the implementation of solutions in the OTP, mainly for the processing, registration and analysis of evidence; €80.0 thousand is required for improvements in the judicial process, including for the management of victim-related information; and €255.0 thousand is required for improvements in information security, including protection from cyberattacks and for secure communications.

Travel €397.7 thousand

581. The resources requested for travel have decreased by €16.8 thousand (4.1 per cent). All sections within the Division, with the exception of OPCV, present decreases in their proposed travel budget. For instance, CMS will require fewer resources (€4.1 thousand) to support video links. This is because the field offices are now more operational, allowing for some decreases in travel expenses.

582. Additional resources amounting to €4.6 thousand are requested for OPCV in support of its mandate during reparations proceedings, e.g. collection of evidence, consultation with clients and preparation for the presentation of evidence at trial (appearance of witnesses and victims) in *Ongwen* and *Gbagbo and Blé Goudé*.

583. Travel resources are still required in the Division for missions scheduled to provide the relevant judicial services. Such services include language interpretation (LSS), facilitation of victim participation in proceedings (VPRS), support for video links (CMS) and information security assessments (IMSS). Resources required in CSS have decreased by €9.5 thousand, but are still needed for missions calling for the presence of ad hoc counsel appointed to support suspects under article 55(2) of the Statute and witnesses under rule 74 of the RPE. Travel resources have also been requested in CSS to ensure the appearance of convicted persons in *Bemba et al.* before the Court at appeal hearings.

Contractual services €440.4 thousand

584. The resources requested for contractual services for DJS have increased by €12.4 thousand (34.3 per cent). The totality of the increase is due to an increase of €155.0 thousand in IMSS, which has been partially contained by reductions amounting to €42.6 thousand in LSS (€27.6 thousand) and VPRS (€15.0 thousand).

585. The total proposed increase for contractual services in IMSS amounts to €155.0 thousand. In total, €275.0 thousand is requested to implement the 2018 strategic initiatives pursuant to the Court's Five-Year IT/IM Strategy, and €45.0 thousand is carried over from 2017 for external

vendors to increase in-house expertise and to provide for inter-library loans. This means that at least €120.0 thousand in savings have been found in the IMSS budget for contractual services, thus reducing the impact of the additional resources required by 37.5 per cent.

586. These investments in contractual services for the IT/IM strategy, which amount to €75.0 thousand, are distributed as follows: €100.0 thousand for the OTP to implement the improved evidence management system; €60.0 thousand for VPRS to build a mobile application to facilitate more efficient collection of victim data in the field; and €75.0 thousand for contractual services to implement Court-wide improvements for standardized and automated processes, including the integration of the Court-wide mission planning system in SAP. The remaining €40.0 thousand is for IMSS to implement Court-wide improvements in information security and to update the Windows operating system used by all staff. For more detailed information on the Five-Year IT/IM Strategy (2017-2021), including a detailed analysis of the projects and the cost implications, please refer to annex IX.

587. The requested resources in LSS have been reduced by €27.6 thousand (41.8 per cent) owing to the transfer of ECOS enhancement and maintenance from LSS to IMSS in order to centralize all information technology expenditures as much as possible. The remaining resources continue to be required in LSS in 2018 to outsource a part of translation services, as not all languages are available in-house, such as Acholi, Ateso, Dioula, Georgian, Kinyarwanda, Lingala and both Congolese and Standard Swahili.

588. The requested resources for contractual services in VPRS have decreased by €5.0 thousand (31.9 per cent) as a result of the optimization of the Victims Application Management System (VAMS), which has led to improvements and greater efficiency for its users, and to a decrease in consultancy and contractual service needs. Resources continue to be required in the Section for external printing of application forms, explanatory booklets and other materials for victims; specialized external services regarding certain aspects of the VPRS database development (software improvement and adaptation of VPRS's systems used for storing, tracking and processing documentation, and to respond to new requirements arising from the Chambers' decisions); and other contractual service requirements linked to interaction with victims and intermediaries.

589. The requested amount in OPCV (€0.0 thousand) is unchanged and continues to be needed for the Office's judicial activities in ongoing proceedings in which it is active, and to transport victims from their place of residence to a safe location where they can meet with counsel.

Training

€91.1 thousand

590. The proposed DJS training budget shows a decrease of €1.9 thousand (2.0 per cent). The staff training budgeted for 2018 is an essential element which helps DJS cope with the increased workload and covers any additional expertise needed. In this regard, a number of sections must maintain a certain level of technical expertise if the Registry is to provide optimal services to all Court organs, including the OTP and Chambers. The following sections will require training as part of their recurring expenses: OD-DJS (€3.9 thousand), CMS (€5.5 thousand), IMSS (€59.0 thousand), DS (€16.8 thousand), VPRS (€5.3 thousand) and OPCD (€0.6 thousand). In most of these sections, the training budget is unchanged, while in IMSS and in the OD-DJS, the requested resources show a slight decrease of €1.8 thousand and €0.2 thousand, respectively.

591. Training requirements in IMSS for 2018 continue to focus on staff receiving the required technical training to maintain certifications. Upgrades of core applications, infrastructure and information security are required to maintain the supportability of these systems; therefore IMSS staff must have the appropriate training and certifications to perform their activities to support these systems. Resources continue to be required in DS to provide Custody Officers with mandatory training on, for example, the effects of long-term detention and cross-cultural awareness in a detention environment. In VPRS, the resources are required for staff working with the Section's database to train them in software tools to combine and extract data and produce statistics more efficiently, as well as for training for staff members who interact with victims and intermediaries in highly sensitive environments.

Consultants

€378.4 thousand

592. The proposed DJS budget for consultants has decreased by €2.9 thousand (3.3 per cent). This proposed budget is mostly the result of requirements in OPCV, which amount to

€37.5 thousand, representing a proposed increase of €3.9 thousand in 2018. Savings and reductions amounting to €46.8 thousand have been identified in LSS (€41.8 thousand) and VPRS (€5.0 thousand). The resources requested for OD-DJS (€5.0 thousand), OPCD (€20.0 thousand) and DS (€6.0 thousand) are unchanged.

593. The proposed increase in OPCV is mainly on account of its appointment as legal representative in the *Lubanga* and *Katanga* reparations proceedings. In this regard, it is worth noting that OPCV was appointed in 2016 to represent victims during the reparations proceedings in *Katanga*. The resources for a consultant were already budgeted in 2017 for six months and are now budgeted for a full year in 2018. OPCV has already taken steps to ensure efficiency and reduce costs by engaging the same field-based consultant for the reparations proceedings in both *Lubanga* and *Katanga*.

594. The requested amount in LSS has been reduced from €46.8 thousand in 2017 to €4.9 thousand in 2018. The remaining resources are requested for a consultant in terminology systems. The consultant will work for a week with the Translation Support and Terminology Unit (TSTU) on the new features installed following the upgrade from the current MultiTrans PRISM to the MultiTrans 2017 platform to ensure that the software functions properly.

595. VPRS has reduced its consultancy budget by 50 per cent (€5.0 thousand), and the remaining resources are required to bring in external specialist expertise to handle challenges in terms of victim participation and, in particular, reparations before the Court (victim mapping exercises, harm categorization techniques, etc.).

Counsel for the Defence

€3,723.0 thousand

596. The proposed legal aid budget for defence counsel presents an increase of €194.8 thousand (5.5 per cent). This proposed budget is the result of the application of the Court's legal aid system for existing judicial activities and related assumptions for 2018. Notably, following the recommendations of the Committee on Budget and Finance ("the Committee"), the budget for defence counsel has decreased by €41.5 thousand. This results in a substantial decrease of €93.2 thousand when compared to the approved levels for 2016. The proposed budget for 2018 has been estimated on the basis of expected judicial activities, the average cost of each current defence team and experience thus far in 2017. The proposed budget for defence counsel is requested to fund defence teams in the *Lubanga*, *Katanga*, *Ntaganda*, *Ongwen* and *Banda* cases, the five convicted persons in the *Bemba et al.* case, and the two Accused in the *Gbagbo and Blé Goudé* case. It should be noted that in the *Bemba* main case, even though Mr Jean-Pierre Bemba Gombo is not considered to be indigent, the Court continues to advance the payment for his defence using the resources from the legal aid budget.

597. An additional sum has been requested for duty and ad hoc counsel, appointed by the Registrar and Chambers, respectively, under the conditions established in the Statute, the RPE and the Regulations of the Court.

Counsel for Victims

1,165.0 thousand

598. The proposed legal aid budget for counsel for victims' presents an increase of €162.2 thousand (16.2 per cent) compared to the approved budget for 2017, which represented a decrease of €718.2 thousand in relation to the previous year. Notably, following recommendations by the Committee, the 2017 approved budget for counsel for victims was further reduced by €200.0 thousand from the proposed budget at that time. The requested increase is required to fund all existing external teams of legal representatives for victims, i.e. over 8,500 of the 12,985 victims currently participating in proceedings before the Court. This figure includes 2,605 victims in the *Ongwen* case, 5,229 victims in the *Bemba* case, and all the victims participating in the *Lubanga*, *Katanga* and *Al Mahdi* cases. External legal representatives also represent victims in the *Banda*, *Al Bashir* and *Haroun* cases, in addition to the victims in the DRC and Darfur, Sudan situations; however, no specific resources have been estimated for activities in relation to these cases and situations.

General operating expenses

€6,289.7 thousand

599. The proposed budget in DJS for general operating expenses (GOE) represents an increase of €336.1 thousand (5.6 per cent). The resources required in GOE include an increase of €346.1 thousand in IMSS and a slight increase of €7.1 thousand in DS. In addition, two sections present a net decrease in GOE amounting to €17.1 thousand: the OD-DJS (-€3.1 thousand) and CSS (-€4.0 thousand). In the case of the OD-DJS, the resources for GOE have been fully cut from the proposed budget, representing a 100 per cent reduction.

600. Of the total requested amount of €6,289.7 thousand, €4,248.6 thousand corresponds to resources required in IMSS and €2,027.1 thousand to resources required in DS. The remaining €14.0 thousand is requested for OPCV (-€1.0 thousand) and CSS (€3.0 thousand).

601. The proposed GOE budget for IMSS amounts to €4,248.6 and represents an increase of €346.1 thousand. The largest component of IMSS non-staff resources is devoted to GOE, including rental and maintenance of equipment, as well as communications. Notably, the actual additional resources required in IMSS for 2018 amount to €599.4; however, the savings of €253.4 thousand for the rental of equipment and for reductions in communication costs contain the impact of the additional requirements and limit the increase to €346.1 thousand.

602. As indicated, the proposed GOE budget includes three components: (i) communication costs (€1,159.2 thousand); (ii) rental of equipment (€126.6 thousand); and (iii) maintenance of equipment (€2,962.8 thousand) to support Headquarters and field offices.

603. Of the €1,159.2 required for communication costs, €605.7 thousand is needed for requirements at Headquarters, which include the main and backup connectivity for desk phones, internet, lease of a fibre-optic line and mobile communications. The remaining €553.4 thousand is for running costs for internet connectivity and secure mobile communication in seven field offices and the New York Liaison Office.

604. For the rental of equipment, the requested €126.6 thousand has decreased by €22.4 thousand. This decrease is due to the closure of the Nairobi Field Office. The remaining requested funds are required for the rental of printing services for Headquarters and for equipment in the Bangui and Kampala Field Offices.

605. The increase in relation to maintenance of equipment is due to an increase in software applications supported by IMSS in the centralized IT budget. These costs were previously shared by the OTP and other Registry sections, as were costs for additional software purchased in 2017 for the Georgia and Uganda situations. The resources required for maintenance of equipment correspond to an annual recurring cost determined by the Court's contractual obligations for the annual use of all software and hardware. These annual fees are a fixed cost and of a per-contract duration (usually of three to five years) and consist of either a percentage of the initial purchase price or an annual subscription fee. Maintenance covers all hardware and software licencing for all systems used by Court staff at Headquarters and the field offices to do their daily work. This includes the systems and the supporting IT infrastructure, such as data storage, databases and the network.

606. An increase in GOE (€7.1 thousand) is proposed for DS on account of the yearly indexing of the rental prices of detention cells under the Product Price Agreement. Other recurring expenses for DS are unchanged.

607. The sum of €1.0 thousand requested for OPCV is unchanged. The resources are required to cover the costs of renting premises where victims can be met safely and in a way that preserves the privileged relationship between counsel and client.

608. The requested budget in CSS reflects a decrease of €4.0 thousand. The remaining €3.0 thousand is required to cover expenses related to the expected appearance of convicted persons in *Bemba et al.* at the appeals hearings in 2018.

Supplies and materials

€266.4 thousand

609. The amount requested in the Division for supplies and materials represents a slight increase of €4.0 thousand (1.5 per cent). The majority of the resources in the Division's

budget for supplies and materials correspond to the €26.0 thousand required in IMSS. Other allocations of resources include €2.7 thousand in CMS, €7.5 thousand in DS, €8.2 thousand in LSS and €2.0 thousand in VPRS.

610. The requested resources in IMSS have increased by €3.0 thousand (1.3 per cent) and are required for the Library to obtain specialized archival supplies for long-term preservation to accommodate recent acquisitions or archival and legacy material. The Library has received important legacy materials from Chambers, OTP and the Office of the Registrar which have historical value for the Court and its premises, and supplies are requested to catalogue and preserve these materials. The remainder of the requested resources is for recurring costs, including for the continued provision of library references and resources, such as digital and print subscriptions for serials and monographs, used daily for legal research by OTP, Chambers and Registry staff. Supplies continue to be required for core services and materials, such as printing, replacement of memory chips, audio-visual supplies for courtrooms and offices, and end-user requests for language-specific keyboards, encrypted drives and laptop computer batteries.

611. In LSS, an additional €1.0 thousand will be needed for reference materials. Language professionals, in particular translators, need up-to-date dictionaries and reference materials (online and hard copies) in the working, official, situation and case languages, bearing in mind that new situations and cases can result in new language combinations. CMS will require the same level of expenses as in 2017, i.e. €2.7 thousand, to support additional requirements arising from the conduct of three trial proceedings with 400 days of hearings. The amount for supplies and materials will also remain unchanged for DS and VPRS.

Furniture and equipment

€1,010.0 thousand

612. The requested amount for furniture and equipment in DJS has increased by €94.5 thousand (41.2 per cent) and corresponds exclusively to investments required in IMSS. No other section in the Division has proposed any resources for furniture and equipment.

613. The proposed budget for furniture and equipment amounts to €1,010.0 thousand and is required for recurring costs and non-recurring investments under the Five-Year IT/IM Strategy.

614. The resources required in relation to recurring expenditure for furniture and equipment amount to €280.0 thousand, €200.0 thousand of which corresponds to the annual investment required for the five-year replacement cycle of end-user hardware which is in place to minimize the risks to the Court of using outdated workstations or laptops that are not compatible with software in use or the required security updates. The remaining recurring costs are €40.0 thousand to extend data storage and €40.0 thousand to add additional servers to support the Court's applications and databases. These recurring expenditures are necessary to accommodate the growth in Court data and databases that are directly related to Court activities which generate data and require their storage in file shares and systems such as TRIM, Ringtail and Wynyard.

615. The proposed submission for furniture and equipment requires €730.0 thousand for non-recurring investment in software and hardware necessary to implement the 2018 strategic initiatives of the Five-Year IT/IM Strategy. An evidence management system for OTP (€570.0 thousand) to lessen the processing time for digital evidence and reduce the legal review effort will require: €400.0 thousand for software licencing, €30.0 thousand for the purchase of supporting hardware and €140.0 thousand for forensic tools, building on the previous years' investments with ongoing process improvements for capturing digital evidence and utilizing open-source data. In addition, automating the collection of victim applications requires €20.0 thousand in hardware expenditures to purchase tablets to enable field office staff to conduct the collection from remote locations in the field. The remaining €140.0 thousand is required to purchase hardware and software to extend vulnerability and patch management to the field offices, improve identity and access management controls, implement enhanced security for data stored in the cloud, and extend the Threat Intelligence Platform (implemented in 2017) and the information security classification tools, currently being used by OTP, to the rest of the Court. For more detailed information on the Five-Year IT/IM Strategy (2017-2021), including a detailed analysis of the projects and the cost implications, please refer to annex IX.

Table 36: Programme 3300: Proposed budget for 2018

3300 Division of Judiciary Services	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				11,950.4	140.8	1.2	12,091.2
General Service staff				4,928.2	151.6	3.1	5,079.8
<i>Subtotal staff</i>	<i>15,994.8</i>	<i>-</i>	<i>15,994.8</i>	<i>16,878.6</i>	<i>292.4</i>	<i>1.7</i>	<i>17,171.0</i>
General temporary assistance	837.1	326.9	1,164.0	1,689.7	111.1	6.6	1,800.8
Temporary assistance for meetings	1,040.1	69.2	1,109.3	800.2	26.7	3.3	826.9
Overtime	12.7	9.1	21.8	15.0	-	-	15.0
<i>Subtotal other staff</i>	<i>1,889.9</i>	<i>405.2</i>	<i>2,295.1</i>	<i>2,504.9</i>	<i>137.8</i>	<i>5.5</i>	<i>2,642.7</i>
Travel	357.3	38.6	395.9	414.5	(16.8)	(4.1)	397.7
Hospitality	0.2	-	0.2	-	-	-	-
Contractual services	507.8	53.2	561.0	328.0	112.4	34.3	440.4
Training	86.3	-	86.3	93.0	(1.9)	(2.0)	91.1
Consultants	263.8	89.3	353.1	391.3	(12.9)	(3.3)	378.4
Council for defence	4,950.0	-	4,950.0	3,528.2	194.8	5.5	3,723.0
Council for victims	1,344.7	-	1,344.7	1,002.8	162.2	16.2	1,165.0
General operating expenses	5,326.5	97.4	5,423.9	5,953.6	336.1	5.6	6,289.7
Supplies and materials	524.4	-	524.4	262.4	4.0	1.5	266.4
Furniture and equipment	1,455.0	394.9	1,849.9	715.5	294.5	41.2	1,010.0
<i>Subtotal non-staff</i>	<i>14,816.0</i>	<i>673.4</i>	<i>15,489.4</i>	<i>12,689.3</i>	<i>1,072.4</i>	<i>8.5</i>	<i>13,761.7</i>
Total	32,700.7	1,078.6	33,779.3	32,072.9	1,502.5	4.7	33,575.4

Table 37: Programme 3300: Proposed staffing for 2018

3300 Division of Judiciary 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
<i>Established Posts</i>														
Approved 2017	-	-	-	1	7	24	33	42	5	112	2	75	77	189
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	(1)	-	-	-	(1)	-	-	-	(1)
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	1	7	23	33	42	5	111	2	75	77	188
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	-	1.00	4.00	2.00	4.00	11.00	1.70	8.22	9.92	20.92
Continued	-	-	-	-	-	1.00	2.50	2.00	4.00	9.50	-	4.00	4.00	13.50
New	-	-	-	-	-	-	-	-	-	-	5.11	1.00	6.11	6.11
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	-	1.00	2.50	2.00	4.00	9.50	5.11	5.00	10.11	19.61

4. Programme 3800: Division of External Operations

Introduction

616. The Division of External Operations (DEO) is responsible for and consolidates the Registry's functions in the areas of cooperation, external communication, protection of witnesses, analysis and field operations. In addition to the Office of the Director (OD-DEO), DEO consists of three sections at Headquarters, namely the Victims and Witnesses Section (VWS), the Public Information and Outreach Section (PIOS) and the External Operations Support Section (EOSS). It also has field presences in six situation countries.

617. The Division is responsible for the field offices of the International Criminal Court ("the Court"), which are established in situation countries to facilitate and serve as the base for the Court's operations. The decision on whether or not to establish a field presence, as well as the size and composition of each field office, is made on a case-by-case basis. As the specific circumstances of each situation and the stage of investigative or judicial activities are taken into consideration, the resources needed are bound to fluctuate. The Division also plays a central role at Headquarters in ensuring that logistical and administrative issues concerning the field offices are addressed effectively and efficiently. Crucially, DEO acts as the centre for all field-related mission planning and also supports the implementation of crisis management procedures.

618. Within the Division, VWS has the role of making security arrangements and providing protective measures, counselling and other assistance to witnesses and victims who appear before the Court, and to others who are at risk on account of testimony given by such witnesses. In close coordination with the other organs of the Court, DEO is also responsible for external communication, namely for delivering accurate and timely information about the Court's principles, objectives and activities to the general public and to target audiences. Through outreach, the Division ensures that communities affected by the cases before the Court are kept apprised of judicial proceedings.

619. The Division has the additional task of carrying out the Registry's statutory responsibilities in relation to State cooperation and judicial assistance, such as implementing requests emanating from the Chambers and establishing operational contacts with States regarding the arrest and surrender of persons subject to warrants of arrest. DEO provides information and analysis on security and socio-political developments in countries of relevance for the Court's work to all of its organs and to parties and participants in the proceedings. This enables the Court to successfully perform its core activities, meet its staff safety obligations and safeguard its property and assets.

Operating environment

620. In 2018, the Court will have field presences in six situation countries – the Central African Republic (CAR), Côte d'Ivoire, the Democratic Republic of the Congo (DRC), Georgia, Mali and Uganda – one fewer than in 2017 following the planned closure of the Kenya Field Office in the second half of 2017. After a thorough evaluation of costs and operational imperatives, it has been decided not to open a satellite office in western Côte d'Ivoire, but rather to continue supporting activities in this area from the Abidjan field office, which will be relocated to more secure premises during the course of 2017. The opening of the satellite office in Gulu, in northern Uganda, is planned to take place in 2018. The field office in Georgia is expected to be operational in 2017, but its size and composition will be reviewed in line with developments in the situation. The recent conclusion of a memorandum of understanding between the Court and the Georgian authorities is an important step towards establishing a Court field presence in the country.

621. The three simultaneous trials that will be ongoing in 2018, involving a high number of witnesses expected to appear before the Court either in person or via video link, add to the demanding operating environment for the DEO. The active investigations carried out by the OTP will continue to require DEO support, while other actors such as the Trust Fund for Victims (TFV) will rely more than ever on DEO assistance in the field and for reparations-related activities. In addition to continuing projects under its assistance mandate

in Uganda and the DRC, the TFV will also be launching an assistance programme in Côte d'Ivoire. Under its new structure, the Secretariat of the TFV will also be deploying more personnel to situation countries who will work from and rely on the services of the field offices. The number and complexity of the cases before the Court, as well as the situation countries in which it operates, mean that 2018 will again be a challenging year with respect to external operations. The continuing volatility of the security landscape in many areas in which the Court operates is another factor that has had to be fully taken into account in resource planning for 2018.

622. DEO will continue to play an important role in addressing the unique external challenges faced by the Court, which imply the need for a refreshed and intensified approach to the Court's external relations and public information efforts. These challenges threaten political and financial support for the Court and must therefore be addressed. Public information choices and tools can serve to enhance external relations and other operational efforts to push back on specific issues that have a negative impact on the Court's credibility. With all the challenges the Court faces, it must take a realistic approach to ends and means. Even with sufficient resources, the Court alone as a judicial institution will be unable to meet all its communication needs. The goal of an integrated approach, thus, is to amplify the impact of priority activities and to create opportunities for other actors to intervene in support of the Court.

Central African Republic

623. Activities in 2018 with regard to the two ongoing situations in the CAR will require enhanced support from the field office in Bangui. In the context of CAR I, two judicial proceedings – the *Bemba* and *Bemba et al.* cases – are expected to be in the final appeals phase in 2018, with ongoing reparations proceedings in the former. The OTP will continue to conduct two active investigations with respect to CAR II throughout 2018, which will lead to an increase in witness and victim protection activities by the VWS as a sizeable number of protection referrals are foreseen by the OTP. Investigations will lead to a notable increase in missions outside the capital in a very volatile environment, which will continue to require support from the field office.

624. Following the closure of the previous field office in 2013 and four years of difficult ad hoc arrangements due to deteriorating security in Bangui, a more stable solution for accommodation was finally achieved in 2017. The new premises will allow the office to provide an acceptable level of services and enable staff to work in tolerable office conditions. The security situation in the CAR continues to be unstable. That situation, coupled with deficient infrastructure, means that significant measures will be required to protect staff (including those on mission) and assets on the ground.

625. In relation to engagement with victims and affected communities, approximately 5,300 individuals are participating in the proceedings in the *Bemba* case which is in the reparations phase. Intensive field missions during this phase could be anticipated and would require the Registry's services, including support from the field staff working on victim participation and reparations. Intensified outreach activities are also crucial in order to lay solid groundwork for the implementation of the reparations awards, when they are decided by the Chamber. It is anticipated that over 2,300 victims could potentially apply to participate in proceedings related to the cases in the CAR II situation. The field office, in liaison with the VPRS and PIOS, will play a leading role in the *Bemba* case and the CAR II situation, in supporting and intensifying efforts in outreach and victim participation activities in the CAR.

Côte d'Ivoire

626. The trial in the *Gbagbo and Blé Goudé* case will be ongoing throughout 2018, while the OTP pursues its active investigation in the CIV II situation. A continued field presence in Abidjan will be necessary to support these activities. The field office and the VWS are required to support an increased number of witness testimonies in the trial, some of which will be given via video link. The number of missions supported by the field office will increase from the 2017 level, and will entail extensive activities in western Côte d'Ivoire. The TFV will launch a new assistance programme in Côte d'Ivoire in 2018, which will

require logistical support from the field office. Importantly, the United Nations Operation in Côte d'Ivoire has withdrawn, thus requiring the field office to identify additional sources of support and assistance in the field.

627. Over 700 victims are participating in the *Gbagbo and Blé Goudé* case, while more than 4,000 victims have applied to participate in proceedings in relation to the CIV II investigation. More victims are expected to apply. A proactive outreach programme, to be designed by the field office and PIOS, is required to communicate accurately and in a timely manner with the affected communities throughout the country about the ongoing proceedings. The warrant of arrest for Simone Gbagbo remains to be executed.

Democratic Republic of the Congo

628. The *Lubanga* and *Katanga* cases are both in the reparations phase. Reparations awards will be implemented throughout 2018 in *Katanga* and it is anticipated that they will be initiated in *Lubanga* in 2018. Approximately 400 victims in *Lubanga* and 300 victims in *Katanga* are considered qualified to receive reparations awards. The field offices, in liaison with PIOS and TFV, will conduct intensified outreach activities in the context of the reparations proceedings in both cases. Meanwhile, trial proceedings in *Ntaganda* will continue throughout the year. The warrant of arrest for Sylvestre Mudacumura remains outstanding. The TFV will continue its assistance programmes in the eastern DRC. To support these activities, continued field presences are required in both the capital, Kinshasa, and in Bunia, in the eastern DRC.

629. The field office will continue to provide mission support, conduct outreach activities and support the VWS to facilitate witness appearances and manage the IRS and protection of witnesses. Because these activities will be conducted in the context of a volatile security situation and in an environment with poor infrastructure, the field office will need to devote adequate resources to ensuring the safety and security of all personnel working and travelling in the area.

Georgia

630. The OTP, with necessary operational support from the Registry, will continue active investigations in the Georgia situation throughout 2018. The OTP will have only limited field-based staff in Georgia in 2018. To provide the required level of support for these activities, including that of the protection and support services provided by the VWS, it will be necessary for the Registry to set up a small field office in Tbilisi. The limited field presence will allow direct and immediate access to national and local authorities on whose cooperation and assistance the Court relies to conduct its operations in the country. Setting up a Georgia Field Office will, however, allow the Court to reduce costs for travel from Headquarters, which would be significantly higher without a permanent presence in the country. Setting up the Field Office will also accommodate the VWS field staff that will continue developing and providing IRS, emergency and other support measures that may be required in the course of 2018. In addition, a large number of victims are expected to apply to participate in proceedings, with underlying cost implications.

Mali

631. The OTP will continue its investigations in Mali during 2018. The Registry is expected to maintain its current level of support. The field office in Bamako is expected to support a limited OTP presence in the country. VWS will continue to develop its witness protection capacity to be able to respond to the witness and victim protection needs. The operations will continue to focus on putting in place emergency extraction, IRS and other protection measures. The security situation in Mali remains grave, with frequent attacks against peacekeepers and humanitarian personnel. The reality on the ground thus also poses significant security challenges for the Court's operations. The Registry's responsibilities with regard to witness protection will continue in Mali. The persistent violent attacks by terrorist groups against international staff working in Mali mean that adequate security arrangements must be in place for the Court's staff, property and assets.

Uganda

632. In the Uganda situation, the trial of Dominic Ongwen will continue throughout 2018. The TFV's assistance programme in the country will likewise continue throughout the year. To support activities in relation to this situation, the field presence in Kampala and Gulu will continue to be required in 2018. However, the OTP field presence related to the Uganda situation is expected to be reduced, therefore decreasing the level of support required from the field office for OTP operations.

633. The field office in Kampala and VWS will support a large number of witness appearances in the *Ongwen* case, including via video link from Uganda. Video link testimonies are an increasingly viable option, thanks to the investments made in 2017 to upgrade the speed of the internet connection in the Kampala field office. Over 4,000 victims are participating in this case and more than 51,000 individuals were affected by the crimes. The affected communities are scattered over a number of different locations in northern Uganda, often far away from towns. The Court plans to open a small satellite office in Gulu to support activities and missions in the region in a more cost-effective way, as well as to reach out more effectively to the victims and affected communities. While the field office is developing innovative tools, such as a text messaging platform, to provide information on the proceedings, resources will continue to be required to provide support for missions.

634. The warrants of arrest for Joseph Kony and Vincent Otti remain to be executed.

Strategic Priorities for 2018

635. The overarching objective of the DEO is to ensure high-level coordination and give strategic direction to all external operations of the Registry. To this end, in 2018, DEO will focus on developing processes and strengthening its capacity in the four main priority areas below.

Full operational capacity of the field offices

636. Three of the five Chief of Field Office posts were filled only in the first half of 2017, while the recruitment process for many of the key positions in the field are currently ongoing. As a result, 2018 will be the first year under the new structure that the offices will be able to operate at a satisfactory level of staffing. This will be an opportunity for the field offices to implement best practices and further develop effective working methods for providing support to clients, for instance, in relation to the active investigations by the OTP. Facilitating video link testimonies will require the field offices to dedicate time and resources to ensuring that the service provided meets the requisite standards. The ongoing judicial proceedings, especially those cases in the trial and reparations phases, will require the Uganda, DRC, CAR and Côte d'Ivoire Field Offices to undertake crucial outreach and victim participation and reparations activities.

Strengthening support to and protection of witnesses

637. In the light of the continuing activities in all situation countries, the number of persons under protective measures will remain high in 2018. Thirty-three new referrals for protection from the OTP are expected next year, in addition to 12 new referrals for the support programme and the establishment and/or continuation of 20 initial response systems. The projected number of international relocations has increased from 10 in 2017 to 16 in 2018. International relocations remain a more cost-effective measure than attempting to keep people under the Court's protection in the countries where they reside. In total, 500 people (100 witnesses and 400 dependents) will remain under the Court's protection.

638. Electronic case management, appropriate staff training and empowerment of staff in the field have improved case management, thus enabling some individuals to leave the Court's protection. Such steps have contributed to the faster implementation of risk reduction measures and swifter reintegration of witnesses and their dependents, allowing them to resume their lives and attain financial independence.

639. During the course of 2016 and 2017, the Registry concluded five new witness relocation agreements and successfully relocated a number of protected individuals and their family members. These successes are a result of new partnerships being established and existing partnerships being enhanced in the area of witness protection. Effective State cooperation can reduce the costs of managing cases of protected individuals, thus reducing the resource needs of the VWS.

Enhancing the impact of the Court's external relations and communication efforts

640. Consistent and visible support for the Court's mandate from States, international organizations and other stakeholders is both crucial for the Court's long-term success and also for the facilitation of its operations in situation countries in the short to medium term. DEO will seek to nurture such political commitment and translate it into enhanced technical and operational support in such areas as field operations and sanctions regimes. The Court must also actively counter negative perceptions and engage in principled dialogue to address the criticisms that it faces. Engagement with non-States Parties is likewise crucial to encourage further ratifications of the Rome Statute. To this end, DEO will continue to develop and implement a variety of communications tools, including the Court's website and social media channels, to effectively engage with external stakeholders. In 2018, this will include activities marking the twentieth anniversary of the adoption of the Rome Statute.

Development and implementation of financial investigation capacity and policy

641. A primary objective of the DEO for 2018 is to enhance the Registry's capacity to effectively track the assets and property of accused persons to accurately assess indigence and reparations. In 2018, the Registry's financial investigation capabilities will also be reinforced, in recognition of the fact that financial investigations and asset freezing are priorities for cooperation with States. They are paramount in ensuring the Court's effective and efficient functioning and are in line with its recent efforts to ensure enhanced centralization and greater coordination within the Registry. Indeed, the Registry plays a key role in supporting the Court's operations on freezing assets. First, it facilitates the measures authorized by Chambers to secure the fines, forfeitures or reparations awards that may be ordered at a later stage. Second, it investigates the indigence of persons claiming legal aid. Cooperation from States is crucial for the implementation of these two mandates. Both legal aid and reparations have emerged in recent years as crucial areas of concern for the Court as a whole in ensuring that the reparations phase is meaningful for participating victims, and further streamlining the budgetary impact of the legal aid system within the Court's annual budget. By concentrating judicial cooperation expertise and analytical, technical and investigative knowledge within the same section, the Registry aims to further reinforce the effectiveness of its strategies and activities in tracing, identifying, freezing and seizing assets.

642. It is expected that in 2018, with the reinforced financial investigations capacity, requests for cooperation in the area of freezing of assets will be fully implemented by States, exchanges of information reinforced and good practices established, so that resources will be available for reparations and/or indigence purposes. As for voluntary cooperation, efforts will be focused on widening the pool of States interested in entering into negotiations and increasing the number of cooperation agreements signed by the Court.

643. To that end, additional staff resources and a minimum level of resources required for necessary training and travel are requested. DEO will continue to engage with external parties to tap into existing networks dealing with financial investigations. Investments in this area can potentially have a positive budgetary impact, notably by reducing legal aid expenditure incurred in verifying the indigence of persons charged who apply for legal assistance paid by the Court. Effective financial investigations would also assist the Judges in determining the scope of reparations and their meaningful implementation. Wherever possible, the Registry will maximize areas of synergy with the OTP, such as by sharing resources, participating in conferences and organizing joint training.

Budget resources for the Division of External Operations

644. The overall proposed budget in 2018 for DEO is €24,769.4 thousand, representing an increase of €714.7 thousand (3.0 per cent). The proposed additional resources are requested to cover a greater volume of field operation activities, and to reinforce the Registry's financial investigation capacity.

645. The net proposed increase for DEO of €714.7 thousand consists of an increase of €62.1 thousand in staff costs, €175.8 thousand in other staff costs, including GTAs and temporary assistance for meetings (TAM), as well as an increase of €176.8 thousand in non-staff costs.

646. Over 35 per cent of the €62.1 thousand increase in staff costs corresponds to the redeployment of the Financial Investigator (P-4) from DJS to DEO, thus representing an increase of €131.8 thousand in the latter's proposed budget, but remaining cost-neutral in the Registry's overall budget.

647. The proposed increase of €88.1 thousand in GTA resources is the result of one additional Financial Investigator (P-3) for eight months to strengthen the Registry's financial investigation capacity. The proposed GTA increases, all of which are in the field offices, have been offset by reductions of approximately €160.0 thousand achieved in VWS. Moreover, the increase of €87.7 thousand in TAM is exclusively related to the support required to facilitate the increase in the number of witnesses scheduled to appear before the Court in 2018.

648. Finally, the proposed increase of €176.8 thousand in non-staff costs is solely linked to increased operational requirements in the field offices, in particular in the DRC, CAR and Côte d'Ivoire, to support a higher level of activities related to investigations, trials, reparations and the TFV's assistance mandate. The total net increase in the Division's non-staff costs takes into account savings and reductions amounting to approximately €136.0 thousand, achieved mostly in VWS (€110.0 thousand) and PIOS (€26.1 thousand).

649. DEO expects to achieve efficiencies of approximately €0.8 million through the careful and flexible use of resources, taking advantage of the new structure put in place within the Registry and carefully allocating resources between Headquarters and VWS in the field. Likewise, with the new field office staffing structure, improved coordination with States has allowed the Registry to implement more activities with the same level of resources. Most of these structural efforts will continue in 2018 and the Division expects to maintain the same high level of improvements in efficiencies. Detailed information on the expected savings and efficiencies for 2017 and 2018 is provided in annex X.

Staff resources

€16,090.1 thousand

650. The total proposed increase in staff costs, including other staff costs, amounts to €37.9 thousand. In total, €111.4 thousand corresponds to the decrease in the vacancy rate from 12 to 10 per cent in Major Programme III, as well as to the implementation of the UN Common System. As indicated, the 2017 approved budget provides for a 12 per cent vacancy rate in the Registry, while the historical level of 10 per cent is forecast to be achieved in 2017 and proposed to be maintained throughout 2018.

651. With regard to established posts, the Division's proposed budget shows an increase of two posts, only one of which – Associate External Affairs Coordinator (P-2) (€60 thousand) – is actually new. The second post, Financial Investigator (P-4) (€131.8 thousand), is the result of a direct internal Registry redeployment from the Counsel Support Section (CSS) in the Division of Judicial Services (DJS) to the EOSS in DEO. Thus, while the resources corresponding to this post appear as an increase in the DEO proposed budget, the redeployment is actually budget-neutral in the Registry's overall proposed budget. In addition, PIOS requests one reclassification of the Online Communications Assistant (GS-OL) to Senior Online Platforms Manager (GS-PL) (€14.3 thousand). The total financial impact in DEO of the redeployed, reclassified and new posts amounts to €206.1 thousand of the €362.1 thousand proposed net increase in established posts.

652. The total proposed increase for other staff costs amounts to €175.8 thousand, divided in €88.1 thousand for GTA resources and €87.7 thousand for TAM. Of the

approximately 16 FTE GTA resources approved in 2017, 13 FTE will be continued in 2018 and 6.7 FTE are requested as new GTA. Thus, the total proposed GTA resources for 2018 are 19.7 FTE, or a net increase of 3.7 FTE. This is important as it shows that the Registry does not take an incremental approach to the analysis of its resource requirements, but rather reviews its baseline in order to assess its future needs. Accordingly, some resources approved in 2017 will not be continued in 2018, and new resources, reflecting new operational requirements, are proposed instead.

Established posts: Professional and General Service €14,675.9 thousand

653. As indicated, the amount requested for established posts has increased by €62.1 thousand (2.5 per cent). In total, €484.7 thousand corresponds to the reduction of the vacancy rate from 12 to 10 per cent in Major Programme III (€26.3 thousand), as well as the application of the UN Common System (€158.4 thousand). The rest of the increase corresponds to the redeployment of the Financial Investigator (P-4) from DJS to DEO, thus representing an increase of €31.8 thousand in the latter's proposed budget, but remaining cost-neutral in the Registry's overall budget. In addition, there is an increase of €14.3 thousand in relation to the proposed reclassification in PIOS of the Online Communication Assistant (GS-OL) into the Senior Online Platforms Manager (GS-PL), as well as an increase of €60.0 thousand in relation to the proposed new Associate External Affairs Coordinator (P-2) in the Director's Office.

654. The total increases in staff costs for established posts in DEO amount to €90.8 thousand; however, savings in the amount of €328.7 thousand have made it possible to partially offset the additional requirements and limit the net increase to €62.1 thousand. Such savings include a reduction of €15.4 thousand from the full closure of the field office in Nairobi, Kenya, as well as an overall reduction in the months in which staff will be required to support operations in the field, amounting to €13.3 thousand. As a consequence of the closure of the field office, one *Administration and Operations Officer (P-3)*, 12 months is being returned. The post will not be required anymore in 2018.

Overview of established post resources in DEO

Increases in 2018

Vacancy rate adjustment to 10 per cent	€26.3 thousand
United Nations common system	€158.4 thousand
Transfer of Financial Investigator (P-4) from DJS	€31.8 thousand
Associate External Affairs Coordinator (P-2)	€60.0 thousand
Reclassification of Senior Online Platforms Manager (GS-PL)	€14.3 thousand
<i>Subtotal</i>	<i>€690.8 thousand</i>

Reductions in 2018

Closure of Nairobi field office	€15.4 thousand
Reductions of months required for staff in field offices	€13.3 thousand
<i>Subtotal</i>	<i>€328.7 thousand</i>

Net proposed increases in established posts in DEO €362.1 thousand

655. The following posts are proposed to be added to DEO's structure.

656. One *Financial Investigator (P-4)*, 12 months. *Redeployed*. The requested post would be located in EOSS. The post is transferred from CSS in DJS and moved to EOSS in DEO. The functions of the transferred post will be reviewed in 2017 to ensure that this more senior position supported by the new proposed Financial Investigator (P-3) GTA and in close coordination with the relevant Registry sections will lead the work related to financial investigation. The investigative expertise and experience of the Financial Investigator, as well as the international/national contacts the post would bring, will assist the Registry in formulating its investigation strategies and their implementation. The

Financial Investigator (P-4) will conduct investigative missions and provide legal, technical and investigative advice and direction on complex and sensitive investigations. Effective financial investigations contribute to verifying the indigence of persons charged who apply for legal assistance paid by the Court, and to identifying their assets and property to the extent possible. This will enable any fines to be imposed and Judges to determine the scope of reparations awards and their implementation. High-level expertise in this field is required more than ever in the light of the ongoing and expected reparations proceedings; it is therefore crucial that the Registry enhance its overall capacity in this area.

657. *One Associate External Affairs Coordinator (P-2), 8 months. New.* The requested post would be located in OD-DEO. The addition of this post would bring the composition of OD-DEO in line with OD-DJS and OD-DMS, where the Judicial Coordinator (P-3) and Administrative Officer (P-3) are supported by an Associate Judicial Coordinator (P-2) and an Associate Administrative Officer (P-2), respectively. A total of five Chiefs of Field Office and three Section Chiefs report directly to the Director of DEO. The new post is justified by the significant workload created from supporting the Director in handling the complexities associated with administering three sections and six field offices, encompassing over 200 staff members located at Headquarters and in field offices. Effective coordination with and supervision of the six field offices is becoming increasingly complex. Five out of the six field offices are now fully operational following the appointment of their chiefs. They have been active in all areas requiring close coordination by the OD-DEO in order to ensure cohesion within the Division/Registry and in accordance with the strategic guidance of the Director. The workload is such that it simply cannot be managed by an External Affairs Coordinator alone. In this regard, both the External Affairs Coordinator and his/her Associate will be assigned the task of coordinating the day-to-day work within the Division, which entails providing operational support to the field offices, as well as assistance and analysis on policy to the Director, drafting various documents and managing administrative matters.

658. *Senior Online Platforms Manager (GS-PL), 12 months, Reclassification (currently Online Communication Assistant (GS-OL)).* The Online Communications Assistant (GS-OL) post was created in 2015 following the reorganization of the Registry during which the Public Affairs Unit was incorporated into the PIOS. The post was formally classified in 2015 and the G-6 level was confirmed. However, at the time of the reorganization, there were important developments in the area of online communications which ultimately had an impact on the job and significantly changed the profile of the post. The workload and demands for technical skills in digital communications have steadily increased and require additional resources for the team working on digital communications. For example: (i) a new website with a completely new set of tasks, structure and administration workflow was launched. Maintaining and further developing the new site requires a different level of responsibility and additional skills; (ii) a social media strategy has been developed. Its implementation will affect the role of the person handling online communications and will require, in particular, creating online channels and producing content that is consistent, accessible and user-friendly; and (iii) other Court-wide projects, such as the Case Law Database, intranet support and the archiving project have taken shape.

General temporary assistance

€1,098.4 thousand

659. The requested resources for GTA within the DEO have increased by €88.1 thousand (8.7 per cent). In total, seven new positions are being requested, six of which are proposed for the field offices and one in EOSS for financial investigations. The net increase in GTA resources corresponds almost exclusively to the new Financial Investigator (P-3), as the savings and reductions of approximately €160.0 thousand achieved in VWS have offset most of the increase corresponding to the new GTA resources requested in the field.

660. The requested amount of GTA resources in **EOSS** has increased by €81.1 thousand and corresponds to the new Financial Investigator (P-3) requested for eight months in 2018.

661. *One Financial Investigator (P-3), 8 months. New.* The requested position would be located in EOSS. It is created to support the Financial Investigator (P-4). Four cases before the Court have entered into the reparations phase. Enhancing its capacity in financial

investigation will assist the DEO in identifying the assets and properties of convicted persons to determine the scope of reparations awards by the Judges and their meaningful implementation. The Registry is also mandated to: verify the indigence of accused persons who apply for legal aid paid by the Court, which is one of the accused's rights; and investigate their assets and properties for the purpose of awarding reparations to victims, if ordered by the Judges. Having two financial investigators will ensure that the rights of the accused are not harmed by such investigations. In fulfilling the Registry's mandates and in view of the rights of the accused, it is paramount that the information collected on the accused who applies for legal assistance paid by the Court is not used in the financial investigation into his/her assets and property for the purpose of implementing reparations awards.

662. The proposed GTA resources in VWS have decreased by €159.7 thousand following the discontinuation of positions in the Section. The following positions were approved in 2017, and will not be continued in 2018: one Associate Team Leader (P-2) in Mali, one Senior Planning Assistant (GS-OL), and one Senior Case Management Assistant (GS-OL).

663. One *Team Leader (P-3) (GEO) 12 months. Continued.* This position continues to be required to lead the multidisciplinary team for the situation in Georgia, responsible for: programme set-up and case management of witnesses and victims under VWS's responsibility; management of the International Criminal Court Protection Programme (ICCPP) and witness movements; management of new cases following referrals for protection and support made by the parties; management of threat and risk assessments for inclusion into the ICCPP and recommendations on witness protection measures; preparation of relevant information for the Senior Managers; and filings to be submitted to Chambers. The Team Leader in charge of Georgia will also be directly responsible for managing the operations, and therefore have day-to-day leadership responsibilities for the functioning of VWS's trial activities at Headquarters.

664. One *Associate Witness Protection Training Officer (P-2) (FO-OPS), 12 months. Continued.* The continuation of this position in 2018 is required to maintain the Section's training strategy and to ensure the development, coordination, maintenance and delivery of the VWS training programme intended to equip staff with a consolidated understanding of protection, risk and case management concepts necessary for the Section's mandate. The continuation is justified by the fact that the Section will have finalized its recruitment for the field staff only over the course of 2017. New staff, especially in the field, must be familiarized with the relevant operation standards. It is essential that the position be extended in 2018 so that new staff can obtain the same training level as former field and Headquarters staff members. In accordance with the VWS mandate, the Associate Witness Protection Training Officer will also train other participants in the Court proceedings to ensure standardization of good practices, as well as to promote a better understanding and management of witnesses and victims by all parties involved. Finally, considering the need for the flexible use of resources across the Registry, the Associate Witness Protection Training Officer will also work in coordination with the Human Resources Section's Learning and Development team to develop a team-building programme that will be of benefit to all Registry staff members. This programme is anticipated to run throughout 2018. The request is justified by the difficulty in identifying external service providers capable of developing witness protection training tailored to the Court's specific context, the need to protect the confidentiality of VWS operations, and the estimated cost savings of €60.0 thousand a year, determined after a thorough cost comparison with outsourcing (difference between external training consultant average fees and costs of a GTA P-2).

665. One *Associate Team Leader (field) (P-2) (GEO), 12 months. Continued.* The position was approved in 2017 for six months. It will continue to be required throughout 2018 in order to lead the VWS field team in the field office and to support the Team Leader in managing protection-related issues on a daily basis; running the Initial Response Services; developing protection cases following referrals for protection and support made by the parties; conducting threat and risk assessments for inclusion into the ICCPP; recommending witness protection measures, collecting and updating witness information for the Senior Managers, and submitting filings to Chambers.

666. One *Associate Field Case Officer (P-2) (GEO), 12 months. Continued.* The position was approved in 2017 for six months. This position will continue to be required throughout

2018 in order to assist the Associate Team Leader in the field and the Team Leader at Headquarters in handling the daily ICCPP case management workload and witness movements. The staff member will also conduct threat/risk assessments for the inclusion of victims and witnesses in the ICCPP, assist with the management of protection cases following referrals for protection and support made by the parties, recommend witness protection measures, and conduct and oversee witness protection operations in the field.

667. One *Associate Case Development Officer (P-2) (FO-OPS)*, 12 months. *Continued.* The position, which was previously called Associate Analyst (P-2), continues to be required to support the Analyst in monitoring and reviewing the security situation in Uganda, Mali, Georgia and regions in which the Court operates and security incidents involving victims and witnesses; register information and intelligence collected; provide analytical support to the VWS management in the absence of the Analyst; and provide analytical interpretation on matters concerning the mandate of VWS.

668. The requested amount of GTA resources in **Field Offices** has increased by €166.7 thousand and corresponds to resources required to support the increased level of field activities in a number of the Registry's field presences. As explained, these increases have been almost fully offset by reductions in VWS amounting to €159.7 thousand.

669. Two *Field Assistants (VPRS/PIOS) (Uganda) (GS-OL)*, 12 months. *Continued.* The requested positions would be located in the satellite office in Gulu, Uganda. The positions are requested in the light of the increased number of activities and missions in 2018 to contact victims and affected communities and to reduce travel costs of the VPRS/PIOS staff supporting the missions and activities in Gulu from the Kampala field office. The requested resources are in line with equivalent resources already in place in the field offices in the DRC and Côte d'Ivoire, the two other situations in which trials will be taking place in 2018.

670. One *Driver (Uganda) (GS-OL)*, 12 months. *Continued.* The requested position would be located in the Uganda Field Office. It is required to support the same level of in-country missions anticipated in the light of trial proceedings in *Ongwen*.

671. One *Field Security Officer (Mali) (P-3)*, 12 months. *Continued.* The requested position would be located in the Mali Field Office. It is requested that this position be continued in order to provide an adequate level of security to staff operating in Mali, one of the most dangerous countries in which the Court is operating. Given the varying level of activities in Mali, the position is requested as GTA for 2018.

672. One *Local Security Assistant (Mali) (GS-OL)*, 12 months. *New.* The requested post would be located in the Mali Field Office. The position is requested to support the work of the Field Security Officer (P-3) in order to provide an adequate level of security to staff operating in Mali. Given the varying level of activities in Mali, the position is requested as GTA for 2018. Notably, this position replaces the Associate Field Security Officer (P-2) which was approved without funds in 2017.

673. Four *Field ICT Technicians (GS-OL)*, 12 months. *Continued.* These positions continue to be required for the Uganda, DRC, CAR and Côte d'Ivoire Field Offices given the need to ensure uninterrupted IT services, notably in relation to witness testimonies conducted by video link from the situation country. The positions will continue to be required until IMSS has had time to develop and gradually implement the "Field Office in a Box" IT solution. This concept refers to the outsourcing of IT support services, while providing the necessary infrastructure and security from Headquarters. The position in the field office in Nairobi is no longer requested because of its closure.

674. Two *Field Assistants (VPRS/PIOS) (CAR) (GS-OL)*, 12 months. *New.* The requested positions would be located in the CAR Field Office given the increased number of activities in 2018. With approximately 5,300 victims participating in CAR I proceedings (currently in the reparations phase), and an estimated 2,300 victims potentially applying to participate in proceedings related to the CAR II situation, the field office faces a significantly heavier workload to support VWS and PIOS. The field office will also provide CAR II.a and CAR II.b with related support for an increased volume and intensity of investigation work; extended missions outside of Bangui are also anticipated.

675. One *Senior Driver (GS-OL) (CAR)*. 12 months. New. The requested position would be located in the CAR Field Office and is requested to enable the field office to provide adequate support for the increased number of missions scheduled to take place in 2018.

676. Two *Drivers (GS-OL) (CIV)*. 12 months. New. The requested position would be located in the Côte d'Ivoire Field Office and are requested to support anticipated extensive field missions and activities in western Côte d'Ivoire in relation to the ongoing trial, including support for witness appearances and the ongoing CIV II investigation.

Temporary assistance for meetings €315.8 thousand

677. The proposed resources for TAM represent an increase of €87.7 thousand (38.4 per cent) and correspond to the cost of an established roster of *Witness Assistants (G-4)* required to facilitate and support 132 witnesses expected to appear before the Court and the associated workload of the proposed 400 Court days. The number of witnesses to appear before the Court is expected to increase from 81 in 2017 as per the approved budget to 132 in 2018. The roster is required to provide important welfare-related services to witnesses appearing before the Court in The Hague, assisting as witness escorts during their stay (medical, shopping and others), monitoring and supporting witnesses (day and night), assisting with day-to-day activities for their well-being, and providing them with logistical support during their preparation by the calling party when such is granted by the Chambers. The roster allows more flexibility in the use of human resources, which is more compatible with the fluctuating nature of trial-related activities. It allows the size of the VWS team to adjust to a variable workload and obviates the need for additional staff to manage any escalation in trial activity which would become superfluous when trial activity decreases.

Non-staff resources €8,679.3 thousand

678. The proposed resources for non-staff costs in the DEO for 2018 have increased by €176.8 thousand (2.1 per cent). The resources are required for travel, contractual services, training, general operating expenses, supplies and materials, and furniture and equipment. The primary cost-driver is a proposed increase of €172.8 thousand in general operating expenses mainly concerning activities in VWS and in the field offices. The increases in training (€81.8 thousand), as well as in supplies and materials (€34.4 thousand), mostly relate to operational requirements in the field offices and have been almost completely offset by net reductions in travel (€57.7 thousand), contractual services (€18.0 thousand), and furniture and equipment (€36.5 thousand).

Travel €1,390.5 thousand

679. The resources requested have decreased by €57.7 thousand (4.0 per cent). A thorough reassessment of the Division's operational requirement led to the redistribution of resources for travel after reviewing the needs of the various sections. Accordingly, the proposed increase of €209.1 thousand in the field offices for in-country travel has been fully offset by reductions in travel from Headquarters by VWS amounting to €266.0 thousand. This is the direct result of the efficiencies produced by the working methods and structure of VWS following the reorganization of the Registry; VWS staff in the field have increased responsibilities and the capacity to manage cases locally, which significantly reduces the need for VWS staff at Headquarters to travel to the field.

680. The additional resources for the field offices are requested in CAR, DRC and Côte d'Ivoire to allow these offices to provide adequate logistical and security support to the OTP, the TFV and other clients for their increased number of missions, as well as to undertake in-country missions to meet with victims and affected communities. The difficult security situation, notably in the CAR and eastern DRC, necessitates additional measures that increase the cost of travel in those areas. Most of the field offices have been operating with only skeleton staff, thus keeping travel costs at an artificially low level. As recruitments are finalized in the field and the offices are able to function at an adequate level, the resources required for these staff members to perform their functions, including necessary mission travel, will change.

681. Resources in the OD-DEO and in EOSS continue to be required at the same level as approved in 2017. Resources amounting to €75.7 thousand will continue to be requested for official travel, mainly to allow the Director and members of his immediate office to visit the field offices on a regular basis. Weekly video teleconferencing between the Director and Chiefs of Field Office has allowed the OD-DEO to minimize travel requirements, while allowing the Director to effectively perform his responsibilities with respect to field operations. In relation to EOSS, the requested amount is €52.7 thousand and is required mainly for the regular deployment of its personnel to both situation and non-situation countries, including for missions related to targeted information collection in situations, as well as those related to judicial cooperation, external relations matters and financial investigations.

682. The travel resources requested for PIOS represent a slight decrease of €0.8 thousand and continue to be required for travel to situation countries and other locations to build institutional support and to promote more coverage of the Court's work and missions in relation to outreach, with a view to preparing and coordinating strategies for engagement with victims and affected communities.

Contractual services

€1,202.9 thousand

683. The resources requested for contractual services for DEO have decreased by €18.0 thousand (1.5 per cent). The vast majority of the required resources in contractual services are for the field offices (€1,011.9 thousand). The requested resources represent a decrease of €13.2 thousand and are necessary for security measures to be implemented in the field offices and transportation protection for missions, for example. Contractual services are likewise used primarily for outreach and VPR activities in the field. Further use of contractual services includes operations/crisis management, seminars hosted by the Registry, development of new events and information products, and maintenance of the new Visitor Centre at the Court.

684. There is a proposed increase of €5.2 thousand in VWS to cover service providers' costs related to activities aimed at increasing State cooperation in the area of international relocation of witnesses. The resources requested for EOSS have decreased by €10.0 thousand, as Court-wide commercial analysis subscription requirements are re-posted to the supplies and materials budget line.

Training

€148.0 thousand

685. The resources requested for training have increased by €81.8 thousand (123.5 per cent). In addition to training to strengthen financial investigation capacity in EOSS, the resources are mainly requested to meet mandatory training needs for field office staff. Following the appointment of the Field Security Coordinator in January 2017 and given the acute security situation in some situation countries, further mandatory security training has been identified for the field security staff to enable them to cope with any unexpected security needs. This includes annual training for drivers and security personnel required under the UN Security Management System. The requested resources would partially ameliorate the current situation, which has been caused by sustained underinvestment over the years in field office staff training. Meeting the pressing training needs of staff in the field offices will benefit the Court through improved skills and motivation of staff members.

686. An increase of €8.7 thousand is required in PIOS for media crisis training to be better prepared for potential crises concerning the Court's activities, technical training to be able to implement the Court's social media approach, and maintenance of the infrastructure needed to keep the website up to date. Finally, resources in VWS continue to be required at the same level as approved in 2017 to cover external trainers' fees to provide specific training to VWS staff at Headquarters and in the field offices. This is a multi-year programme to be continued in 2018 as part of the strategic plan for the Section. The VWS bespoke training plan is intended to familiarize and provide staff with a consolidated understanding of concepts in witness protection, risk assessment and risk management, as well as case management of protected witnesses.

General operating expenses

€5,604.0 thousand

687. The amount requested for general operating expenses has increased by €172.8 thousand (3.2 per cent). The increase is primarily the result of a greater workload for the VWS arising from increased judicial activities, the highest ever number of witnesses and expenses related to the move to new premises of the Uganda and Côte d'Ivoire Field Offices. The resources requested by VWS would cover support to witnesses appearing before the Court, protection management and relocation costs, including initial response systems. The significant increase in judicial activities and the number of witnesses to appear before the Court has been almost completely absorbed through the efficiency measures developed: strengthening coordination with States in order to increase relocation agreements, eventually reducing case management costs; streamlining case management of protected persons with a view to finalizing reintegration strategies; centralizing the planning and financial functions; and cross training of staff.

688. In EOSS, resources for general operating expenses have decreased by €13.0 thousand. The remaining budget is requested for third-party information services support in relation to "suspects at large" activities specific to EOSS areas of operation. Resources requested in PIOS remain unchanged and are required mainly for maintenance of editing and film equipment, photography material and USB duplicators.

Supplies and materials

€324.1 thousand

689. The requested resources have increased by €34.4 thousand (11.9 per cent). The increase is, for the most part, a result of moving items in EOSS (€25.0 thousand) previously budgeted under other budget lines so as to conform to standard budgeting practices. Furthermore, increases are also proposed in the field offices (€23.4 thousand) mainly in relation to CAR for the purchase of equipment and supplies necessary to comply with the Minimum Operating Security Standards requirements in the light of the country's security environment.

690. A reduction of €14.0 thousand has been achieved in PIOS thanks to new working methods and the use of electronic tools, allowing the Section to work with fewer resources while producing a greater effect. Moreover, the requested resources in VWS remain unchanged and are required to renew annual subscriptions of analysis tools and electronic newsletters used by the VWS Case Development Team in their research and to cover the costs of supplies for witness waiting rooms at Headquarters.

Furniture and equipment

€9.8 thousand

691. The requested amount has decreased by €36.5 thousand (78.8 per cent). The total amount of resources of €20.0 thousand, approved for PIOS in 2017, has been completely removed from the proposed budget. In addition, the requested resources for the field offices have decreased by €16.5 thousand, and the remaining proposed resources are mainly required for security equipment for the new field office in CAR, as the existing equipment needs to be replaced or upgraded.

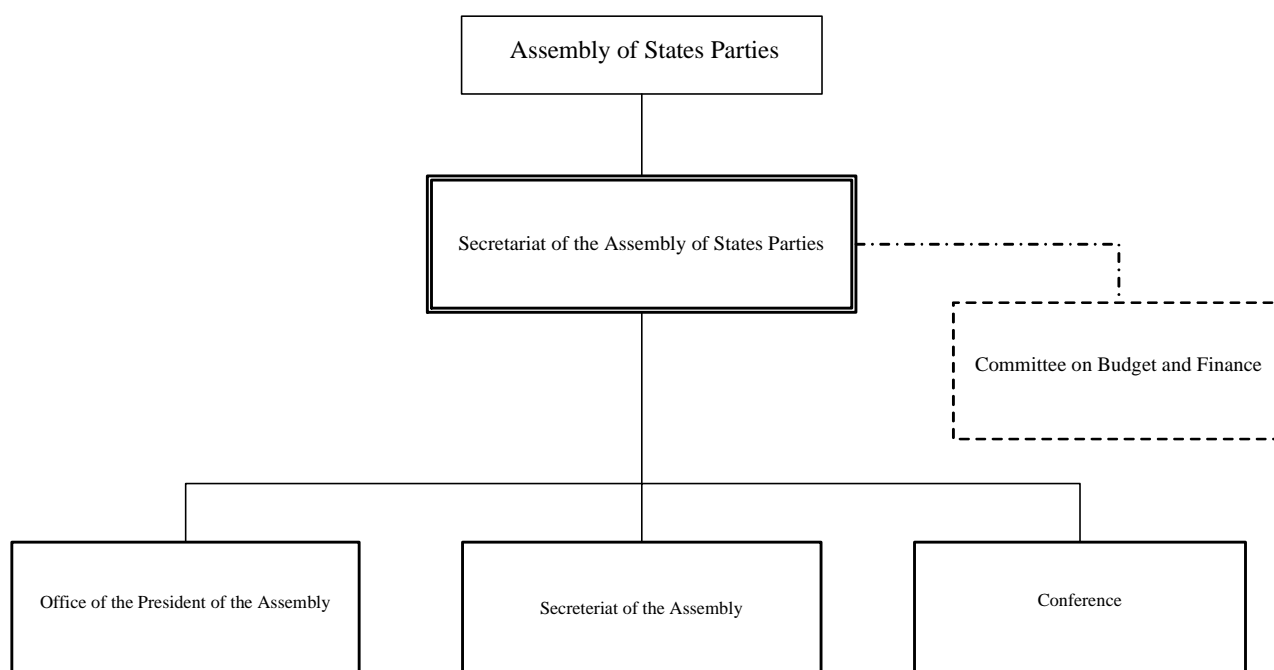
Table 38: Programme 3800: Proposed budget for 2018

3800 Division of External Operations	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				10,340.7	143.9	1.4	10,484.6
General Service staff				3,973.1	218.2	5.5	4,191.3
<i>Subtotal staff</i>	<i>11,242.6</i>	<i>-</i>	<i>11,242.6</i>	<i>14,313.8</i>	<i>362.1</i>	<i>2.5</i>	<i>14,675.9</i>
General temporary assistance	546.1	23.6	569.7	1,010.3	88.1	8.7	1,098.4
Temporary assistance for meetings	288.5	-	288.5	228.1	87.7	38.4	315.8
Overtime	88.5	-	88.5	-	-	-	-
<i>Subtotal other staff</i>	<i>923.1</i>	<i>23.6</i>	<i>946.7</i>	<i>1,238.4</i>	<i>175.8</i>	<i>14.2</i>	<i>1,414.2</i>
Travel	860.5	57.3	917.8	1,448.2	(57.7)	(4.0)	1,390.5
Hospitality	0.4	-	0.4	-	-	-	-
Contractual services	1,148.1	142.8	1,290.9	1,220.9	(18.0)	(1.5)	1,202.9
Training	27.4	7.1	34.5	66.2	81.8	123.5	148.0
Consultants	2.1	11.3	13.4	-	-	-	-
General operating expenses	3,992.5	34.3	4,026.8	5,431.2	172.8	3.2	5,604.0
Supplies and materials	209.9	3.5	213.4	289.7	34.4	11.9	324.1
Furniture and equipment	335.4	-	335.4	46.3	(36.5)	(78.8)	9.8
<i>Subtotal non-staff</i>	<i>6,576.3</i>	<i>256.3</i>	<i>6,832.6</i>	<i>8,502.5</i>	<i>176.8</i>	<i>2.1</i>	<i>8,679.3</i>
Total	18,742.0	279.9	19,021.9	24,054.7	714.7	3.0	24,769.4

Table 39: Programme 3800: Proposed staffing for 2018

3800 Division of External Operations	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
<i>Established Posts</i>														
Approved 2017	-	-	-	1	8	8	35	39	-	91	4	97	101	192
New	-	-	-	-	-	-	-	1	-	1	-	-	-	1
Redeployed	-	-	-	-	-	1	-	-	-	1	-	-	-	1
Reclassified	-	-	-	-	-	-	-	-	-	-	1	(1)	-	-
Returned	-	-	-	-	-	-	(1)	-	-	(1)	-	-	-	(1)
Proposed 2018	-	-	-	1	8	9	34	40	-	92	5	96	101	193
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	-	-	1.83	5.00	-	6.83	-	9.25	9.25	16.08
Continued	-	-	-	-	-	-	2.00	4.00	-	6.00	-	7.00	7.00	13.00
New	-	-	-	-	-	-	0.67	-	-	0.67	-	6.00	6.00	6.67
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	-	-	2.67	4.00	-	6.67	-	13.00	13.00	19.67

D. Major Programme IV: Secretariat of the Assembly of States Parties



Introduction

692. The Secretariat of the Assembly of States Parties (SASP or “the Secretariat”) provides the Assembly of States Parties (“the Assembly”), its Bureau and its subsidiary bodies with administrative and technical assistance in the discharge of their functions under the Statute.⁴⁸ The conference-servicing functions of the Secretariat include planning, preparing and coordinating meetings of the Assembly and its subsidiary bodies and receiving, translating, reproducing and distributing their documents, reports and decisions. The Secretariat also provides substantive services to the Assembly and its subsidiary bodies. Its substantive service functions include, *inter alia*, legal and substantive secretarial services such as the provision of documentation, reports and analytical summaries, and advisory services within the Secretariat on legal and substantive issues relating to the work of the Assembly.

693. 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).

Budget resources

€2,718.2 thousand

694. The requested amount for 2018 represents an increase of €9.4 thousand (3.8 per cent) in comparison to the 2017 approved budget.

695. Increases are requested for Contractual services €12.7 thousand and for General temporary Assistance €10.7 thousand. Increases under Contractual services are attributable to the holding of the seventeenth session of the Assembly in The Hague. The cost of renting the conference rooms and catering for the 2018 session of the Assembly is not included in the request under contractual services, as the host State will bear those costs

⁴⁸ Such bodies include the Bureau and its Hague and New York Working Groups, the Advisory Committee on Nominations of Judges, the Committee on Budget and Finance and the Audit Committee. 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.

in accordance with its letter of 21 June 2016.⁴⁹ The increases under General Temporary Assistance are required to fund one Legal Officer (P-3) for 12 months that was previously approved and funded for seven months, one Administration Officer (P-3) for one month, and one IT assistant (GS-OL) for 6 months.

696. A total of €96.0 thousand in non-recurring costs under Travel were applicable in 2017 but do not apply to 2018. This is due to the fact that in 2018 the annual session for the Assembly session will be held in The Hague instead of New York.

697. The moderate increase in resources amounting to 3.8 per cent was contained through a combination of measures, such as synergies and re-adjustments of staff resources, with a view to meeting the actual needs of the Secretariat in a flexible manner and bearing in mind efficiency considerations and synergy effects. For example, a GTA Associate Legal Officer position (P-2) that was approved for nine months in the 2017 budget has not been requested for 2018; instead, the GTA position of Legal Officer (P-3) that was previously approved and funded for seven months is now requested for 12 months. This will enable the SASP to better meet its actual needs, ensure continuity and maintain institutional knowledge. In addition, based on a change in actual needs related to the incoming President of the Assembly, the GTA position of Special Assistant to the President (P-2) based in Dakar, which was approved but not financed in the 2017 approved programme budget, is not being requested for 2018. Furthermore, the requested budget for Major Programme IV has been reduced by transferring one GTA position (Web Developer (GS-OL)) to the Information Management Services Section (IMSS) of the Registry. By embedding this post in the information management and IT environment, this measure creates Court-wide efficiency gains and synergies while maintaining the same high-quality services for the Secretariat.

Staff resources

€1,725.2 thousand

698. The Secretariat has 10 established posts (five Professional-level staff and five GS-level staff) and 12 GTA positions (seven Professional-level (4.2 FTE) and five GS-level (1.6 FTE)). Some of the GTA positions are short-term (0.4 FTE) to service the Assembly and its subsidiary bodies.

699. In the 2017 approved budget, the GTA position of Legal Officer (P-3) was approved for four months, while the GTA position of Administrative Officer (P-3) was approved for five months.

700. In the proposed budget for 2018, three GTA P-3 positions have been fully costed: one Administration Officer for 12 months, one Administration Officer for one month and one Legal Officer for 12 months. Having one GTA P-3 for the entire 12 months provides greater stability, enhances the support provided to the Assembly and its subsidiary bodies, develops institutional memory and dispenses with the investment of time and resources necessitated on at least a biennial basis to recruit GTA staff for a few months a year.

Established posts: Professional and General Service

€943.2 thousand

701. 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), one Senior Administrative Assistant (GS-PL), one Documentalist/Archivist (GS-PL), one Meetings and Administrative Assistant (GS-OL),⁵⁰ and two Administrative Assistants (GS-OL). With the exception indicated below, all Secretariat staff carry out their functions under the supervision of the Director. Secretariat staff provide both substantive services (in the case of Legal Officers) and technical services (in the case of conference-servicing and administrative staff) to the Assembly and its subsidiary bodies.

⁴⁹ In a letter dated 21 June 2016, the host State informed the Court that the government of the Netherlands and the Municipality of The Hague, in joint cooperation with the World Forum convention centre, had decided to continue the support earmarked for organizing sessions of the Assembly of States Parties to the Rome Statute in The Hague in 2016-2018.

⁵⁰ This GS-OL post was previously approved as GS-PL.

702. The Special Assistant to the President of the Assembly reports directly to the President. The Executive Secretary to the Committee on Budget and Finance (“the Committee”) reports directly to the Chair of the Committee. In addition to the particular duties of the post, the Executive Secretary continues to perform functions within the Secretariat as a whole, particularly as regards the financing and administration of Major Programme IV. On the Committee’s recommendation, in 2015 the Assembly approved the appointment of the Executive Secretary to the Committee as the Secretary to the Audit Committee,⁵¹ in addition to the above-mentioned duties. The Administration Officer and the Senior Administrative Assistant assist the Executive Secretary in serving the two Committees, as does the rest of the Secretariat to the extent required.

General temporary assistance

€604.0 thousand

703. The Secretariat currently has four full-time GTA positions and various other, shorter-term GTA positions serving the Assembly and its subsidiary bodies. However, the Secretariat has agreed with the Registry to transfer one GTA position (Web Developer (GS-OL)) to IMSS as of January 2018 as part of a synergy endeavour, on the understanding that the Secretariat will receive the requisite IT support for posting documents, papers and publications on the website, maintaining an extranet for the Assembly, the Bureau, the Committee on Budget and Finance and the Audit Committee, and ensuring timely posting of information regarding, *inter alia*, elections, complementarity developments and press releases.

704. 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.

705. One *Administrative Officer (P-3)*, 12 months. *Continued.* The incumbent will assist the Executive Secretary to the Committee in preparing for the two sessions of the Committee and in following up on implementation of Committee recommendations and related matters, including preparation for sessions of the Audit Committee. This position will also provide an 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.

706. One *Administration Officer (P-3)*, one month. *New.* The incumbent will assist the Executive Secretary to the Committee with taking minutes and preparing reports on the two sessions of the Committee and the two sessions of the Audit Committee.

707. One *Legal Officer (P-3)*, 12 months. *Continued.* The incumbent will assist the Secretariat on major issues related to budgetary, financial and administrative matters and assist the facilitator on the proposed programme budget.⁵²

708. One *Special Assistant to the President (P-2)*, 12 months. *Continued.* The Special Assistant is based in New York and supports the President during visits to New York involving United Nations-related matters concerning the International Criminal Court (“the Court”). This staff member provides substantive and technical support to the President regarding the preparation of statements, correspondence and coordination with key stakeholders. This staff member also assists 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, this 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

⁵¹ *Official Records ... Fourteenth session ... 2015* (ICC-ASP/14/20), vol. II, part B.3, para. 45.

⁵² The GTA position of Associate Legal Officer (P-2) that was approved for nine months in the 2017 budget has not been requested for 2018. Having the GTA position of Legal Officer (P-3) for the full 12 months will be more efficient because it will draw better-qualified candidates, facilitate retention of GTA staff and avoid the need for biennial recruitment processes to fill the GTA position.

Secretariat of the Assembly. Technical servicing will continue to be undertaken by the New York Liaison Office.⁵³

709. *One Special Assistant to the Director (P-1), 12 months. Continued.* The incumbent assists the Director of the Secretariat with preparations for the session of the Assembly, including the participation of NGO representatives and the organization of side events. The incumbent also provides assistance with other logistical activities throughout the year and organizes meetings of the Director with Court officials and States Parties.

710. *Registration Assistants, 12.95 months. Continued.* The Secretariat will require Registration Assistants during the months leading up to and including the annual session of the Assembly. Registration Assistants assist the Director with all the logistical aspects of meetings of the Assembly, including determining space requirements and equipment needs, registration of delegations and NGO representatives, and communicating with delegates.

711. *IT Assistant (GS-OL), six months. Recurrent, continued from 2016.*⁵⁴ GS-OL support 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 session venue; sufficient personnel must also be on call to resolve any problems that may arise.

Temporary assistance for meetings €140.0 thousand

712. The amount requested for temporary assistance for meetings remains unchanged.

713. Temporary assistance is required, in particular, for translating the official documentation of the Assembly and its subsidiary bodies and for registering delegates, issuing passes, photocopying and distributing documents on a large scale, and generally facilitating delegates' attendance at the sessions.

Overtime €38.0 thousand

714. The amount requested for overtime remains unchanged. 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 €993.0 thousand

715. The amount requested has increased by €16.7 thousand (1.7 per cent). Non-staff resources comprise travel, hospitality, contractual services, training, general operating expenses, supplies and materials and furniture and equipment. The proposed budget for 2018 is based on actual expenditures in 2016. In the 2017 approved budget, the cut of €190,000 made to Major Programme IV, as decided by the Assembly on 24 November 2016, was mainly reflected under the heading of contractual services. Thus, the figures for contractual services in the proposed 2018 budget show an increase that does not fully reflect the actual expenditures for that item, since some of the resources allocated to it had to be reallocated to other budget items. The cost of holding an Assembly session in The Hague requires an increase in resources for Major Programme IV, as several costs which are not incurred when meeting at United Nations Headquarters in New York must be accounted for in The Hague. This increase is offset in part by the reduction in the cost of travel for Secretariat staff when the session is held in The Hague, and by the costs which the host State covers for renting conference rooms and catering at the World Forum convention centre.

⁵³ A new President of the Assembly will take office in December 2017, as there will be a new Bureau for the period 2018-2020. The GTA position of Special Assistant to the President (P-2) based in Dakar, which was approved but not financed in the 2017 approved programme budget, is not requested for 2018.

⁵⁴ There is a need for IT support for any annual session of the Assembly held in The Hague. There was no request for this support in the 2017 proposed budget since the session was scheduled to take place at United Nations Headquarters in New York.

Travel €432.1 thousand

716. The amount requested for travel has decreased by €6.0 thousand (18.2 per cent). The decrease in travel costs compared with the 2017 approved budget is due to the fact that there is no need to budget for the travel of Secretariat staff to provide substantive and technical services for the Assembly session in New York, since the annual session will be held in The Hague.

717. The travel budget reflects the cost of travel for: members of the Committee to attend their sessions; the Chair of the Committee to attend meetings with The Hague Working Group, the New York Working Group and Court officials; and a few members of the Committee to visit field offices. This budget item also covers the cost of travel for the Office of the President of the Assembly, including visits to the seat of the Court in The Hague and to New York. In addition, it covers the travel of five members of the Audit Committee to The Hague.

Hospitality €5.0 thousand

718. The amount requested for hospitality has remained unchanged. Hospitality is mainly used for the two sessions of the Committee and two sessions of the Audit Committee.

Contractual services €501.7 thousand

719. The amount requested for contractual services has increased by €12.7 thousand (29.0 per cent), due mainly to the cost of holding the seventeenth session of the Assembly in The Hague at the World Forum convention centre. These resources are required to cover the costs related to the seventeenth session of the Assembly (including ancillary services and facilities at the venue in The Hague, issuing badges, hiring additional security personnel, printing and equipment) and the outsourcing of translation and external printing for the sessions of the Committee.

Training €10.1 thousand

720. The amount requested for training has remained unchanged. Training is used to keep staff members updated in their specific fields of work.

General operating expenses €24.4 thousand

721. The amount requested for general operating expenses has remained unchanged. General operating expenses cover expenditure for mailing documents, notes verbales and publications to States Parties, to the members of the Committee on Budget and Finance and the Audit Committee, and occasionally for seminars to promote the universality of the Rome Statute, via regular post, registered mail or courier services.

Supplies and materials €14.7 thousand

722. The amount requested for supplies and materials has remained unchanged. It covers the cost of office supplies, including stationery used by the staff of the Secretariat (including paper, toner, pens, memo pads and folders) and stationery for the two sessions of the Committee, the three sessions of the Audit Committee, the annual session of the Assembly, and the regular meetings of the Hague Working Group.

Furniture and equipment €5.0 thousand

723. The amount requested for furniture and equipment has remained 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 on the cost of printing, transporting, storing and distributing paper copies of such documents. Increased use of this

“paper-light” approach and of the Assembly website and extranets may further reduce the need for printed material in the medium term.

Table 40: Major Programme IV: Proposed budget for 2018

Programme IV Secretariat of the Assembly of States Parties	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				661.5	(9.3)	(1.4)	652.2
General Service staff				309.8	(18.8)	(6.1)	291.0
<i>Subtotal staff</i>	747.2	-	747.2	971.3	(28.1)	(2.9)	943.2
General temporary assistance	420.5	-	420.5	493.3	110.7	22.4	604.0
Temporary assistance for meetings	310.5	-	310.5	140.0	-	-	140.0
Overtime	32.7	-	32.7	38.0	-	-	38.0
<i>Subtotal other staff</i>	763.7	-	763.7	671.3	110.7	16.5	782.0
Travel	321.6	-	321.6	528.1	(96.0)	(18.2)	432.1
Hospitality	3.6	-	3.6	5.0	-	-	5.0
Contractual services	894.5	-	894.5	389.0	112.7	29.0	501.7
Training	-	-	-	10.1	-	-	10.1
Consultants	-	-	-	-	-	-	-
General operating expenses	7.5	-	7.5	24.4	-	-	24.4
Supplies and materials	2.4	-	2.4	14.7	-	-	14.7
Furniture and equipment	1.0	-	1.0	5.0	-	-	5.0
<i>Subtotal non-staff</i>	1,230.6	-	1,230.6	976.3	16.7	1.7	993.0
Total	2,741.5	-	2,741.5	2,618.8	99.4	3.8	2,718.2

Table 41: Major Programme IV: Proposed staffing for 2018

IV 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
<i>Established Posts</i>														
Approved 2017	-	-	1	1	1	1	1	1	-	5	3	2	5	10
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	(1)	1	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	1	1	1	1	1	1	-	5	2	3	5	10
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	0.05	0.05	0.78	1.69	1.00	-	3.56	-	2.08	2.08	5.64
Continued	-	-	-	0.05	0.05	2.00	1.00	1.00	-	4.09	-	1.58	1.58	5.67
New	-	-	-	-	-	0.08	-	-	-	0.08	-	-	-	0.08
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	0.05	0.05	2.08	1.00	1.00	-	4.18	-	1.58	1.58	5.75

Table 42: Programme 4100: Proposed budget for 2018

4100 Conference	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				-	-	-	-
General Service staff				-	-	-	-
<i>Subtotal staff</i>	<i>0.4</i>	-	<i>0.4</i>	-	-	-	-
General temporary assistance	146.5	-	146.5	236.5	114.3	48.3	350.8
Temporary assistance for meetings	225.7	-	225.7	80.0	-	-	80.0
Overtime	17.9	-	17.9	20.0	-	-	20.0
<i>Subtotal other staff</i>	<i>390.1</i>	-	<i>390.1</i>	<i>336.5</i>	<i>114.3</i>	<i>34.0</i>	<i>450.8</i>
Travel	29.8	-	29.8	63.7	(63.7)	(99.9)	-
Hospitality	-	-	-	-	-	-	-
Contractual services	813.3	-	813.3	313.0	100.0	31.9	413.0
Training	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	7.5	-	7.5	11.0	-	-	11.0
Supplies and materials	-	-	-	10.0	-	-	10.0
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>850.6</i>	-	<i>850.6</i>	<i>397.7</i>	<i>36.3</i>	<i>9.1</i>	<i>434.0</i>
Total	1,241.1	-	1,241.1	734.2	150.6	20.5	884.8

Table 43: Programme 4100: Proposed staffing for 2018

4100 Conference	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
<i>Established Posts</i>														
Approved 2017	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	0.05	0.05	0.36	-	1.00	1.46	-	1.08	1.08	2.53
Continued	-	-	-	-	0.05	0.05	1.00	-	1.00	2.09	-	1.58	1.58	3.67
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	0.05	0.05	1.00	-	1.00	2.09	-	1.58	1.58	3.67

724. Sub-programme 4100 (Conference) shows conference costs, *inter alia*, for the Assembly, the two sessions of the Committee on Budget and Finance, three sessions of the Audit Committee (except 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 44: Programme 4200: Proposed budget for 2018

4200 Secretariat of Assembly of States Parties	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				507.5	(4.7)	(0.9)	502.8
General Service staff				228.2	(17.1)	(7.5)	211.1
<i>Subtotal staff</i>	529.5	-	529.5	735.7	(21.8)	(3.0)	713.9
General temporary assistance	146.2	-	146.2	84.6	(84.6)	(100.0)	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	14.8	-	14.8	18.0	-	-	18.0
<i>Subtotal other staff</i>	161.0	-	161.0	102.6	(84.6)	(82.5)	18.0
Travel	21.3	-	21.3	59.7	(43.2)	(72.4)	16.5
Hospitality	0.3	-	0.3	1.0	-	-	1.0
Contractual services	6.4	-	6.4	-	-	-	-
Training	-	-	-	5.4	0.1	1.9	5.5
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	2.4	-	2.4	4.7	-	-	4.7
Furniture and equipment	1.0	-	1.0	5.0	-	-	5.0
<i>Subtotal non-staff</i>	31.4	-	31.4	75.8	(43.1)	(56.9)	32.7
Total	721.9	-	721.9	914.0	(149.4)	(16.3)	764.6

Table 45: Programme 4200: Proposed staffing for 2018

4200 Secretariat of ASP	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
<i>Established Posts</i>														
Approved 2017	-	-	-	1	-	1	1	1	-	4	2	2	4	8
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	(1)	1	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	1	-	1	1	1	-	4	1	3	4	8
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	-	-	-	0.69	-	0.69	-	1.00	1.00	1.69
Continued	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-

725. Sub-programme 4200 (Secretariat of the Assembly) reflects the resources for the Secretariat, including those for the Office of the President of the Assembly and costs relating to services and work on behalf of the Bureau of the Assembly, the Working Groups of the Bureau (the Hague Working Group and New York Working Group), the Committee on Budget and Finance and the Audit Committee, except those costs reflected in its Sub-programme 4500.

Table 46: Programme 4400: Proposed budget for 2018

4400 Office of the President of the Assembly of State Parties	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				-	-	-	-
General Service staff				-	-	-	-
<i>Subtotal staff</i>	-	-	-	-	-	-	-
General temporary assistance	59.6	-	59.6	121.0	0.5	0.4	121.5
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	59.6	-	59.6	121.0	0.5	0.4	121.5
Travel	56.8	-	56.8	86.7	13.2	15.2	99.9
Hospitality	-	-	-	-	-	-	-
Contractual services	0.3	-	0.3	-	12.0	-	12.0
Training	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	57.1	-	57.1	86.7	25.2	29.1	111.9
Total	116.7	-	116.7	207.7	25.7	12.4	233.4

Table 47: Programme 4400: Proposed staffing for 2018

4400 Office of the President of the Assembly										Total P-staff			Total GS-staff	Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	and above	GS-PL	GS-OL		
<i>Established Posts</i>														
Approved 2017	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-	-	-	-	-	-	1.00	-	1.00	-	-	-	1.00
Continued	-	-	-	-	-	-	-	1.00	-	1.00	-	-	-	1.00
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	-	-	-	1.00	-	1.00	-	-	-	1.00

726. Sub-programme 4400 (Office of the President of the Assembly) includes direct costs relating to the Office of the President of the Assembly, such as the costs of the President's travel to The Hague, New York and Europe and within Africa, the post of the Special Assistant to the President and contractual services to cover meetings with diplomats and high-ranking officials.

Table 48: Programme 4500: Proposed budget for 2018

4500 Committee on Budget and Finance	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				154.0	(4.6)	(3.0)	149.4
General Service staff				81.6	(1.7)	(2.1)	79.9
<i>Subtotal staff</i>	<i>217.3</i>	<i>-</i>	<i>217.3</i>	<i>235.6</i>	<i>(6.3)</i>	<i>(2.7)</i>	<i>229.3</i>
General temporary assistance	68.2	-	68.2	51.2	80.5	157.2	131.7
Temporary assistance for meetings	84.8	-	84.8	60.0	-	-	60.0
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>153.0</i>	<i>-</i>	<i>153.0</i>	<i>111.2</i>	<i>80.5</i>	<i>72.4</i>	<i>191.7</i>
Travel	213.7	-	213.7	317.9	(2.2)	(0.7)	315.7
Hospitality	3.3	-	3.3	4.0	-	-	4.0
Contractual services	74.5	-	74.5	76.0	0.7	0.9	76.7
Training	-	-	-	4.7	(0.1)	(2.1)	4.6
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	13.4	-	-	13.4
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>291.5</i>	<i>-</i>	<i>291.5</i>	<i>416.0</i>	<i>(1.6)</i>	<i>(0.4)</i>	<i>414.4</i>
Total	661.8	-	661.8	762.8	72.6	9.5	835.4

Table 49: Programme 4500: Proposed staffing for 2018

4500 Committee on Budget and Finance											Total P-staff			Total GS-staff	Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	P-1 and above	GS-PL	GS-OL			
<i>Established Posts</i>															
Approved 2017	-	-	-	-	1	-	-	-	-	-	1	1	-	1	2
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	1	-	-	-	-	-	1	1	-	1	2
<i>GTA Posts (FTE)</i>															
Approved 2017	-	-	-	-	-	-	0.42	-	-	-	0.42	-	-	-	0.42
Continued	-	-	-	-	-	-	1.00	-	-	-	1.00	-	-	-	1.00
New	-	-	-	-	-	-	0.08	-	-	-	0.08	-	-	-	0.08
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	-	-	1.08	-	-	-	1.08	-	-	-	1.08

727. Sub-programme 4500 (Committee on Budget and Finance) includes direct costs relating to the Committee on Budget and Finance and the Audit Committee, 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; the post of the Executive Secretary to the Committee; the post of the Senior Administrative Assistant; the 12-month GTA position of Administration Officer; the one-month GTA position of Administration Officer; hospitality for the sessions of the Committee on Budget and Finance and the sessions of the Audit Committee; training; and external printing of the recommendations given by the two Committees.

E. Major Programme V: Premises

Introduction

728. This programme was established to provide for the maintenance of the headquarters of the International Criminal Court (“the Court”) in The Hague. Preventive and corrective maintenance are currently contracted out to the construction company Courtys. This contract has been extended to 31 March 2018. A competitive procurement programme is currently under way for a new contract; the new contractor is expected to take over on 1 April 2018.

Budget resources **€1,498.5 thousand**

729. The requested amount has increased by €43.6 thousand (3 per cent) due to the price index for service contracts in the Netherlands.

General operating expenses *€1,498.5 thousand*

730. The increase of three per cent is an estimate using the prevailing price index increase for service contracts in the Netherlands. The costs for the last nine months of 2018 are prorated to the 2017 costs plus 3 per cent. This final price index is subject to the outcome of ongoing competitive procurement to identify a new main contractor.

731. This programme covers costs related to preventive maintenance, corrective maintenance and capital replacements for the premises. In 2018, as in the previous two years, all of the estimated expenditure is related to preventive maintenance, with no cost for corrective maintenance. No cost is anticipated for capital replacements in 2018. It is expected that, from 2019, costs for corrective maintenance will become prevalent as the new building ages.

732. While long-term capital replacements related to the permanent premises have been submitted to the premises focal point of The Hague Working Group, the capital investments costs requested by the Committee are presented in annex XI.

Table 50: Major Programme V: Proposed budget for 2018

5100 Premises	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		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	2,824.6	-	2,824.6	1,454.9	43.6	3.0	1,498.5
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	2,824.6	-	2,824.6	1,454.9	43.6	3.0	1,498.5
Total	2,824.6	-	2,824.6	1,454.9	43.6	3.0	1,498.5

F. Major Programme VI: Secretariat of the Trust Fund for Victims



Introduction

733. The Trust Fund for Victims (TFV) at the International Criminal Court (“the 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;⁵⁵ and (2) using other resources for the benefit of victims in accordance with the provisions of article 79 of the Rome Statute.⁵⁶ Both mandates provide support to victims of genocide, crimes against humanity and war crimes committed since 1 July 2002.⁵⁷

Strategic Goals

734. 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 of crimes under the jurisdiction of the Court and within a particular governance framework in which the TFV Board of Directors (“the Board”) is directly accountable to the States Parties for the activities of the TFV.⁵⁸ Furthermore, the TFV’s victim assistance projects are not financed out of assessed contributions, but primarily through voluntary contributions and private donations. Reparations are financed through any awards, fines and forfeitures that may be ordered by the Court and/or payments for awards complemented by “other resources of the Trust Fund”, if so decided by the Board.⁵⁹

735. The TFV’s strategic goals are defined in the Strategic Plan for 2014-2017, as adopted by the Board in August 2014. The strategic goals of the TFV highlight the importance that the 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.

736. At its Annual Meeting held from 16 to 18 May 2017 in The Hague, the Board decided to extend the validity of the Strategic Plan by one year to 2018. This will allow the TFV to consider the following as important building blocks for the new Strategic Plan: the initial experience with the design and implementation of Court-ordered reparations in four cases; the planned expansion of its assistance mandate programmes; the outcome of an external programme evaluation; and intensified fundraising and visibility activities. Accordingly, the goals and objectives of the 2014-2017 TFV Strategic Plan, as well as the TFV Performance Monitoring Plan (PMP) and the TFV Risk Management Framework, remain valid for the 2018 Proposed Programme budget.

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.

⁵⁵ Rule 98(2), (3) and (4) of the Rules of Procedure and Evidence.

⁵⁶ Rule 98(5) of the Rules of Procedure and Evidence. For more information on the TFV’s legal basis, see <http://www.trustfundforvictims.org/legal-basis>

⁵⁷ As defined in articles 6, 7 and 8 of the Rome Statute.

⁵⁸ Regulation 76 of the Regulations of the Trust Fund for Victims (RTFV), ICC-ASP/4/Res 3.

⁵⁹ RTFV 56.

738. The TFV's results framework in Annex XIII has been incorporated into the PMP, annexed to the Strategic Plan 2014-2017. The PMP was reviewed and approved by the Board in April 2016 and will guide organizational and programme planning through to the end of 2018. Besides vision, mission, strategic goals and programming principles, the TFV results framework presents intermediate results (outcomes), which support the strategic goals, and are themselves based on results achieved in individual projects, and organizational performance results (outputs). The TFV results framework is depicted in the overview in Annex XIII. The TFV PMP defines performance indicators for all results, monitoring and evaluation roles within the TFV, and data quality assessment (DQA) procedures. The complete TFV PMP document is submitted separately.

739. At its Annual Meeting in May 2017, the Board decided to maintain the assistance mandate activities in northern Uganda and the Democratic Republic of the Congo (DRC) and to approve the initiation of a new assistance programme in Côte d'Ivoire. Assessment missions for new assistance programmes in Kenya, Central African Republic (CAR) and Mali are being conducted in 2017.

740. With regard to reparations, the workload of the TFV continues to grow significantly. The Board took note of developments in the *Lubanga* and *Katanga* cases. Reparations orders in both cases are expected to be in full implementation phase in eastern DRC from 2017 onwards. The Board also took note of proceedings in the *Bemba* and *Al Mahdi* cases, including the TFV's filings to the relevant Chambers, and is expecting to be seized by these Chambers once reparations orders are issued, to develop draft implementation plans.

741. The TFV further notes that the Board has maintained its earlier decision to outsource activities related to the conduct of situational assessments under the assistance mandate, the capacity-building of TFV implementing partners, and the design and implementation of a management information system (MIS). They will be funded using resources originating from voluntary contributions (a total of €50.0 thousand), and therefore from outside the Major Programme VI budget.

742. The Board reiterated its concern that improvements in fundraising and the related institutional visibility are of utmost priority to the TFV. This requires a solid and long-term capacity in the Secretariat to achieve meaningful results, as well as improved synergetic collaboration with the Court and recourse to innovative, (partial) in-kind partnerships that will strengthen and boost the TFV's output with modest budgetary implications.

743. Similar savings to the regular budget are envisaged in the area of monitoring, evaluation and impact measurement. For the above-mentioned independent programme evaluation, the TFV endeavours to seek alternative sources of funding at an estimated cost of €75.0 thousand. Partnerships with renowned international academic research institutions in the area of evaluation and impact measurement have an estimated value of over €50.0 thousand, resulting in corresponding savings to the regular budget.

Budget resources

€2,741.5 thousand

744. The requested amount has increased by €567.0 thousand (26.1 per cent).

745. The requested increase relates to staff costs and is attributable to the new structure of the TFV to meet its expanding assistance mandate responsibilities in Uganda, DRC, CIV, Kenya, CAR and Mali, as well as its reparation workload in the *Lubanga* and *Katanga* cases.

746. A total of €7.7 thousand in non-recurring costs under Travel were applicable in 2017 but do not apply to 2018. This is due to the fact that in 2018 the annual session of the Assembly of States Parties ("the Assembly") will be held in The Hague instead of New York.

Staff resources

€2,076.3 thousand

747. Following approval of the 2017 budget, which effectively enabled the new structure of the TFV Secretariat resulting from the TFV's *ReVision* process to be set up, the implementation of this new structure was initiated on 1 February 2017 (after a short administrative delay), with the affected staff being notified of the abolishment of their posts. Subsequently in May 2017, the TFV completed the related recruitments involving priority candidates eligible for new posts in the structure. Taking into account the

observations and recommendations of the Committee on Budget and Finance (“the Committee”) in its report on the proposed 2017 budget, the TFV prioritized the recruitment for posts essential to business continuity. They included the post of the P-2 Associate Programme Officer in The Hague, for which budget resources were reallocated to allow a Short-Term Appointment (STA) until end of 2017.

748. Further to the Committee’s recommendations on the proposed 2017 budget, the Assembly did not approve all proposed posts as established posts. The TFV reiterates that the Secretariat’s new structure remains in need of established posts. Therefore, recalling the proposed 2017 budget, the TFV stresses the need for GTA positions in the new structure to be converted into established posts.

749. Mindful of the utility of a gradual conversion process, the TFV requests the conversion of a limited number of positions in the proposed 2018 budget: the P-2 Associate Programme Officer, the two P-2 Associate Field Programme Officers based in the Bunia (DRC) Field Office, and the P-2 Associate Executive Officer in The Hague. The TFV considers that these posts will serve its essential and substantiated long-term business needs.

750. The TFV includes two new positions in the proposed budget: a G-5 Administrative Assistant, recalling the 2017 budget and the continuing exponential growth of administrative support needs to implement the TFV’s expanding assistance and reparations mandates; and a P-3 Legal Officer, in consideration of evidence of the particular and continuing growth of legal work for reparations proceedings and implementation of awards.

Established posts: Professional and General Service

€1,573.8 thousand

751. The TFV is managed by one Executive Director (D-1, recurrent).

752. One Associate Executive Officer (P-2, recurrent, converted) is responsible for ensuring the smooth functioning of the executive office, which includes providing support to the TFV’s Board, as well as to the Legal Adviser/functional deputy, the Finance Officer and the Fundraising and Visibility Officer. The Associate Executive Officer has a particular role and responsibilities with respect to external relations, communications, advocacy and fundraising: relationship management with high-level TFV stakeholders; the development and implementation of communications through the TFV website, social media and other outlets; and the organization of events serving to improve the TFV’s visibility in the public domain and to support the increased mobilization of voluntary contributions and private donations.

753. One Legal Adviser (P-4, recurrent) provides the TFV’s Board and Secretariat with expert legal advice regarding the development and implementation of the TFV’s assistance and reparations mandates. This includes the preparation of legal filings with the Court, external representation of the TFV and advice on the legal dimension of implementing Court-ordered reparations awards. This post has been revised to accommodate (i) greater integration of tasks and responsibilities of the Legal Adviser in the TFV’s programmatic work; (ii) a more substantive role for the Legal Adviser in the engagement and management of service providers, including TFV implementing partners, contractors and consultants, as well as donor agreements with both public and private donors; and (iii) the assumption of the role as the Executive Director’s functional deputy, as a result of the abolishment of the P-5 Senior Programme Officer post in 2015.

754. Three Programme Managers (P-4, recurrent) are based in the Kampala (Uganda), Bunia (DRC) and Abidjan (Côte d’Ivoire) Field Offices. These posts reflect the greater responsibilities for the design and management oversight of the TFV programmes under both mandates, as a result of the devolution of programme-related decision-making to the Programme Managers, who report directly to the Executive Director.

755. One Finance Officer (P-3, recurrent) will provide strengthened financial oversight, reporting, (internal) control and compliance within the TFV and in relation to implementing partners, as well as the management and further development of the TFV’s SAP Grants Management system.

756. One Monitoring and Evaluation Officer (P-3, recurrent) plays a central role in programme coordination and reports to the Executive Director or the Legal Adviser/functional deputy as per delegation. The Monitoring and Evaluation Officer is

responsible for supervising all of the programme monitoring, evaluation and reporting, and coordinating the technical and administrative support and processes for the TFV programmes.

757. One Associate Programme Officer (P-2, recurrent, converted), to be based in The Hague. The Associate Programme Officer reports to the Monitoring and Evaluation Officer, and is responsible for providing support in the development, oversight and results reporting of TFV programmes under the reparations and assistance mandates in a given situation country. In this key post within the TFV Secretariat, the post holder has direct working relationships with the Programme Managers and the Associate Field Programme Officers based in field offices, as well as with the Associate Executive Officer in The Hague. The Associate Programme Officer will have a functional reporting line to the Finance Officer in matters related to programme administration, and will oversee the administrative support functions at the TFV Secretariat. The post supports the development of programmatic frameworks assessments (assistance mandate) and draft implementation plans (reparations mandate) to enable the TFV to respond to the harm suffered by victims of crimes under the Court's jurisdiction. Relevant outputs include preparatory research and the engagement of experts as required. The post further facilitates the efficiency, effectiveness and transparency of the TFV's programmatic interventions; comprehensive, timely and correct reporting on programme results; and adequate reporting on these results to external stakeholders.

758. Two Associate Field Programme Officers (P-2, recurrent, converted) are based in Bunia, DRC. The long-term requirement for these posts is evidenced by the commencement of a new five-year cycle of the assistance programme in the DRC from 2017 onwards, as well as by the complex implementation of reparations awards in *Lubanga* and *Katanga*, with the possibility of further reparations in *Ntaganda* on the horizon. The objectives of these posts are as follows: to provide support for daily operations and oversight with regard to projects within the TFV's programmes under both the reparations and assistance mandates to be effective, efficient and responsive to victims' rights and needs and to situational developments; to detect underperformance of implementing partners in a timely manner; and to participate in transparent procurement procedures to select implementing partners for TFV programmes. TFV implementing partners operate in accordance with their functions and service contracts, respectively, and in line with the TFV's PMP, including reporting on appropriate monitoring and evaluation activities and on financial control. Situational stakeholders understand, recognize and value the reparations and assistance programmes of the TFV within the framework of the Rome Statute, as well as within the situational context.

759. One Programme Assistant (GS-OL, recurrent) and one Administrative Assistant (GS-OL, recurrent) in The Hague. The new Administrative Assistant is needed to carry the significant workload of the TFV's expanding mandate-related programmes and its fundraising and visibility activities.

General Temporary Assistance

€502.5 thousand

760. One *Fundraising and Visibility Officer* (P-3, recurrent). 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 next to a growing number of States Party donors needs to build on the availability of in-house expertise. Both awareness-raising and resource development are interrelated core functions of the TFV and require dedicated capacity in external relations management. The recruitment process for this position has been aligned with the restructuring of the TFV.

761. One *Legal Officer*, (P-3, new). The Trust Fund's legal staff structure needs to be strengthened in the light of the major increases in legal work under the Trust Fund's reparations mandate arising from Court reparations proceedings, as well as in relation to several assistance mandate programmes. This position will provide legal advice regarding the development and implementation of both TFV mandates, including the preparation of legal filings to the Court, serving as one of the Trust Fund's liaisons with relevant Court officials in relation to legal matters, and representing the Trust Fund with external actors.

762. Two *Associate Field Programme Officers* (P-2, recurrent) based in Kampala and Abidjan. Three unfunded Associate Field Programme Officers (P-2) are in Bangui (recurrent), Nairobi (recurrent) and Bamako (new). Reference is made to the generic

description of tasks and responsibilities of these posts given above. In view of the fact that the activities related to these posts have not been fully confirmed at the time of submission of this report, the TFV has, for now, opted not to propose budget resources for the posts based in the Bangui, Nairobi and Bamako Field Offices.

763. One *Administrative Assistants (GS-OL, new)* in The Hague. The new Administrative Assistant is needed to carry the workload of the TFV's expanding programme-related and fundraising and visibility activities.

Non-staff resources **€665.2 thousand**

764. The requested amount has decreased by €6.1 thousand (2.4 per cent). Non-staff resources are required for travel, hospitality, contractual services, training, consultants, general operating expenses and supplies and materials.

Travel *€300.0 thousand*

765. The requested amount has decreased by 0.4 (0.1 per cent) and will be required mainly in relation to the TFV's programme activities (assistance and reparations mandates), visibility/fundraising and Board-related initiatives.

766. The requested amount will cover meetings and field trips of the TFV Board; meetings with donors and other external TFV stakeholders (Board members, Executive Director and other staff as needed); 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*

767. The requested amount remains unchanged and is required for engagement with third parties in the context of the TFV's external relations management.

Contractual services *€187.0 thousand*

768. The requested amount has decreased by €3.0 thousand (1.6 per cent). Contractual services will be needed for external printing in the field and at Headquarters (€42.0 thousand), SAP GM support, including business support services (€15.0 thousand), development of fundraising events and materials (€60.0 thousand), rental of premises in the field (€15.0 thousand), the External Auditor's fee (€5.0 thousand), TFV Board meeting costs (€20.0 thousand), and external English-French translation (€30.0 thousand).

Training *€32.2 thousand*

769. The requested amount has decreased by €2.7 thousand (7.7 per cent) and is required to cater for the training needs of staff in The Hague and in the field offices within the new TFV Secretariat structure.

Consultants *€120.0 thousand*

770. The requested amount remains unchanged. Consultants are needed to assist in technical and progress reporting/proposal writing (€25.0 thousand) and in the TFV's visibility and fundraising activities (€50.0 thousand), and to provide expert advice on reparations (€45.0 thousand).

General operating expenses *€20.0 thousand*

771. The requested amount remains unchanged and is required for rental facilities for meetings and workshops in Uganda, DRC, CAR, Kenya and Côte d'Ivoire and for communication materials and mailing costs.

Supplies and materials *€3.0 thousand*

772. The requested amount remains unchanged and is required for basic office supplies and other expendable office materials.

Table 51: Major Programme VI: Proposed budget for 2018

6100 Secretariat of the Trust Fund for Victims	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				884.1	558.6	63.2	1,442.6
General Service staff				130.1	1.1	0.8	131.2
<i>Subtotal staff</i>	<i>1,048.6</i>	-	<i>1,048.6</i>	<i>1,014.1</i>	<i>559.7</i>	<i>55.2</i>	<i>1,573.8</i>
General temporary assistance	153.1	-	153.1	479.1	23.5	4.9	502.5
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	13.3	-	13.3	-	-	-	-
<i>Subtotal other staff</i>	<i>166.4</i>	-	<i>166.4</i>	<i>479.1</i>	<i>23.5</i>	<i>4.9</i>	<i>502.5</i>
Travel	163.2	-	163.2	300.4	(0.4)	(0.1)	300.0
Hospitality	1.9	-	1.9	3.0	-	-	3.0
Contractual services	185.6	-	185.6	190.0	(3.0)	(1.6)	187.0
Training	7.1	-	7.1	34.9	(2.7)	(7.7)	32.2
Consultants	65.5	-	65.5	120.0	-	-	120.0
General operating expenses	-	-	-	20.0	-	-	20.0
Supplies and materials	0.7	-	0.7	3.0	-	-	3.0
Furniture and equipment	1.7	-	1.7	10.0	(10.0)	(100.0)	-
<i>Subtotal non-staff</i>	<i>425.7</i>	-	<i>425.7</i>	<i>681.3</i>	<i>(16.1)</i>	<i>(2.4)</i>	<i>665.2</i>
Total	1,640.7	-	1,640.7	2,174.5	567.0	26.1	2,741.5

Table 52: Major Programme VI: Proposed staffing for 2018

6100 Secretariat of the Trust Fund for Victims											Total P-staff			Total GS-staff	Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	P-1 and above	GS-PL	GS-OL			
<i>Established Posts</i>															
Approved 2017	-	-	-	1	-	4	2	-	-	7	-	2	2	9	
New	-	-	-	-	-	-	-	4	-	4	-	-	-	4	
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Proposed 2018	-	-	-	1	-	4	2	4	-	11	-	2	2	13	
<i>GTA Posts (FTE)</i>															
Approved 2017	-	-	-	-	-	-	0.75	3.08	-	3.83	-	-	-	3.83	
Continued	-	-	-	-	-	-	1.00	8.00	-	9.00	-	-	-	9.00	
New	-	-	-	-	-	-	0.75	1.00	-	1.75	-	1.00	1.00	2.75	
Converted	-	-	-	-	-	-	-	(4.00)	-	(4.00)	-	-	-	(4.00)	
Proposed 2018	-	-	-	-	-	-	1.75	5.00	-	6.75	-	1.00	1.00	7.75	

G. Major Programme VII-2: Permanent Premises Project – Host State Loan

Introduction

773. In 2008, the Assembly of States Parties (“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.⁶⁰

774. In response to requests from the Committee on Budget and Finance (“the Committee”) and the Assembly,⁶¹ in its approved budget for 2011, the International Criminal Court (“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.

775. The financial implications of Major Programme VII-2 are applicable only to those States Parties that did not opt for a one-time payment or did not fully complete their one-time payments.⁶²

776. The loan agreement signed between the host State and the Court stipulates that the interest due from the Court to the host 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).⁶³

777. The impact over the coming years is shown in greater detail below.

Table 53: Interest and loan repayment impact over the coming years (in euros)

	2016	2017	2018	2019	2020
Interest only					
Interest payment	2,185,717	1,191,050 ^(*)		-	-
Loan repayment					
Capital and interest	-	1,796,256 ^(**)	3,585,127	3,585,127	3,585,127
Total payments	2,185,717	2,987,306	3,585,127	3,585,127	3,585,127

^(*) Interest accrued from 1 January to 30 June 2016 based on the loan expiry date of 30 June 2016.

^(**) Repayment of loan starting on 1 July 2016. Half-year repayment corresponding to the period from 1 July to 31 December 2016, and full-year repayment thereafter.

778. Repayment of the loan started after surrender of the interim premises leases on 30 June 2016. Repayment of capital and interest for the period from 1 January to 31 December 2017 will be payable on or before 1 February 2018.

⁶⁰ *Official Records ... Seventh session ... 2008* (ICC-ASP/7/20), vol. I, part III, ICC-ASP/7/Res.1, para. 2 and annex II.

⁶¹ *Official Records ... Ninth session ... 2010* (ICC/ASP/9/20), vol. II, part A, section G.

⁶² *Official Records ... Seventh session ... 2008* (ICC-ASP/7/20), vol. I, part III, ICC-ASP/7/Res.1, annex III.

⁶³ Loan agreement between the State of the Netherlands (Ministry of Foreign Affairs) and the International Criminal Court, dated 23 March 2009, para. 6.1.

Table 54: Programme 7200: Proposed budget for 2018

7200 Host State Loan	<i>2016 Expenditures (thousands of euro)</i>			<i>2017</i> <i>Approved</i> <i>Budget</i>	<i>Resource changes</i>		<i>Proposed</i> <i>2018 Budget</i> <i>(thousands of euro)</i>
	<i>Total</i>	<i>Cont. Fund</i>	<i>Total incl. CF</i>		<i>Amount</i>	<i>%</i>	
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	2,185.7	-	2,185.7	2,987.3	597.9	20.0	3,585.2
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	2,185.7	-	2,185.7	2,987.3	597.9	20.0	3,585.2
Total	2,185.7	-	2,185.7	2,987.3	597.9	20.0	3,585.2

H. Major Programme VII-5: Independent Oversight Mechanism

Introduction

779. Major Programme VII-5, the Independent Oversight Mechanism (IOM), was established by the Assembly of States Parties (“the Assembly”) at its eighth session⁶⁴ in accordance with article 112(4) of the Rome Statute, to provide independent, effective and meaningful oversight of the International Criminal Court (“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.6.⁶⁵ The IOM undertakes evaluation and inspection work at the direct request of the Assembly or of the Heads of Organ of the Court, and conducts investigations at its own discretion into received reports of misconduct or breaches of the Court’s rules and regulations, including the Rules of Procedure and Evidence.

Budget resources €554.5 thousand

780. The requested amount has increased by €9.7 thousand (7.7 per cent) due to full costing of the staffing complement.

781. In support of shared oversight objectives, the IOM plans to assist the Human Resources Section (HRS) of the Registry in developing a Court-wide ethics and values strategy and undertaking a Court-wide ethics and values survey during 2018, generating an estimated efficiency saving of €50,000.

Staff resources €485.4 thousand

782. The requested amount has increased by €8.7 thousand (8.7 per cent) due to revised staff cost assumptions. The IOM expects to be fully staffed throughout 2018. At its twelfth session, the Assembly approved the IOM’s permanent staffing complement of three Professional-grade posts and one General Service-grade post. The last of the vacant posts was filled during 2017. No changes to the staffing complement approved by the Assembly are proposed.

Established posts: Professional and General Service €485.4 thousand

783. The IOM comprises the Head of the IOM (P-5), one Senior Evaluation Specialist (P-4), one Associate Investigator (P-2) and one Administrative Assistant (GS-OL).

Non-staff resources €69.1 thousand

784. The requested amount has increased by €1.0 thousand (1.5 per cent). This amount is required for travel, training, consultants, general operating expenses and furniture and equipment, and reflects a small increase in travel and training costs.

Travel €10.6 thousand

785. The requested amount has increased by €0.6 thousand (6.0 per cent). The requested funds assume two field missions (directly supporting investigation-related or Assembly-instructed oversight activities), plus one support mission (providing guidance or assistance to a Head of Organ or non-Assembly managed activity).

Training €11.5 thousand

786. The requested amount has increased by €0.4 thousand (3.6 per cent) and is required for the IOM’s four staff members to participate in training to upgrade their substantive

⁶⁴ *Official Records ... Eighth session ... 2009* (ICC-ASP/8/20), vol. I, part II, ICC-ASP/8/Res.1.

⁶⁵ *Official Records ... Twelfth session ... 2014* (ICC-ASP/12/20), vol. I, part III, ICC-ASP/12/Res.6, para. 5.

skills, to ensure that they are conversant with international best practice in their areas of expertise, and to assist in maintaining their relevant professional qualifications. The requested amount is based upon taking full advantage of professional fee discounts, discounted or gratis training forums within the international community, and locally sourced training opportunities.

Consultants

€40.0 thousand

787. Consultant resources are required to provide support in cases where specific and additional expert skillsets are needed, and to provide local assistance if necessary at field office locations. The requested amount is unchanged but reflects considerable planned efficiency savings of some €50 thousand from Court budgets, as the IOM takes on additional Court-wide ethics and values responsibilities in 2018 at the request of the Court's Audit Committee. Planned work in this area in 2018 is aligned with subject-matter expertise within the IOM, thus enabling the IOM to reduce expected consultancy input in this field.

General operating expenses

€2.0 thousand

788. No change is anticipated in expenditure. The requested amount is required to purchase supplies and materials to support office activities. The efficient use of already available Court facilities continues to allow a significant cut in expected expenditure.

Furniture and equipment

€5.0 thousand

789. No change is anticipated in expenditure. The minimal requested amount is required for specialist oversight equipment procurement and maintenance.

Table 55: Major Programme VII-5: Proposed budget for 2018

7500 Independent Oversight Mechanisms	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				389.4	23.1	5.9	412.5
General Service staff				57.3	15.7	27.4	72.9
<i>Subtotal staff</i>	<i>178.4</i>	-	<i>178.4</i>	<i>446.7</i>	<i>38.7</i>	<i>8.7</i>	<i>485.4</i>
General temporary assistance	-	-	-	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Travel	3.1	-	3.1	10.0	0.6	6.0	10.6
Hospitality	-	-	-	-	-	-	-
Contractual services	-	-	-	-	-	-	-
Training	0.6	-	0.6	11.1	0.4	3.6	11.5
Consultants	-	-	-	40.0	-	-	40.0
General operating expenses	-	-	-	2.0	-	-	2.0
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	5.0	-	-	5.0
<i>Subtotal non-staff</i>	<i>3.7</i>	<i>-</i>	<i>3.7</i>	<i>68.1</i>	<i>1.0</i>	<i>1.5</i>	<i>69.1</i>
Total	182.1	-	182.1	514.8	39.7	7.7	554.5

Table 56: Major Programme VII-5: Proposed staffing for 2018

7500 Independent Oversight Mechanism											Total P-staff			Total staff	
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	P-1 and above	GS-PL	GS-OL	GS-staff		
<i>Established Posts</i>															
Approved 2017	-	-	-	-	1	1	-	1	-	-	3	-	1	1	4
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	1	1	-	1	-	-	3	-	1	1	4
<i>GTA Posts (FTE)</i>															
Approved 2017	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Continued	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

I. Major Programme VII-6: Office of Internal Audit

Introduction

790. The Office of Internal Audit (OIA) assists the International Criminal Court (“the Court”) in achieving 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 most effective structures, policies and processes are in place, and whether agreed procedures are being adhered to. The OIA also provides advisory services at the request of the management of the Court. The OIA reports to the Chair of the Audit Committee. In 2018, the OIA will:

- (a) prepare audit plans (general audit plan for 2019, draft audit plan for 2020, IT audit plan for 2019-2021) based on an analysis of the risks that may affect the achievement of Court’s objectives;
- (b) perform at least six audits;
- (c) review the status of implementation of recommendations in consultation with the operational managers of the Court, and report on progress made;
- (d) prepare various reports for the Audit Committee and attend its meetings;
- (e) provide advisory services when requested by Court managers; and
- (f) implement and update the quality assurance and improvement programme, including a review of OIA audit policies, tools and methodologies. In 2018, as part of this quality assurance and improvement program, the OIA will organize an external assessment of its activities. The external assessment, performed by an independent external expert, will review conformity of OIA activities to the International Standards for the Professional Practice of Internal Auditing.

Budget resources **€707.3 thousand**

791. The requested amount has increased by €13.1 thousand (1.9 per cent).

Staff resources **€653.1 thousand**

792. The OIA comprises four established posts and one GTA position (5.0 FTE). The OIA is not requesting additional established posts but requires that the current GTA position be continued and converted when possible into an established post.

Established posts: Professional and General Service *€531.5 thousand*

793. One Director (D-1) who is responsible for administrative management of the OIA, formulation of a risk-based audit plan, supervision of the audit work of auditors and maintenance of a quality assurance and improvement programme. The Director provides assurance to the three Heads of Organ on the effectiveness and efficiency of governance, risk management and internal controls.

794. One Senior Auditor (P-4) and one Internal Auditor (P-3), who perform audits, provide advisory services, review implementation of recommendations and carry out additional tasks at the request of the Director.

795. One Audit Assistant (G-6) who contributes to audit performance, provides support to the Director for management of the quality assurance and improvement programme and provides administrative support to the OIA (two-thirds of working time is dedicated to audit assistance).

General temporary assistance *€121.6 thousand*

796. One Auditor (Information Technology), 12 months. Continued. The OIA currently has one Auditor (Information Technology) (P-3), who is an expert in ICT and auditing. The incumbent prepares and updates the three-year audit plan for ICT activities and performs ICT audits. The ICT Auditor also follows up on the implementation of ICT audit recommendations and contributes to audits performed by the other auditors when these engagements include ICT-related activities.

797. ICT audit expertise is required for the OIA to properly address all risks involved in the organization of information systems. Information and Communication Technologies, including Information Security, are increasingly part of the operations of the Court, and the risks associated with them have to be covered through the audit work plan.

798. These skills are required not only to perform ICT audits but also to follow up on the implementation of the ICT audit recommendations issued. The other auditors on established posts cannot effectively follow up on the implementation of ICT audit recommendations on account of lack of technical knowledge in this field.

Non-staff resources

€54.2 thousand

799. The requested amount has increased by €19.3 thousand (55.2 per cent). This increase stems from the requirement for the OIA to organize a full external assessment of its activities at least once every five years. Non-staff resources are required for travel, training and consultants.

Travel

€10.2 thousand

800. The requested amount has decreased by €1.3 thousand (11.3 per cent). The resources are required to enable the OIA to perform audits in field offices according to its 2018 work plan.

Training

€24.0 thousand

801. The requested amount has increased by €0.6 thousand (2.6 per cent) to reflect the increase in training company prices.

802. It is a mandatory requirement for auditors to be regularly trained so as to maintain their professional competence. All five auditors of the OIA are certified in internal auditing, IT auditing or accounting. The Institute of Internal Auditors and the ISACA (Information Systems Audit and Control Association) require certified auditors to attend 40 hours (CPE) of training each year to keep their certifications active. Training courses must be specifically related to the work of auditors and to their skills and experience. Currently, the Court does not offer training courses in the fields of governance, risk management, compliance, general auditing, IT auditing, internal control management or other areas of interest to OIA auditors.

803. The cost of a course that provides 25 hours of CPE is around €4.0 thousand, depending on the location in Europe. The OIA has contemplated all of the options available for efficiently meeting the requirement of 40 hours of CPE. In-house training courses at the Court, conference attendance, on-line training and courses given only in the Netherlands were considered. There are, however, limitations to these alternatives, e.g. that the staff of the OIA, with the exception of one person, does not speak Dutch. Moreover, courses offered in English in the Netherlands deal with a limited range of topics that do not address the needs of experienced auditors.

Consultants

€20.0 thousand

804. According to the standards of the Institute of Internal Auditors (IIA) regarding the professional practice of internal auditors, the OIA must organize an external assessment of its activities at least once every five years. External assessment is a requirement of the internal audit quality assurance and improvement programme. It evaluates the conformity of OIA activities to the International Standards for the Professional Practice of Internal Auditing and the IIA Code of Ethics.

805. The assessment must be conducted by a qualified, independent outside assessor, e.g. a consultant with experience in this process and, if possible, knowledge of the professional environment of international organizations. Performance of the external assessment by an independent consultant enhances the transparency of the process.

806. The Audit Committee was given a presentation of the external assessment process by the Director of OIA during its meeting in March 2017, and has approved it. The external assessment should take place in 2018.

807. The expenditure planned for this external assessment is based on consultations with internal audit offices of similar size at other international organizations that have worked with consultants for their external assessments.

Table 57: Major Programme VII-6: Proposed budget for 2018

7600 Office Of Internal Audit	2016 Expenditures (thousands of euro)			2017 Approved Budget	Resource changes		Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF		Amount	%	
Professional staff				464.2	(5.6)	(1.2)	458.6
General Service staff				72.3	0.7	1.0	72.9
<i>Subtotal staff</i>	<i>522.1</i>	<i>-</i>	<i>522.1</i>	<i>536.5</i>	<i>(5.0)</i>	<i>(0.9)</i>	<i>531.5</i>
General temporary assistance	57.1	-	57.1	122.8	(1.2)	(1.0)	121.6
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>57.1</i>	<i>-</i>	<i>57.1</i>	<i>122.8</i>	<i>(1.2)</i>	<i>(1.0)</i>	<i>121.6</i>
Travel	12.3	-	12.3	11.5	(1.3)	(11.3)	10.2
Hospitality	-	-	-	-	-	-	-
Contractual services	-	-	-	-	-	-	-
Training	19.7	-	19.7	23.5	0.6	2.6	24.0
Consultants	-	-	-	-	20.0	-	20.0
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>32.0</i>	<i>-</i>	<i>32.0</i>	<i>34.9</i>	<i>19.3</i>	<i>55.2</i>	<i>54.2</i>
Total	611.2	-	611.2	694.2	13.1	1.9	707.3

Table 58: Major Programme VII-6: Proposed staffing for 2018

7600 Office of Internal Audit	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
<i>Established Posts</i>														
Approved 2017	-	-		1	-	1	1	-	-	3	-	1	1	4
New	-	-		-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-		-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-		-	-	-	-	-	-	-	-	-	-	-
Returned	-	-		-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	1	-	1	1	-	-	3	-	1	1	4
<i>GTA Posts (FTE)</i>														
Approved 2017	-	-		-	-	-	1.00	-	-	1.00	-	-	-	1.00
Continued	-	-		-	-	-	1.00	-	-	1.00	-	-	-	1.00
New	-	-		-	-	-	-	-	-	-	-	-	-	-
Converted	-	-		-	-	-	-	-	-	-	-	-	-	-
Proposed 2018	-	-	-	-	-	-	1.00	-	-	1.00	-	-	-	1.00

Annexes

Annex I

Draft Resolution of the Assembly of States Parties on the proposed programme budget for 2018, the Working Capital Fund for 2018, the scale of assessment for the apportionment of expenses of the International Criminal Court, financing appropriations for 2018 and the Contingency Fund

The Assembly of States Parties,

Having considered the 2018 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-eighth and twenty-ninth sessions,

A. Programme budget for 2018

1. *Approves* appropriations totalling €151,475,700 in the appropriation sections described in the following table:

<i>Appropriation section</i>	<i>Thousands of euros</i>
Major Programme I Judiciary	13,321.6
Major Programme II Office of the Prosecutor	47,169.8
Major Programme III Registry	79,179.1
Major Programme IV Secretariat of the Assembly of States Parties	2,718.2
Major Programme V Premises	1,498.5
Major Programme VI Secretariat of the Trust Fund for Victims	2,741.5
Major Programme VII-5 Independent Oversight Mechanism	554.5
Major Programme VII-6 Office of Internal Audit	707.3
<i>Subtotal</i>	<i>147,890.5</i>
Major Programme VII-2 Host State Loan	3,585.2
Total	151,475.7

2. *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 Host State Loan amounting to €3,585,200;

3. *Further notes* that these contributions will bring down the level of the 2018 programme budget appropriations that need to be assessed for contributions by States Parties from €151,475,700 to €147,890,500 and that this amount will be assessed following the principles described in section E;

4. *Further approves* the following staffing tables for each of the above appropriation sections:

	<i>Judiciary</i>	<i>Office of the Prosecutor</i>	<i>Registry</i>	<i>Secretariat, Assembly of States Parties</i>	<i>Secretariat, Trust Fund for Victims</i>	<i>Independent Oversight Mechanism</i>	<i>Office of Internal Audit</i>	<i>Total</i>
USG	-	1	-	-	-	-	-	1
ASG	-	1	1	-	-	-	-	2
D-2	-	-	-	-	-	-	-	-
D-1	-	3	3	1	1	-	1	9
P-5	4	20	22	1	-	1	-	48
P-4	4	37	43	1	4	1	1	91
P-3	20	80	84	1	2	-	1	188
P-2	12	85	90	1	4	1	-	193
P-1	-	29	5	-	-	-	-	34
<i>Subtotal</i>	<i>40</i>	<i>256</i>	<i>248</i>	<i>5</i>	<i>11</i>	<i>3</i>	<i>3</i>	<i>566</i>
GS-PL	1	1	16	2	-	-	-	20
GS-OL	12	79	310	3	2	1	1	408
<i>Subtotal</i>	<i>13</i>	<i>80</i>	<i>326</i>	<i>5</i>	<i>2</i>	<i>1</i>	<i>1</i>	<i>428</i>
Total	53	336	574	10	13	4	4	994

B. Working Capital Fund for 2018

The Assembly of States Parties,

1. *Resolves* that the Working Capital Fund for 2018 shall be maintained in the amount of €1,600,000, 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.

2. *Reiterates* its decision that the Court may continue to use the surplus funds and outstanding contributions to reach the established level of the Working Capital Fund

C. Establishment of a credit line

The Assembly of States Parties,

1. *Recalls* the decision on establishment of a credit line stipulated in resolution ICC-ASP/15/Res.1;

2. *Notes* the recommendation of the Committee on Budget and Finance that the Court should be able to apply to banks for seasonal credit;¹

3. *Reiterates* its decision that the Court establish a seasonal credit line, as a last resort and in amounts strictly necessary, for the period of December 2017 to February 2018 to cover liquidity shortfalls, after the full utilization of the Working Capital Fund and temporary, exceptional utilization of the Contingency Fund, and further *decides* that any related fees shall be absorbed by the Court, taking all possible steps to minimize the cost of a credit line; and

¹ *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Fifteenth session, The Hague, 16-24 November 2016 (ICC-ASP/15/20), vol. II, part B.2, para. 151.*

4. *Requests* all States Parties to make timely payments of assessed contributions and *requests* the Court and States Parties to make serious efforts and take necessary steps to reduce the level of arrears and outstanding contributions as far as possible to avoid liquidity issues for the Court.

D. Contingency Fund

The Assembly of States Parties,

1. *Recalls* 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;
2. *Takes note* of the advice of the Committee in the reports on the work of its eleventh, thirteenth, nineteenth and twenty-first sessions;
3. *Notes* that the current level of the Contingency Fund is €5.8 million;
4. *Decides* to maintain the Contingency Fund at the notional level of €7.0 million for 2018;
5. *Requests* the Bureau to keep the €7.0 million threshold under review in the light of further experience with regard to the functioning of the Contingency Fund.

E. Scale of assessment for the apportionment of expenses of the Court

The Assembly of States Parties,

1. *Decides* that, for 2018, 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;² 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.

F. Financing of appropriations for 2018

The Assembly of States Parties,

1. *Notes* that the payments corresponding to Major Programme VII-2 Host State Loan will reduce the level of the budget appropriations to be assessed for contributions by States Parties to €147,890,500; and
2. *Resolves* that, for 2018, assessed contributions for the budget amounting to €147,890,500, approved by the Assembly under section A, paragraph 1 of the present resolution, will be financed in accordance with regulations 5.1 and 5.2 of the Financial Regulations and Rules of the Court.

G. Transfer of funds between major programmes under the 2017 approved programme budget

The Assembly of States Parties,

1. *Recognizing* that under Financial Regulation 4.8 no transfer between appropriation sections may be made without authorization by the Assembly,
2. *Decides* that, in line with established practice, the Court may transfer funds between major programmes at the conclusion of 2017 should costs for activities which were unforeseen or could not be accurately estimated be unable to be absorbed within one major programme, while a surplus exists in other major programmes, in order to ensure that

² Rome Statute of the International Criminal Court, article 117.

appropriations for each major programme are exhausted prior to accessing the Contingency Fund.

H. Salaries of the judges of the International Criminal Court

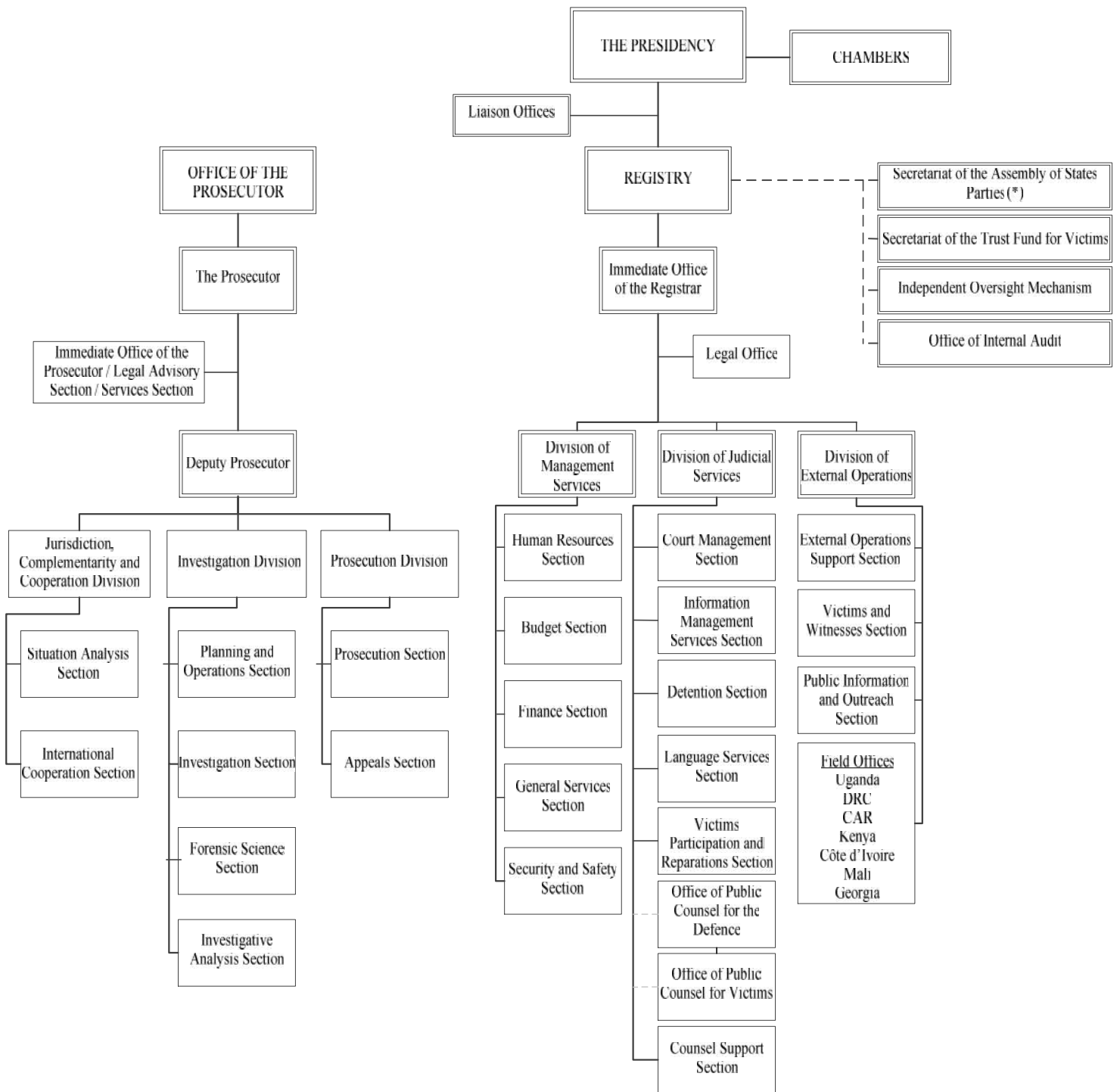
The Assembly of States Parties,

1. *Notes* the request by the Court for a revision of the judges' remuneration in implementation of resolution ICC-ASP/3/Res.3;³
2. *Further notes* the report of the Bureau on its consideration of the issue of revision of the judges' remuneration in implementation of resolution ICC-ASP/3/Res.3;
3. *Decides* [...].

³ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), vol. II, part A, para. 164.

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 2018 proposed programme budget

<i>Parameter</i>	<i>2018 Assumptions</i>	<i>Explanations</i>
1 Number of Court hearing days	400	Two courtrooms: CIV - 160 days; Uganda - 160 days; and DRC - 80 days for the completion of the Defence case.
2 Number of situations under investigation	10	CAR I, CAR II, CIV, DRC, Georgia, Kenya, Libya, Mali, Sudan, Uganda.
3 Number of active investigations	6	CAR II.a (Séléka); CAR II.b (anti-Balaka); CIV II; Georgia; Libya III; Mali.
4 Unsealed warrants of arrest pending execution	13	Libya I (1); Libya II (1); Darfur I, II & IV (4); ¹ Darfur III (1); CIV <i>Ibis</i> (1); DRC III & IV (1); Kenya Art. 70 (3); Uganda (1).
5 Number of preliminary examinations	10	Afghanistan, Burundi, Colombia, Comoros, Gabon, Guinea, Iraq/UK, Nigeria, Palestine, Ukraine.
6 Number of trial teams ² (Chambers)	5	Trial Chamber I (<i>Gbagbo and Blé Goudé</i>); Trial Chamber VI (<i>Ntaganda</i>); Trial Chamber IX (<i>Ongwen</i>); Trial Chamber II Reparations (<i>Lubanga</i>); Trial Chamber III Reparations (<i>Bemba</i>).
7 Number of trial teams (OTP)	3	DRC VI (<i>Ntaganda</i>); CIV I (<i>Gbagbo and Blé Goudé</i>); Uganda (<i>Ongwen</i>).
8 Number of Registry courtroom-support teams	2	Two full courtroom teams to ensure maximum use of courtroom capacity with minimum increases in required resources.
9 Number of languages supported in courtroom	7	English, French, Swahili (Congolese), Kinyarwanda, Acholi, Dioula, Lingala.
10 Number of case-related languages supported	22	English, French, Acholi, Arabic, Swahili (Congolese), Kinyarwanda, Lingala, Dioula, Bambara, Ateso, Alur, Sango, Zaghawa, Tamasheq, Georgian, Russian, Songhai, Lendu, Guéré, Lango, Ossetian, Fulfulde.
11 Number of languages supported for correspondence with States Parties	9	English, French, Arabic, Spanish, Dutch, German, Portuguese, Georgian, Russian.
12 Number of final appeals	7	<i>Bemba</i> main case; <i>Bemba et al.</i> ; <i>Ntaganda</i> (conceivable); potentially 4 reparations appeals.
13 Number of witnesses appearing for testimony	132	Average of 3 days per witness.
14 Expected maximum duration of stay per witness	14	8 preparation and/or familiarization days + 3 hearing days + 3 days (weekends/possible breaks) = 14 days average per witness.
15 Number of victims applying for participation/reparations	7,400	DRC VI (2,100); CAR II.a (1,200); CAR II.b (1,100); CIV II (3,000).
16 Number of witnesses and victims under protection	100	Witnesses/victims under VWS protection, which includes ICCPP, assisted moves assessment and other forms of protection.
17 Number of persons under protection	500	According to current numbers and assumptions, around 500 (100 witnesses/victims and 400 dependents) could be under the protection and care of the VWS in 2018.

¹ This is the joinder of Darfur 1 and Darfur 2 & 4.

² Trial teams are Chambers teams which may be assigned to handle preparations for upcoming trials, trial hearings, sentence hearings and reparations hearings.

<i>Parameter</i>	<i>2018</i>	
	<i>Assumptions</i>	<i>Explanations</i>
18 Number of suspects/accused appearing before the Court (<i>The term “accused” includes persons who have been acquitted or convicted at first instance and are awaiting a final judgment.</i>) ³	9	Bemba, Kilolo, Arido, Mangenda, Babala, Ntaganda, L. Gbagbo, Blé Goudé, Ongwen.
19 Number of suspects, accused or convicted persons in detention	6	Bemba (until August 2018 inclusive); Ntaganda; L. Gbagbo; Blé Goudé; Ongwen; Al Mahdi (1st semester 2018).
20 Number of cells required	6	Renting model is either 6 or 12 cells. For five detainees: one 6-cell model.
21 Number of defence teams financed by Legal Aid	12	Trial: <i>Ntaganda, L. Gbagbo, Blé Goudé, Ongwen</i> ; Appeals: <i>Bemba</i> (Art. 5, Art. 70), <i>Kilolo, Mangenda, Babala, Arido</i> ; Reparations: <i>Bemba</i> (Art. 5), <i>Lubanga, Katanga</i> .
22 Number of victims’ representatives financed by Legal Aid	5	<i>Lubanga, Katanga, Bemba, Al Mahdi, Ongwen</i> .
23 Number of field offices/presence	7	CAR (1); CIV (1); DRC (2); Georgia (1); Mali (1); and Uganda (1).

Annex IV

List of potential developments which could impact on the 2018 proposed programme budget

1. Procedural developments leading to delays in ongoing proceedings, including:
 - (a) Delays in proceedings due to unexpected evidentiary obstacles (example: (temporary) unavailability of witnesses);
 - (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; and
 - (c) Temporary abeyance of proceedings due to the unavailability of a judge or a party to the proceedings (or the latter’s senior representative) owing to, *inter alia*, disqualification, withdrawal, serious illness or death.
2. Developments currently unforeseeable, including:
 - (a) Arrest or surrender to the Court of persons sought under a warrant of arrest;
 - (b) The Prosecutor opening a *proprio motu* investigation in a new situation (after having sought and obtained leave to do so from the Pre-Trial Chamber);
 - (c) United Nations Security Council referral of a situation to the Court; and
 - (d) State Party referral.

³ This definition is used for the purposes of this document only. Persons appearing before the Court solely for reparations proceedings are outside the scope of this definition.

Annex V

Annex V (a)

List of strategic goals of the International Criminal Court (2013-2018)

<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 standardized 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 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, non-governmental organizations 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 for the fulfilment of 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 orders for 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 non-governmental 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 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 among 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 and make 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 into all areas of the Office's work and to implement its policies on 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 commensurate with the demands placed on the Office so that it can perform its functions with the required quality, effectiveness and efficiency;
 - (b) *Strategic goal 6:* contribute to strengthening cooperation and promoting general support for the mandate and activities of the Office;
 - (c) *Strategic goal 7:* adapt the Office's protection strategies to new security challenges; and
 - (d) *Strategic goal 8:* ensure 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 crimes falling within the jurisdiction of the Court:
 - (e) *Strategic goal 9:* work with partners to develop a coordinated investigative and prosecutorial strategy to close the impunity gap.

Annex V(c)

Major Programme I - Judiciary

Expected results, performance indicators and targets 2018

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2018</i>
Objectives 1-3 (POs 1.1.1, 1.1.2 and 2.6.3)) Potential issues identified and effectively managed) 100%
1. Provide effective Presidency planning and support for the efficient management of judicial proceedings) Quality of preparation and support for Presidency and Judges' meetings) Fully satisfactory
) Efficient management of applications/filings before the Presidency) All decisions issued within agreed timeline
) Timeliness and quality of advice to the President and Vice-Presidents on administrative and managerial issues) Fully satisfactory
2. Conduct pre-trial, trial and appellate processes fairly and expeditiously, with full respect for the rights of the accused and due regard for the protection of victims and witnesses) Timelines between phases of proceedings shortened, without prejudice to the rights of the parties, participants and victims to fairness and protection, as the case may be) Measurable improvement in comparison with earlier cases
3. Advance 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) Continued harmonization of Judiciary practice) By end of 2018
4. Implement and operate in line with appropriate performance indicators for judicial processes and relevant judicial support) Continued collection of relevant data in key areas for performance indicator initiative concerning both Court-wide and Judiciary processes) 100%
) Use of performance indicators in Court-wide and Judiciary processes) Fully satisfactory
Objective 4 (POs 2.1.2 and 2.5.1)) Improvements in timeliness of judicial proceedings through implementation of "lessons learnt" changes) Measurable improvements
1. Effective resource management including identification and implementation of possible further efficiency measures		
2. Efficient use of Chambers staff resources through central management and flexible deployment to meet changing case workload needs) Effective central management of staff resources by P-5 Head of Chambers) 100%
Objective 5 (PO 2.4.1)) Organize induction of judges at the Court to introduce them to the Court's procedures, staff and facilities) Fully satisfactory
1. Support the arrival of incoming judges and corresponding departure of outgoing judges		
Objective 6 (PO 2.3.1)) Full MP1 compliance with the Court's performance appraisal system, including appropriate input from line managers and judges) 100%
1. Further improve management of staff performance		
Objective 7 (PO 3.1.1)) Number of HWG/SGG meetings attended by a Presidency/Court representative, as appropriate) Representation where appropriate
1. Transparent and effective communication and information exchange between Judiciary and Working Groups of the Assembly		

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2018</i>
) Provision of requested reports and information in a timely and transparent manner) 100%
Objective 8 (POs 3.1.1, 3.2.1, 3.2.2, 3.5.1, 3.5.2 and 3.6.2)) Number of high-level meetings held with States, international organizations and civil society by the President/Presidency) 100+ meetings
1. Strengthened trust, commitment and support among the Court's external stakeholders through information-sharing at meetings, conferences etc. regarding the Court's efforts and commitment to provide high quality justice in an expeditious manner.) Presidency participation in ASP, HWG, SGG and CBF meetings, diplomatic and NGO briefings etc.) Whenever required
2. Further accessions to/ratifications of the Rome Statute and the Agreement on Privileges and Immunities (APIC) and enhanced communication and cooperation of non-States Parties with the Court) Coordinate efforts with other stakeholders to draw attention to the importance of universality and the APIC and encourage States that have not ratified the Rome Statute and APIC to do so) 1 new accession to Rome Statute and 1 to APIC
3. Conclusion of further sentence enforcement agreements with States) Sentence enforcement agreements concluded) 1
4. New York Liaison Office: 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) Transmit and pursue all requests by the Court for cooperation with relevant interlocutors at the UN until completion of requests) 100%
) Organize/provide briefings for States and other stakeholders in New York) 3-5
) Provide support to visiting Court officials) All visits
) Monitor and participate in relevant UN meetings, follow up issues bilaterally and provide regular reports for the Court) Biweekly and ad hoc reports as needed
) Provide input for UN reports and resolutions on Court-related subjects and provide support to the facilitator of the annual ICC Resolution in the UN General Assembly) 5-8 reports/resolutions
) Participate and present at seminars and workshops on Court-related subjects) 5 seminars/ workshops
) NY Liaison Office to provide logistical support to the Assembly, the Bureau and the New York Working Group and represent the Court at meetings of the Bureau and the New York Working Group) 10-15 meetings

Annex V (d)

Major Programme II – Office of the Prosecutor

A. Sub-Programme 2110: Expected results, performance indicators and targets 2018

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2018</i>
Judicial and Prosecutorial 1.2 OTP Strategic Goal 1 Conduct impartial, independent, high-quality preliminary examinations, investigations and prosecutions	<ul style="list-style-type: none">) Contributions to legal research and advice to the Office as required) Increased understanding and public awareness of the activities of the Office through the provision of public information 	Performance Indicator 7: productivity of the Office <ul style="list-style-type: none">) Milestones: planned versus actual ExCom frequency and decisions	Provide legal research and advice as requested and in accordance with expressed needs Conduct interviews and prepare opinion pieces, press releases, statements, etc.
Judicial and Prosecutorial 1.2 OTP Strategic Goal 2 Continue to integrate a gender perspective into all areas of the Office's work and to implement its policies on sexual and gender-based crimes (SGBC) and crimes against children	<ul style="list-style-type: none">) Addressing SGBC more effectively) Addressing crimes involving children more effectively and adopting a child-sensitive approach) Increased public awareness of SGBC and crimes involving children through the provision of public information 	Performance Indicator 4: compliance with key Office policies and standards <ul style="list-style-type: none">) Milestones: implemented versus planned 	SGBC Implementation Plan finalized for implementation by teams Policy on Children adopted Draft Implementation Plan for Policy on Children
Judicial and Prosecutorial 1.2 OTP Strategic Goal 3 Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions		Performance Indicator 7: productivity of the Office <ul style="list-style-type: none">) Milestones: planned versus actual 	Provide legal research and advice as requested <ul style="list-style-type: none">) Introduce automated quality and target monitoring reports for core and strategic activities: 95% of planned reports implemented
Cooperation and Support 3.2, 3.3 OTP Strategic Goal 6 Contribute to strengthening cooperation and promoting general support for the mandate and activities of the Office	<ul style="list-style-type: none">) To support OTP missions, conduct interviews and prepare opinion pieces, press releases, statements, etc.) Further development of academic network, including through the organization of Guest Lectures) Contribution to the provision of public information and external representation of the Office) Further development and management of the Legal Tools Project 	Performance Indicator 5: quality of interaction with the Office <ul style="list-style-type: none">) Milestones: planned versus actual 	Explain, raise awareness and build support and cooperation for the activities of the Office through missions undertaken by the Prosecutor and the provision of public information Communication to stakeholders implemented as planned
Managerial Objectives 2.1, 2.2, 2.3 and 2.4 OTP Strategic Goal 8 Ensure professional, transparent, accountable and efficient management of the Office	<ul style="list-style-type: none">) Provision of legal advice and drafting on individual administrative matters) Development of the Office's 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 	Performance Indicator 14: impact of improvement projects on effectiveness, operational and management excellence Provision of legal advice and drafting on individual administrative matters Development of the Office's internal regulatory framework Contribution to development of the	Minimize litigation and ensure satisfactory outcomes whenever litigation is inevitable Operations Manual reviewed and updates prepared as and when needed Timely contributions provided Satisfactory representation of Office views and interests Implementation plan for Sexual and Gender-Based Crimes policy adopted

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2018</i>
	to monitor compliance	Court's internal regulatory framework	Policy on Crimes against Children adopted
) In liaison with HR, delivery of the annual OTP training plan for staff	Development of strategic policies for the Office	Project implemented, electronic system operational, and Lessons Learnt incorporated into general Office practice
) Liaison with HRS; finalizing policies with respect to teleworking and other policies relating to staff	Implementation of the Lessons Learnt Project	Framework for OTP Assurance system defined and being implemented
) Improved gender and nationality balance in the OTP workforce		
) Key working climate issues within OTP's control addressed		
) Office's core values project finalized and implemented		
) OTP internal structure reviewed in order to increase its effectiveness and efficiency and ensure enhanced quality assurance		
Managerial Objectives 2.1, 2.4 and 2.6	* Maximize efficient budget implementation rate	Performance Indicator 7: productivity of the Office) 95% < budget impl. rate < 100%
OTP Strategic Goal 8	* Maximize efficient Contingency Fund (CF) implementation rate	Performance Indicator 8: staff development) CF impl. rate > 70%
Ensure professional, transparent, accountable and efficient management of the Office	* Maintain effective reconciliations process (percentage and time)	Performance Indicator 12: financial planning, performance and compliance) Processing of Miscellaneous Obligor Documents (certification and posting of expenditures): operational expenditure reports; delayed settlement due to errors < 5%
	* Update procedures/processes) Milestones: planned versus actual) Certification of expenditures under travel claim reports: delayed travel claim settlements due to incomplete information or missing certification of expenditure < 5%
	* Timely and efficient provision of services to the OTP (variance compared to expected time and effort foreseen in the agreed processes and procedures)) Completed analysis of the Office's procedures, workflows and processes with the assistance of OIA and the Information Management Coordinator
	* Timely completion of performance appraisal cycles) Complete review of organization of Units to ensure structures are capable of providing services to the OTP in a timely and efficient manner (minimize variances: < 5%)
	* Update programme risk register) Deploy e-learning courses for delivery of internal training: 95% of planned work completed
) Develop specifications (project in coordination with Registry and Chambers) to implement/configure SAP tools for proper accounting of cost per case
) Develop electronic questionnaire to assess client satisfaction and identify

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2018</i>
			<p>areas for process improvement</p> <p>) 100% of performance appraisal forms (PAFs) completed on time</p> <p>) Conduct two risk assessment exercises to update the programme risk register developed in 2017</p>
<p>Managerial Objective 2.3</p> <p>OTP Strategic Goal 3</p> <p>Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions</p>	<p>* Provide effective and timely support for evidence registration</p> <p>* Provide effective and timely support for disclosure</p> <p>* Provide effective and timely guidance for information management projects across the Office</p> <p>* Provide effective and timely guidance for data management across the Office</p> <p>* Provide timely and accurate:</p> <p>) transcription of audio and video material in working, situation-related and cooperation languages as requested by OTP clients</p> <p>) translation of OTP evidence and core Office documentation in working, situation-related and cooperation languages as requested by OTP clients</p> <p>) interpretation of witness and insider interviews in working, situation-related and cooperation languages as requested by OTP clients</p> <p>) support activities such as production of summaries, redaction, language identification, document editing and audio and video subtitling for the Office</p> <p>* Advice and support for projects within the Office requiring language expertise</p>	<p>Performance Indicator 7: productivity of the Office</p> <p>Performance Indicator 14: impact of improvement projects on effectiveness, operational and management excellence</p> <p>) Milestones: planned versus actual</p>	<p>) 95% or more of evidence registered within two days (non-electronic) or three days (electronic)</p> <p>) Disclosure errors < 3%</p> <p>) Upgrade the procedures in the affected units following the replacement of obsolete equipment and quantify efficiencies achieved and achievable</p> <p>) Implement updates to OTP evidence review practices and systems, towards better utilization of developments and faster, higher-quality document review: 100% implementation of new systems</p> <p>) Language support provided as per agreed schedule 98% of time</p> <p>) Conduct lessons-learned and after-action review exercises following defined OTP Milestone events. 95% milestone events reviewed for lessons</p>
<p>Managerial Objectives 2.3 and 2.6</p> <p>OTP Strategic Goal 5</p> <p>Achieve a basic size commensurate with the demands placed on the Office so that it can perform its functions with the required quality, effectiveness and efficiency</p>	<p>* In the provision of interpretation, transcription and translation services, manage the entire recruitment, resourcing, planning, monitoring and production chain by building and maintaining effective relationships with outsourcing individuals and companies and effective deployment processes mindful of, among other things, security- and vetting-related matters, monitoring performance and workload, and properly training internal and external language personnel</p>	<p>Performance Indicator 7: productivity of the Office</p>	<p>) In cooperation with Procurement, build an updated Vendors' List with internationally accredited language services providers</p> <p>) In cooperation with LSS, build a roster of candidates for interpretation, transcription and translation services</p> <p>) Investment in training: implement resources supporting learning on demand via standardized tools, processes and procedures</p>

B. Programme 2200: Expected results, performance indicators and targets 2018

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2018</i>
Judicial and Prosecutorial Objective 1.2 OTP Strategic Goal 1 Conduct impartial, independent, high-quality preliminary examinations, investigations and prosecutions	Conduct 9 preliminary examinations	Performance Indicator 7: productivity of the Office) Closure ratio (number completed vs. newly-opened preliminary examinations)	Number of preliminary examinations: 9
Judicial and Prosecutorial Objectives 1.2, 1.3 OTP Strategic Goal 3 Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions	<i>Preliminary examinations</i> <i>Cooperation</i>) Define and conduct internal cooperation training programmes and experience-sharing exercises) Ensure coordination and rolling assessment of the quality of internal cooperation and the selected improvement projects implemented	Performance Indicator 7: productivity of the Office) Milestones: planned versus actual) Impact of improvement projects on effectiveness and operational and management excellence) Rate of successful Art.15 applications) Processing rate of Art.15 communications (including responses to senders)) Compliance with transparency commitment (preliminary examination reports and other public reports in support of key decisions)	<i>Preliminary examinations</i> Timely processing of Art.15 communications and submission of at least one report to ExCom for approval of recommendation with regard to all pending Phase 1 reports Publication of one OTP report on preliminary examination activities prior to Assembly session and other public reports in support of key decisions <i>Cooperation</i> 90% of relevant staff trained 75% of the training programme conducted Improvement projects defined and assessment mechanism in place with regular ongoing quality review
Cooperation and Support Objectives 3.2, 3.3, 3.4, 3.6 OTP Strategic Goal 6 Contribute to strengthening cooperation and promoting general support for the mandate and activities of the Office) Annual cooperation and external relations strategic objective defined and implemented) Cooperation plans for critical support to investigations drafted and implemented as planned) Expansion of network of operational focal points for three partners) Ensure relative stability or improvement of response rate to requests for assistance (RFAs), bearing in mind the relative variety/sensitivity of the requests and the weight of external factors beyond OTP control) Ensure quality of judicial assistance requests to States and international organizations to enable effective investigations and prosecutions) Make available relevant cooperation lines to ensure that the range of judicial assistance measures requested is in line with the diversity of evidence types) Ensure proper communication to stakeholders implemented as planned	Performance Indicator 7: productivity of the Office) Milestones: planned versus actual	Annual cooperation and external relations plan drafted, circulated and approved, and steps defined for the relevant period implemented 100% of cooperation plans drafted and implementation ongoing with the steps planned for the reference period implemented Network expanded to more than 3 partners More than 75% of RFAs responded to About 95% of requests drafted, reviewed and quality-controlled Support for diverse types of assistance requests implemented Communication to stakeholders implemented as planned

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2018</i>
Cooperation and Support Objectives 3.2, 3.3, 3.4, 3.6 OTP Strategic Goal 9 Work with partners to develop a coordinated investigative and prosecutorial strategy to close the impunity gap) Take Strategic Goal 9 into account as appropriate in cooperation plans supporting the Office's investigations) 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 and NGOs)) Together with other divisions, contribute to implementing further consultations on the content, conditions and implications of a coordinated investigative and prosecutorial strategy; assess findings and identify the Office's contribution) Provide answers to incoming requests for assistance	Performance Indicator 14.1: evaluation of improvement projects) Milestones: planned versus actual	Implemented as appropriate in all investigations General strategy developed and consultation sessions implemented Responses sent (positive or negative) to requests

C. Programme 2300 : Expected results, performance indicators and targets 2018

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2018</i>
Judicial and Prosecutorial Objective 1.2 OTP Strategic Goal 1 Conduct impartial, independent, high - quality preliminary examinations, investigations and prosecutions	Conduct 6 investigations, provide investigative support to 3 trials and continue 8 investigations pending an arrest	Performance Indicator 7: productivity of the Office) Milestones: planned versus actual	Number of investigative activities: 6 + 3 + 8 80% or more of the investigative steps within Investigation Division control on track
Judicial and Prosecutorial Objective 1.2, 1.3 OTP Strategic Goal 2 Continue to integrate a gender perspective into all areas of the Office's work and to implement its policies on sexual and gender-based crimes (SGBC) and crimes against children	(Investigative) policy in relation to sexual and gender-based crimes and crimes against children implemented in all active investigations Roll-out of the Policy on Children	Performance Indicator 4: compliance with key Office policies and standards) Milestones: implemented versus planned	80% or more of measures provided in policies implemented across all active investigations
Judicial and Prosecutorial Objective 1.2 OTP Strategic Goal 3 Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions	Training program implemented as planned	Performance Indicator 8: staff performance and development) Milestones: planned versus actual	80% or more of relevant staff trained
Managerial Objective 2.5 OTP Strategic Goal 4 Further adapt the Office's investigative and prosecutorial capabilities and network to the complex and evolving scientific and technological environment	Scientific and technological projects to increase the ability of the OTP to securely and efficiently perform its investigations implemented as planned (e.g. automated searches, internet archive)	Performance Indicator 14.1: evaluation of improvement projects) Milestones: planned versus actual	80% or more implemented as planned
Managerial Objective 2.8 OTP Strategic Goal 7 Adapt the Office's protection strategies to new security challenges	All foreseeable risks properly managed Yearly strategic security risk assessment and strategy update for staff, witness and information security performed as planned	Performance Indicator 4.1 – Individual Risk Assessment (IRA) updates and checks	All critical protection measures required to manage the foreseeable risks implemented as planned All main recommendations

	Project to improve information security with Registry implemented as planned		approved by ExCom
Managerial Objectives 2.1, 2.2, 2.3 and 2.4 OTP Strategic Goal 8 Ensure professional, accountable, transparent and efficient management of the Office	Efficiency gains through process review identified and achieved	Performance Indicator 6: yearly efficiency gains J Total efficiency gains vs. total Investigation Division budget	Maintain efficiency gains achieved in 2017 and identify new areas for improvement
Cooperation and Support Objective 3.3 OTP Strategic Goal 9 Work with partners to develop a coordinated investigative and prosecutorial strategy to close the impunity gap	Priority projects implemented as planned (e.g. increased exchange of information with the War Crimes Unit (WCU); increase in the number of coordinated activities with relevant jurisdictions)	Performance Indicator 14.1: evaluation of improvement projects J Milestones: planned versus actual	80% or more

D. Programme 2400: Expected results, performance indicators and targets 2018

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2018</i>
Judicial and Prosecutorial Objective 1.3 OTP Strategic Goal 1 Conduct impartial, independent, high-quality preliminary examinations, investigations and prosecutions	Be ready to litigate three trials (actual number depending on the availability of courtrooms and judges) and two final appeals, and to conduct pre-trial activities in six investigations	Performance Indicator 1: prosecutorial results in terms of perpetrators Performance Indicator 2: prosecutorial results in terms of charges Performance Indicator 7: productivity of the Office	Activities: 3 trials, 2 final appeals and pre-trial support in 6 investigations; participate in 4 reparations proceedings as appropriate
Judicial and Prosecutorial Objectives 1.2, 1.3 OTP Strategic Goal 2 Continue to integrate a gender perspective into all areas of the Court's work and to implement its policies on sexual and gender-based crimes (SGBC) and crimes against children	Integrate SGBC and crimes against children charges into the prosecution of cases, wherever applicable, implementing the guidelines contained in the relevant OTP policies	Performance Indicator 1: prosecutorial results in terms of perpetrators Performance Indicator 2: prosecutorial results in terms of charges Performance Indicator 3: quality of mandated activities Performance Indicator 4: compliance with key Office policies and standards	80% or more of the measures provided in the policies implemented across all prosecutorial activities
Judicial and Prosecutorial Objective 1.3 OTP Strategic Goal 3 Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions	J Maintain or improve success rate of confirmation of charges J Maintain or improve success rate of acceptance of submissions J Have independent reviews performed for each case J Have evidence reviews performed for each case	Performance Indicator 1: prosecutorial results in terms of perpetrators Performance Indicator 2: prosecutorial results in terms of charges Performance Indicator 4: compliance with key Office policies and standards J Milestones: planned versus actual	J Charges confirmed vs. charges issued/granted/convicted 80% J Submissions accepted and requests granted vs. number of requests > 80% J 100% of evidence reviewed J 100% of cases reviewed by independent panel J Implement 80% of the training programme, including the fortnightly Prosecution Division legal lectures J Improvement projects in priority areas: internal processes, management capabilities, technology and disclosure J Contribute to progress in ensuring expeditious proceedings where possible J Continue to develop competencies on legal, oral and written advocacy through training

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2018</i>
Managerial Objective 2.5 OTP Strategic Goal 4 Further adapt the Office's investigative and prosecutorial capabilities and network to the complex and evolving scientific and technological environment) Revise training programme for prosecutors defined in annual Training Plan, including additional advocacy skills training sessions and training on the use of new technologies in the courtroom) Implement selected improvement projects related to priority areas: internal processes, management capabilities, case design, case review process, technology and key skills	Performance Indicator 14.1: evaluation of improvement projects Performance Indicator 8.2: implementation of annual training plan/ number of training days per staff member per year) 80% or more of training programme implemented as planned) Conduct training on new tools and strengthen the Division's capabilities in existing tools (such as Trial Director and Ringtail)
Managerial Objectives 2.1, 2.2, 2.3 and 2.4 OTP Strategic Goal 8 Ensure professional, accountable, transparent and efficient management of the Office	Priority areas for efficiency gains identified; potential gains identified; contribution to office-wide efficiency improvement initiatives	Performance Indicator 6: yearly efficiency gains) Total potential efficiency gains vs. total Prosecution Division budget) Priority areas and potential for efficiency gains identified; potential gains identified) Contribute to office- and court-wide efficiency improvement initiatives) Continuously improve the level of management in the Division) Continue the risk management process) Actively contribute to the further development of performance indicators) Contribute to the Lessons Learnt programme) Develop and implement actions to improve the working climate in the Division) Actively contribute to the review of information management and structure within the Office) Improve internal communications with the implementation of a SharePoint site and regular dissemination of information

Annex V (e)

Major Programme III – Registry

A. Office of the Registrar

- 2.1.2 Manage resources effectively; identify and implement any further efficiency measures.
- 2.4.1 Further improve the management of staff performance.
- 2.6.3 Improve performance measurement and evaluation, including through performance indicators.
- 3.1.1 Further improve the effectiveness and efficiency of dialogue between the Court and the Assembly and its subsidiary bodies.

OTR: Expected results, performance indicators and targets 2018

<i>Expected results</i>	<i>Performance indicators</i>	<i>Targets (2018)</i>
Priority Objective 2.1.2		
) Finalization of the new Court-wide and organ-specific Registry Strategic Plan) Development of the Registry Strategic Plan) Registry Strategic Plan adopted
) Implementation of Organizational Development (OD) plans across identified Registry Sections) OD plan implementation rate) 95% or higher OD plan implementation rate
Priority Objective 2.3.1		
) Improved Court-wide human resources performance management system) Performance management compliance rate) 100% compliance rate Registry-wide
Priority Objective 2.6.3		
) Integrated work planning with clear links to the Strategic Plan of the Court and to the Registry) % of Registry Sections monitoring and measuring performance according to the Strategic Plan) 100%
Priority Objective 3.1.1		
) Efficient dialogue between the Court and the Assembly and its subsidiary bodies) Satisfaction of relevant actors/bodies) NA

B. Division of Management Services (DMS)

- 2.3.1 Further improve the management of staff performance.
- 2.3.2 Further improve gender balance and geographical representation across different levels of the Court's structure.
- 2.4.1 Improve working environments.
- 2.4.2 Develop a strategic approach to staff development (including staff mobility).
- 2.5.3 Improve efficiency through technological developments.
- 2.6.1 Improve and streamline the budget process, including further dialogue with States Parties on the budget process and document.
- 2.6.2 Fully implement the Court's risk management framework.
- 2.7.1 Make best use of the new premises to provide for the business needs of the Court. Maximize design flexibility to allow for expansion and/or temporary modification with minimum disruption and cost.
- 2.8.3 Apply a risk management process to security and safety risks.

DMS: Expected results, performance indicators and targets 2018

<i>Expected results</i>	<i>Performance indicators</i>	<i>Targets (2018)</i>
Priority Objective 2.3.1		
) Improved Court-wide human resources performance management) Performance management compliance rate) More than 95% compliance Court-wide
Priority Objective 2.3.2		
) Increased representation of women in recruitment through gender-neutral vacancy announcements and increased inclusion in selection rounds) Gender balance across all established posts, excluding elected officials per organ) 50/50 gender balance Court-wide
) Improved awareness of recruitment opportunities in under-represented countries) Number of targeted recruitment outreach initiatives in under-represented countries) 2 targeted recruitment outreach initiatives
Priority Objective 2.4.1		
) Adoption of priority policies on key HR issues) Number of key policies promulgated) 3 priority policies promulgated
Priority Objective 2.4.2		
) Efficient and transparent management of staff expectations with regard to career development) Survey score) 10% increase in staff satisfaction with mobility opportunities
) Structured dialogue and coordination with the Staff Union on all staff welfare and related matters, via a relationship agreement) Relationship agreement signed and number of coordination meetings on staff well-being) Agreement signed, ICC staff well-being model adopted, 3 welfare committee meetings held
Priority Objective 2.5.3		
) Improved SAP capability to deal with increased workloads related to business processes, especially in human resources and budget) Number of business processes reviewed and improved through increased SAP capability) 5 business processes streamlined and implemented
) Operationalization of IPSAS-compliant policies) Number of IPSAS-compliant financial process improvements) 3 IPSAS-compliant financial process improvements
Priority Objective 2.6.1		
) Improved and streamlined budget process) % increase in time available to analyse data: budget process improvements will decrease data processing time for staff) 20% for 2 GS-OL
) % of automation of budget data creation process) 100% automation of budget data creation process
Priority Objective 2.6.2		
) Full implementation of the risk management framework across the Court) Updated risk register) 1 update per year
Priority Objective 2.7.1		
) Use premises flexibly within technical capacities) All new requests for office space fulfilled in a timely manner using the flexibility of closed versus open-plan office spaces) 100% of office space requests fulfilled
) Use of conference facilities to save costs of holding meetings off-premises) 75% conference facility occupancy rate achieved
Priority Objective 2.8.3		
) Security risk assessment updated and required measures reviewed) Number of security risk assessments (SRAs) completed) 1 strategic SRA and 1 SRA for each Court location (Headquarters and field offices): total 8
) % of required measures implemented) 90% of required measures implemented

C. Division of Judicial Services (DJS)

- 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.
- 1.4.3 Engage and consult with the International Criminal Court Bar Association (ICCBA) as appropriate.
- 1.6.1 Ensure meaningful reparations and successful implementation of reparation orders, including the application of coherent principles for victim reparations.
- 1.6.2 Develop coordination mechanisms with the TFV and legal representatives of victims as appropriate for the implementation of judicial decisions in relation to reparations.
- 2.1.5 Improve the performance of judicial services; develop and refine appropriate performance indicators.
- 2.5.1 Review and update the eCourt system to increase the efficiency and productivity of eCourt processes.
- 2.5.2 Review the use of standard processes, methods and technologies.

DJS: Expected results, performance indicators and targets 2018

<i>Expected results</i>	<i>Performance indicators</i>	<i>Targets (2018)</i>
Priority Objective 1.4.1		
<ul style="list-style-type: none">)] Adequate and sustainable representation of indigent defendants in a manner that is economically efficient for the Court 	<ul style="list-style-type: none">)] Number of defence teams on legal aid)] Number of requests for review of legal aid decisions granted by Chambers 	<ul style="list-style-type: none">)] Number of teams for indigent defendants > 6
Priority Objective 1.4.3		
<ul style="list-style-type: none">)] ICCBA engaged and consulted on counsel-related matters 	<ul style="list-style-type: none">)] Number of CSS/ICCBA meetings)] Number of CSS/ICCBA written consultations 	<ul style="list-style-type: none">)] 6-12 CSS/ICCBA meetings)] 3-6 CSS/ICCBA written consultations
Priority Objective 1.6.1		
<ul style="list-style-type: none">)] Compliance with article 75(1) of the Statute through continued judicial clarification of principles relating to reparations 	<ul style="list-style-type: none">)] Follow all reparations-related decisions and orders to the respective Chamber's satisfaction)] Respond to all reparations-related decisions and orders within the allotted deadline)] Respond effectively and adequately to all requests by the parties and participants in reparations proceedings 	<ul style="list-style-type: none">)] 100% Chambers satisfaction rate)] 100% deadline compliance)] 100% request satisfaction rate
Priority Objective 1.6.2		
<ul style="list-style-type: none">)] Coordination and communication between the Court and the TFV with regard to the implementation of reparations)] In the light of relevant judicial decisions, establish a framework for the Registry's support tasks on reparations, taking account of the separate roles and responsibilities of the TFV and Registry 	<ul style="list-style-type: none">)] Respond effectively and adequately within capacity to all requests by the TFV)] Effective communication structure with thematic focal points: initial response time per request within one working day)] "Lessons Learnt" catalogue on expert assignments in reparations issues)] Registry support task list on reparations pre-implementation and during implementation 	<ul style="list-style-type: none">)] 100% response implementation rate)] 100% effective communication compliance)] Finalize "Lessons Learnt" catalogue on reparations expert assignments for use in 2018)] Finalize Registry support task list for use in 2018
Priority Objective 2.1.5		
<ul style="list-style-type: none">)] Appropriate performance indicators for judicial processes and relevant 	<ul style="list-style-type: none">)] No hearings delayed or cancelled due to CMS lack of service)] Translation: number of translations delivered in the 	<ul style="list-style-type: none">)] Support provided for 100% of scheduled hearings)] 100% satisfaction rate

<i>Expected results</i>	<i>Performance indicators</i>	<i>Targets (2018)</i>
judicial support developed, monitored and reported	<p>context of specific judicial proceedings such as reparations, issues on appeal and important milestones in a given case (decision on confirmation of charges, judgment, sentencing decision, etc.)</p> <p>Interpretation: number of interpreted hearings; number of interpreter days for judicial proceedings; number of freelance interpreters recruited for judicial proceedings</p> <p>Field and operational interpretation: number of field and operational interpretation assignments linked to judicial proceedings; number of (situation) languages provided; number of field interpreters accredited with a view to servicing judicial proceedings</p> <p>Client survey</p>	<p>No delay to judicial proceedings due to language services provision</p>
Priority Objective 2.5.1		
<p>Increase efficiency and productivity of eCourt processes via eCourt system update</p>	<p>CMS: automated integration of three applications for updating access groups to stop triplication of same task</p> <p>CMS: systematic automated verification of OCR for filings upon submission</p>	<p>CMS: 70% reduction in time required to update access management groups in ECOS application</p>
Priority Objective 2.5.2		
<p>Prevent, and mitigate risks related to, unauthorized data disclosure</p> <p>Improve all Court processes to make them more suitable, efficient, secure and transparent</p>	<p>CMS: secure timely processing of all filings while preventing oversights by implementing application enhancements to alert staff of the risk of an overdue notification</p> <p>% decrease in victim application processing time</p> <p>Resource needs reduced by digitizing victim applications</p> <p>Application forms following uniform standard</p> <p>% Court staff who have completed mandatory information security training</p> <p>Rate of implementation of available software updates</p> <p>Response times to reported information security incidents</p> <p>Rate of implementation of lessons learned from incidents</p> <p>% of courtroom availability</p> <p>% of system availability for applications and infrastructure that support Court activities</p> <p>% of planned projects that have been delivered by IMSS to support Court efficiencies</p>	<p>No filing oversights</p> <p>20% decrease in victim application processing time by the end of 2018</p> <p>15% reduction in resource needs by the end of 2018</p> <p>Standard application forms for participation and reparations at beginning of 2018</p> <p>95% of Court staff having completed mandatory training</p> <p>100% implementation of software updates</p> <p>Information Security response times within 2 hours</p> <p>100% of lessons learned from incidents</p> <p>99.2% courtroom availability</p> <p>99.2% system availability</p> <p>90% of planned projects delivered</p>

D. Division of External Operations (DEO)

- 1.7.1 Conduct effective outreach to and communication with victims and affected communities in accordance with the Court's relevant strategic documents.
- 1.7.2 Assess the Court's effectiveness and impact in collaboration with external stakeholders.
- 2.1.2 Manages resources effectively; identify and implement any further efficiency measures. Focus on field activities with a view to promoting better coordination and enhancing the impact of the Court's work in situation countries.
- 2.8.3 Apply a risk management process to security and safety risks.
- 3.3.1 Engage in constructive discussions with States to overcome obstacles and to promote best practices, such as adopting national procedures for cooperation, designating national focal points and consulting promptly with the Court in order to resolve any matter that has impeded or prevented the execution of requests.

- 3.3.2 Organize seminars on cooperation in different regions to enable dialogue between key representatives of States and the Court.
- 3.4.3 Increase external and internal levels of cooperation in relation to witness protection.
- 3.5.1 Coordinate efforts with other stakeholders such as States, international and regional organizations, NGOs and other key partners working actively on universality.

DEO: Expected results, performance indicators and targets 2018

<i>Expected results</i>	<i>Performance indicators</i>	<i>Targets (2018)</i>
Priority Objective 1.7.1		
<ul style="list-style-type: none">) Increased understanding of the Court's mandate and proceedings among victims and affected communities) Increased ability of local populations to follow judicial developments 	<ul style="list-style-type: none">) Number of tailor-made radio and television outreach programmes produced and distributed) Increase in percentage of questions showing that the understanding of participants in outreach sessions has become more concrete than in 2017) Increase in the Court's media presence in situation countries) Structured interviews with stakeholders working with victims and affected communities in situation countries) Increase in number of outreach activities organized in situation countries with field presence) Increase in number of participants in outreach activities in situation countries) Estimated population reached through radio and television (in all situation countries) 	<ul style="list-style-type: none">) 60 programmes) 50% increase in database) Increase in number of interviews and media events in the situation countries) Increased level of satisfaction of stakeholders in situation countries) 20% increase in number of outreach activities) 20% increase in number of participants) 35 million people reached
<ul style="list-style-type: none">) Targeted approach to outreach based on consultation with external and internal stakeholders and the "Lessons Learnt" exercise) Appropriate performance indicators established to measure the Court's outreach and impact 	<ul style="list-style-type: none">) New projects resulting from consultation with the external and internal stakeholders) Level of awareness and satisfaction of local partners according to surveys monitoring perceptions of the Court) Stakeholder comments: comments from external and internal stakeholders) Lessons-learned process for situation countries with field presence) Individual indicators set up for outreach objectives in consultation with relevant internal and external stakeholders 	<ul style="list-style-type: none">) Consultation with stakeholders resulting in new projects implemented in the field) Interviews with representative samples of target groups) Interviews with stakeholders) Regular internal consultation with outreach officers in situation countries and sharing of lessons learned through outreach staff at HQ) Indicators established
<ul style="list-style-type: none">) Full operationalization of field offices) Full implementation of updated mission planning processes, exit strategy, field capacity model and standardized template for setting up new field offices 	<ul style="list-style-type: none">) Field staffing: number of approved versus filled posts) % of integration and application of mission-planning software capabilities) Drafting and implementation of the protocol on the set-up, functioning and closure of field offices 	<ul style="list-style-type: none">) 90% of approved posts filled) 100% integration) Established and approved formal AI(s), SOPs and/or protocols
<ul style="list-style-type: none">) Enhance the Court's online presence and corporate image, including a new website and strategic framework for the use of social networks and an improved visual identity 	<ul style="list-style-type: none">) Twitter: <ul style="list-style-type: none"> - number of followers/page likes - number of impressions/views of the Court - number of retweets/shares - number of likes 	<ul style="list-style-type: none">) Twitter <ul style="list-style-type: none"> - 254K followers/page likes (15% increase) - 22K impressions (4.2K increase) - 33K retweets (10K increase) - 8K likes (2K increase)

<i>Expected results</i>	<i>Performance indicators</i>	<i>Targets (2018)</i>
	<ul style="list-style-type: none"> - survey: analysis of content quality) Facebook: <ul style="list-style-type: none"> - number of page likes - analysis focusing on shareability 	<ul style="list-style-type: none"> - Initial survey advice 100% implemented, final survey conveying increased satisfaction) Facebook: <ul style="list-style-type: none"> - 80K page likes (25% increase)
Priority Objective 2.8.2		
) Implementation of systematic security risk management process for all of the Court's activities in the field) % implementation of systematic security risk management process for all of the Court's activities in the field) 100% implementation of systematic security risk management process for all of the Court's activities in the field
Priority Objective 2.8.3		
) Completion of UN Minimum Operating Security Standards (MOSS) self-assessment for all field offices and update of Court-specific SRA	<ul style="list-style-type: none">) % of UN MOSS self-assessments carried out for field offices) % implementation of field training 	<ul style="list-style-type: none">) At least one UN MOSS self-assessment carried out for each field office once a year) 80% compliance with UN MOSS in situation countries where the Court has field offices) At least 80% implementation of field training
Priority Objective 3.3.1		
) Enhanced communication channels with key States and regional bodies for more efficient and effective cooperation	<ul style="list-style-type: none">) % increase in effective interactions with key States Parties leading to concrete results) % increase in action plans, events and seminars and % increase in interactions aimed at enhancing cooperation with regional organizations 	<ul style="list-style-type: none">) Monitor tracking system in place) 30% increase in effective interactions with key States Parties leading to concrete results) 30% increase in action plans, events and seminars and 20% increase in interactions aimed at enhancing cooperation with regional organizations) Full implementation of cooperation-related activities under the European Community grant
Priority Objective 3.3.2		
) Increased level of general support and cooperation from States	<ul style="list-style-type: none">) % of activities involving States resulting in concrete pledges and/or expressions of interest to assist the Court) % increase in regular targeted démarches 	<ul style="list-style-type: none">) 25% increase in successful activities involving States) 20% increase in pledges and/or positive expressions of interest to assist the Court by States) 30% increase in démarches leading to positive engagements
Priority Objective 3.4.3		
) Strengthened support to and protection of witnesses	<ul style="list-style-type: none">) 80% of ICCPP referrals to be managed by resettlement within three years (through improved case management processes)) Three new witness relocation agreements per year 	<ul style="list-style-type: none">) 100% compliance with scheduling of the calling party and the respective Chamber) 100% preparation of victims and witnesses for transport to the Court or video-link; management of appearance and safe return following testimony
Priority Objective 3.5.1		
<ul style="list-style-type: none">) Further accessions to / ratifications of the Rome Statute and enhanced communication and cooperation of non-States Parties with the Court) Increased clarity and awareness of the Court's functions and mandate among non-State Parties 	<ul style="list-style-type: none">) % increase in activities and actions with key stakeholders designed to foster understanding and appetite for ratification and/or accession) % increase in regular involvement of non-States Parties in events, activities and seminars designed to promote the Court, and démarches aimed at fostering understanding by non-States Parties 	<ul style="list-style-type: none">) 30% increase in interactions with non-States Parties and/or stakeholders who can assist and facilitate these interactions) 20% increase in non-State Parties participating in events) 25% increase in direct bilateral démarches and identification of new opportunities for engagement aimed at fostering understanding by non-States Parties

Annex V (f)**Major Programme IV – Secretariat of the Assembly of States Parties****Expected results, performance indicators and targets 2018**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2018</i>
Objective 1		
Conference held as planned	<ul style="list-style-type: none">) Meetings run smoothly and end on time, and reports are adopted.) All agenda items are considered.) Participants are supported substantively and logistically at meetings, including with registration, provision of documentation and language services.) Session participants are satisfied with the arrangements and information provided. 	n/a
Objective 2		
Quality edited and translated documents released for processing, production and distribution in a timely manner	<ul style="list-style-type: none">) States are provided and satisfied with quality conference services and with the editing, translation and timely issuance of documents, in four official languages,¹ which fully support them in their functions.) States are assisted as required, in particular with the provision of information and documentation regarding the Assembly and the Court. 	n/a
Objective 3		
Quality legal advice provided to the Assembly and its subsidiary bodies	<ul style="list-style-type: none">) States are provided with substantive legal services, especially in the form of documentation which facilitate and support their work.) Members of the Assembly and relevant bodies are satisfied with the sessions. 	n/a
Objective 4		
Effective dissemination of documentation and information to States Parties via, <i>inter alia</i> , the internet) Website and extranets of the Assembly, Bureau, Committee on Budget and Finance, and Audit Committee are used frequently.	n/a

Annex V (g)**Major Programme VII-5 – Independent Oversight Mechanism****Expected results, performance indicators and targets 2018**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2018</i>
Objective 1		
Contribute to effective Court oversight through the timely and professional investigation of reports of non-compliance with Court regulations.) Percentage of reports responded to within 20 working days	95%
Objective 2		
Assist the Assembly and Heads of Organs in ensuring the efficiency and effectiveness of Court operations by completing the requested inspections and evaluations.) Percentage of agreed oversight activities completed on schedule	95%

¹As of 2009, official documents for the Assembly are issued in four official languages only: Arabic, English, French and Spanish.

Annex V(h)**Major Programme VII-6 – Office of Internal Audit****Expected results, performance indicators and targets 2018**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2018</i>
Objective 1		
Contribute to achieving the Court's strategic and operational objectives by providing assurance to management on the effectiveness and efficiency of governance, internal control frameworks and risk management through audit/advisory work.	Number of audits performed against the validated audit work plan	A minimum of 5 audits

Annex VI**Staffing information****Annex VI (a)****Proposed Court staffing in 2018 by Major Programme**

<i>Total Court</i>	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1 and above</i>	<i>Total P-staff</i>	<i>GS-PL</i>	<i>GS-OL</i>	<i>Total GS-staff</i>	<i>Total Staff</i>
Major Programme I					4	4	20	12		40	1	12	13	53
Major Programme II	1	1		3	20	37	80	85	29	256	1	79	80	336
Major Programme III		1		3	22	43	84	90	5	248	16	310	326	574
Major Programme IV				1	1	1	1	1		5	2	3	5	10
Major Programme VI				1		4	2	4		11		2	2	13
Major Programme VII-5					1	1		1		3		1	1	4
Major Programme VII-6				1		1	1			3		1	1	4
Grand Total	1	2		9	48	91	188	193	34	566	20	408	428	994

Annex VI (b)**List of reclassifications 2018**

<i>Number of Posts</i>	<i>Level</i>		<i>Organ/Section</i>	<i>Functional Title</i>	
	<i>Current</i>	<i>New/Requested</i>		<i>From</i>	<i>To</i>
1	P-3	P-4	Judiciary/Presidency	External Relations Adviser	Senior Special Assistant to the President
<i>Total Judiciary Reclassification:</i>		<i>1</i>			
1	P-4	P-5	OTP/The Prosecutor	Senior Special Assistant to the Prosecutor	Chef de Cabinet
1	P-4	P-5	OTP/JCCD	International Cooperation Adviser	Senior Legal Adviser
1	P-3	P-4	OTP/Investigation Division	Forensic Officer	Senior Forensic Officer
8	P-1	P-2	OTP/Prosecution Section	Assistant Trial Lawyer	Associate Trial Lawyer
<i>Total OTP Reclassification:</i>		<i>11</i>			
1	GS-OL	GS-PL	Registry/PIOS	Online Communications Assistant	Senior Online Platforms Manager
<i>Total Registry Reclassification:</i>		<i>1</i>			
1	GS-PL	GS-OL	SASP	Meetings and Administrative Assistant	Meetings and Administrative Assistant
<i>Total SASP Reclassification:</i>		<i>1</i>			
Total Reclassifications:		14			

Annex VI (c)**List of conversions 2018 (GTA to Established posts)**

<i>Number of Posts</i>	<i>Level</i>	<i>From 2017</i>	<i>To 2018</i>	<i>Programme / Section</i>	<i>Functional Title</i>
1	P-3	GTA	Established posts	Presidency	Legal Officer
Total Judiciary Conversions:		1			
1	P-5	GTA	Established posts	The Prosecutor	Information Management Coordinator
1	P-2	GTA	Established posts	Services Section	Associate Administration Officer
1	P-3	GTA	Established posts	JCCD	International Cooperation Adviser
1	GS-OL	GTA	Established posts	JCCD	Legal Assistant
3	P-3	GTA	Established posts	Investigation Division	Analyst
5	P-2	GTA	Established posts	Investigation Division	Associate Investigator
1	GS-OL	GTA	Established posts	Investigation Division	Witness Management Assistant
1	P-1	GTA	Established posts	Prosecution Division	Case Manager
2	P-4	GTA	Established posts	Prosecution Division	Trial Lawyer
Total OTP Conversions:		16			
1	P-2	GTA	Established posts	STFV	Associate Executive Officer
2	P-2	GTA	Established posts	STFV (DRC / Bunia)	Associate Field Programme Officer
1	P-2	GTA	Established posts	STFV	Associate Programme Officer
Total STFV Conversions:		4			
Total Conversions:		21			

Annex VI (d)**List of conversions/reclassifications 2018 (GTA to established Posts)**

<i>Number of Posts</i>	<i>Level</i>		<i>Current</i>		<i>Programme / Section</i>	<i>Functional Title</i>	
	<i>From 2017</i>	<i>To 2018</i>	<i>Current</i>	<i>New / Requested</i>		<i>From</i>	<i>To</i>
3	GTA	Established post	P-1	P-2	Prosecution Division	Assistant Trial Lawyer	Associate Trial Lawyer
Total conversions/reclassifications:		3					

Annex VI (e)**Changes to the Staffing Table**

<i>Number of Posts</i>	<i>Level</i>	<i>Functional Title</i>	<i>2017 Approved Budget</i>	<i>2018 Proposed Budget</i>
1	P-4	Financial Investigator	Counsel Support Section	External Operations Support Section
Total Registry Redeployments:		1		

Annex VI (f)

Judges' salary and entitlements for 2018

<i>Presidency:</i>	<i>Costs (thousands of euro)</i>
Special allowance for President and Vice-Presidents	28.0
<i>Subtotal Presidency</i>	28.0
Chambers: 18 Judges	
Standard salary costs - 18 Judges	3,240.0
Judges' pensions ¹	1,396.0
<i>Subtotal Chambers</i>	4,636.0
Accruals for annual leave	106.2
Accruals for relocation	189.6
Estimates of home leave and education grant expenses	215.3
Service incurred injury insurance - Court requirement	36.0
Estimated costs of appointment for newly elected Judges	310.0
<i>Subtotal Additional requirements</i>	857.1
Total Judges' salary and entitlements for 2018	5,521.1
Requested increase to Judges' salaries (subject to approval)	580.9
Total increased Judges' salary and entitlements for 2018	6,102.0

¹ Estimate by Allianz based on notional assumptions about the ages and family circumstances of judges due to be elected by the Assembly of States Parties. This estimate will need to be updated once details of the elected judges are available.

Annex VI (g)

2017 Proposed Programme Budget on Judges' Costs

Judges' costs

€5,922.0 thousand

1. The amount requested has increased by €580.9 (10.9 per cent). In terms of staff resources, the 2017 Judiciary budget represents a straightforward continuation of what the Assembly had approved for 2016, with a full complement of 18 judges for the whole of 2017, all on the revised pension scheme, with no further changes in the composition of the bench expected before March 2018.

2. For the first time in the 14 years of the Court's existence, the Judiciary budget includes a revision of the judges' remuneration in implementation of Resolution ICC-ASP/3/Res.3. The present "Conditions of service and compensation of judges of the International Criminal Court" ("Conditions of service") were adopted by the Assembly at its third session by Resolution ICC-ASP/3/Res.3 of 10 September 2004.¹ The Conditions of service entered into force upon adoption of Resolution ICC-ASP/3/Res.3² and stipulate that "[t]he annual remuneration of a judge shall be €180,000 net."³

3. As regards potential review or amendment, the Conditions of service set out that they "shall be reviewed by the Assembly as soon as practicable following the review of the conditions of service of the judges of the International Court of Justice by the General Assembly of the United Nations."⁴

4. To date, there has been no such review by the Assembly of the judges' Conditions of service in accordance with Section XIII of the Conditions of service, notwithstanding the repeated reviews of the conditions of service of the judges of the International Court of Justice ("ICJ") since 2004. The United Nations General Assembly reviewed the conditions of service and compensation for Judges of the ICJ in September 2004, July 2010 and again in July 2013.⁵ Annual remuneration for judges of the International Criminal Tribunal for the former Yugoslavia ("ICTY"), the International Criminal Tribunal for Rwanda ("ICTR") and the Special Tribunal for Lebanon ("STL") has also increased over the past years in accordance with their respective compensation schemes, which follow the ICJ model.⁶ The salaries of other elected officials at the ICC have also been regularly increased over the years (see annex VI(f)). However, the salaries of the Court's judges have remained unchanged since 2002.

5. As a result, as of 2009 the Court's judges remuneration began to fall behind those of other international judges, despite there being no qualitative difference between their respective tasks. This difference in 2016 has accumulated to more than €26,000 per year (€180,000 for a judge of the International Criminal Court, compared to €206,270 for a judge at other international courts/tribunals (see annex VI (f)).

6. The requested adjusted annual remuneration of the Court's judges in implementation of Resolution ICC-ASP/3/Res.3, and the consequent salary alignment of the judges of the Court with the remuneration scheme of the judges of the ICJ and other international courts

¹ Resolution ICC-ASP/3/Res.3, para. 22 and annex.

² The Conditions of service supersede the conditions of service and compensation of full-time judges set forth in Part III.A of document ICC-ASP/2/10, see Resolution ICC-ASP/3/Res.3, annex, Section XII.

³ Resolution ICC-ASP/3/Res.3, annex, Section III. (Emoluments), para. 1. Paragraph 2 stipulates that "[t]he President shall receive a special allowance paid at the rate of ten (10) per cent of the President's annual remuneration. Based on the remuneration above of €180,000 net, the special annual allowance shall be €18,000 net."

⁴ Resolution ICC-ASP/3/Res.3, annex, Section XIII. (Revisions). The Conditions of service also provide that "[p]ensions in payment shall be automatically revised by the same percentage and at the same date as remuneration adjustments.", *ibid.*, Section V. (Pension scheme), para. 2.

⁵ See *Conditions of service and compensation for officials other than Secretariat officials: members of the International Court of Justice and judges and ad litem judges of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda*, A/65/134, Report of the Secretary-General of 15 July 2010; *ibid.*, A/68/188, Report of the Secretary-General of 25 July 2013.

⁶ Article 13(3) of the ICTY statute provides that the terms and conditions of service of its judges shall be the same as those for the judges of the ICJ. Article 12bis(3) of the ICTR statute links the terms and conditions of service of its judges to those of the ICTY. The STL follows a comparable regime leading to similar salaries.

and tribunals, will amount to an increase in judges' costs of €80.9 thousand (10.9 per cent).⁷

Annex VI (h)

Standard salary costs for 2018 - 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	173.8	68.6	4	246.4
ASG	159.0	63.4	3	222.4
D-1	134.3	56.2		190.5
P-5	117.1	48.9		166.0
P-4	103.3	43.2		146.5
P-3	85.8	35.8		121.6
P-2	70.5	29.5		100.0
P-1	70.5	29.5		100.0
GS-PL	62.6	26.2		88.8
GS-OL	51.4	21.5		72.9

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 MP III, IV and VI: 10 per cent
- (d) Existing Professional and General Service posts in MPs VII-5 and VII-6: 0 per cent

<i>Post level</i>	<i>Delayed recruitment factors</i>			
	(0%)	(5%)	(8%)	(10%)
USG	246.4	234.1	226.7	221.8
ASG	222.4	214.4	207.4	202.9
D-1	190.5	181.0	175.3	171.5
P-5	166.0	157.7	152.7	149.4
P-4	146.5	139.2	134.8	131.9
P-3	121.6	115.5	111.9	109.4
P-2	100.0	95.0	92.0	90.0
P-1	100.0	95.0	92.0	90.0
GS-PL	88.8	84.4	81.7	79.9
GS-OL	72.9	69.3	67.1	65.6

⁷ This amount is constituted by an approximate amount of €72.9 thousand following the alignment of the salaries of the Court's judges with the remuneration scheme of the judges of the ICJ; an additional estimated €7.5 thousand for necessary pension alignments as per Resolution ICC-ASP/3/Res.3, annex, Section V, para. 2; and other relevant cost items regarding judges' entitlements.

Annex VII

Proposed budget for 2018 for the African Union Liaison Office (AULO)

In line with resolution ICC-ASP/9/Res.4, IX of the Assembly of States Parties,¹ no resources have been allocated to the African Union Liaison Office in the proposed programme budget for 2018. 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 2018 of €376,500 in order to proceed with the establishment of the said Liaison Office.

1320 African Union Liaison Office	2016 Expenditures (thousands of euro)			2017 Resource changes			Proposed 2018 Budget (thousands of euro)
	Total	Cont. Fund	Total incl. CF	Approved Budget	Amount	%	
<i>Judges</i>							
Professional staff							171.5
General Service staff							65.6
<i>Subtotal staff</i>							237.1
General temporary assistance							-
Temporary assistance for meetings							-
Overtime							-
<i>Subtotal other staff</i>							-
Travel							15.2
Hospitality							1.0
Contractual services							15.6
Training							-
Consultants							-
General operating expenses							49.6
Supplies and materials							5.0
Furniture and equipment							47.7
<i>Subtotal non-staff</i>							134.1
Total							371.2

¹ Official Records... Ninth Session ... 2010 (ICC-ASP/9/20), vol. I, part III, ICC-ASP/9/Res.4.

Annex VIII**2018 estimated income statements****Least-Developed Countries Trust Fund**

<i>Item</i>	<i>Euro</i>
Estimated income 2018	
Donor contributions	25,000
<i>Subtotal income</i>	<i>25,000</i>
Estimated expenditure 2018	
Travel	24,100
Administration costs	3,900
<i>Subtotal expenditure</i>	<i>25,000</i>
Net income 2018	0

Annex IX

IT-IM strategy annex

Information Technology and Information Management at the International Criminal Court: Five-Year Strategy (2017-2021)

A. Introduction

1. The International Criminal Court (“the Court”) has undertaken a thorough analysis of its existing Information Technology and Information Management (IT/IM) infrastructure across different organs and the associated immediate and long-term requirements. Since the Court was established, 15 years ago, a number of important IT/IM investments have been made to support its judicial, investigative and administrative operations. Specific investments in these areas include Ringtail, the software implemented in 2004 to support the registration, disclosure and presentation of evidence. SAP and TRIM/HP Records Manager, also introduced in 2004, have supported administrative and judicial operations, respectively. The ECOS platform, developed in 2006, has been used to manage Court activities ranging from courtroom sessions to detention visits and scheduling.

2. A number of these systems have become obsolete – or are expected to become obsolete in the near future – as they reach their end of life or become out-dated. Ringtail, which cannot process electronic evidence, is already outdated. Similarly, SAP will need to be upgraded to a new version in 2021, as the current version will no longer be supported by the vendor.

3. Moreover, the Court has grown significantly since it was established, and this has had an impact on its IT requirements as well as the volume of data generated. Specifically, there are requirements in areas such as digital evidence collection, information security and information management that are only partially met by the existing systems.

4. To address these challenges, the new Court-wide approach to IT/IM has led to a new governance structure and the establishment of the Information Management Governance Board (IMGB) as part of the synergies exercise, resulting in the present Five-Year IT/IM Strategy. This strategy offers comprehensive solutions that maximize the reusability of systems and are, overall, less costly than continuing with the current IT/IM infrastructure. They also lead to more efficient internal processes.

5. Having IT/IM requirements governed by a strategy will cost the Court €1.23 million less over the relevant five-year period than continuing without a strategy in place. Savings will be generated mainly by using systems that can be mainstreamed across organs and removing duplicate systems where possible. Savings will also result from cheaper storage solutions that have recently become available. Further details of the total cost savings to be achieved through the Five-Year IT/IM Strategy are described below.

B. Court-wide IT/IM requirements

6. The Court’s detailed Five-Year IT/IM Strategy for 2017-2021 (“the Strategy”) is the result of extensive cross-organ consultation to address persistent inefficiencies and operational silos. The purpose of the Strategy is to utilize IT/IM to: (a) implement a more centralized approach while replacing major systems that are becoming obsolete; (b) use new, cheaper technologies, where applicable, to minimize cost increases in IT/IM infrastructure maintenance; (c) address information management and security issues; and (d) help the Court operate more efficiently, for instance by reducing the time required to conduct investigations and judicial proceedings, from pre-trial through to reparations.

7. The centrepiece of the Strategy is the Judicial Workflow Platform. At present, the technologies that support the phases of judicial proceedings are not integrated; information is stored in many locations and is duplicated. As a result, Chambers, Prosecution, Defence and Victim Representatives rely heavily on manual effort to review, collate and manage information relevant to their cases. The Strategy provides a blueprint of the means required

to enable the Court, as a whole, to operate efficiently and transparently in a sustainable and secure environment.

8. An overview of the goals of the Strategy is shown below. The essential requirements are divided into two major categories: “functional” and “foundational”. The “functional” category refers to a high-level grouping of Court processes, broken down into investigative, judicial and administrative requirements. The “foundational” category refers to activities that form the basis for the Court’s functioning as a whole, specifically information management, information security and IT optimization. The Strategy is meant to achieve each of the points enumerated in the functional and foundational categories below by 2021.

<i>Functional</i>		
<i>Investigative</i>	<i>Judicial</i>	<i>Administrative</i>
<ul style="list-style-type: none"> • Efficient data capture and analysis leading to design and implementation of investigative strategies • Case information and evidence captured, managed and presented in the courtroom in original digital format • Consolidated case and witness management from initial situation stages through to litigation 	<ul style="list-style-type: none"> • Simplified and more efficient processes for disclosures, filing and transcript management • Consolidated access to case information for all participants via the litigation platform • Efficient and scalable courtroom management to accommodate simultaneous trials 	<ul style="list-style-type: none"> • Administrative processes standardized and automated to maximize efficiency • Management solution in place to plan, track and report on progress • Availability and accessibility of data to support monitoring of and reporting on the Court’s Key Performance Indicators
<i>Foundational</i>		
<i>Information Management</i>	<i>Information Security</i>	<i>Optimising IT</i>
<ul style="list-style-type: none"> • Information captured once for multiple re use by authorized staff and external parties • Information governed and managed systematically throughout its life cycle, from creation to archiving • Access provided to evidential and Court records to enhance knowledge and practice of international criminal justice 	<ul style="list-style-type: none"> • Development of a strong security culture, with staff and parties aware of their information protection responsibilities • Visibility of internal and external threats and capacity to respond to reduce or negate impact on the Court • Risk based security assurance for processes and technology 	<ul style="list-style-type: none"> • IT systems built to last, based on open-standard technologies and architectures • Resources maximized through consistent governance and standardized processes to plan, deliver and support IT services • Reduction of at least 5% in ongoing non-staff operational costs by 2021

9. In 2017, the Coordination Council (“CoCo”) agreed to proceed with IT/IM as a strategic priority. This allowed the initial strategic work to begin in year one. Among the requirements put forward for IT/IM, the emphasis has been on initiatives that will generate efficiencies as soon as possible and deliver the most benefit to the Court in line with the Strategy. The following priority initiatives were agreed for 2017:

- (a) Investigative: test a new system to make electronic evidence registration more efficient and thereby reduce the bottleneck in evidence processing;
- (b) Judicial: continue work on the Case Law Database to increase productivity in legal research and case preparation. Assess and compile high-level requirements for redesign of the judicial workflow process to enhance the efficiency of proceedings;
- (c) Administrative: streamline and automate administrative processes such as leave management, performance management, financial and budget forecasting and mission planning;
- (d) Information Security: implement a Threat Intelligence Platform for automated monitoring and detection of suspicious activity on the Court’s network (crucial given the global increase in viruses and malware); and

(e) **IT Optimization:** reduce the cost of IT maintenance by investing in more sustainable and longer-lasting solutions, and by consolidating the management of network and storage solutions to reduce overheads.

10. Initiatives for 2018 have been prioritized on the basis of the same considerations. The proposed 2018 budget for the Strategy includes €1,409.9 thousand in non-staff costs and €246.5 thousand in staff costs, mostly funded by the Registry, with a portion covered by the Office of the Prosecutor (OTP) (€180 thousand). The proposed budget incorporates the strategic initiatives for year two of the Strategy and builds on the work completed in 2017:

(a) **Investigative:** €50 thousand (non-staff costs), co-funded by the Registry (€670 thousand) and the OTP (€180 thousand). The largest component of funding requested in 2018 is for investigative requirements. In recent years, the proportion of digital evidence collection by the Court has increased from nought to more than 80 per cent. It is expected to rise to 100 per cent by 2020. Existing systems, and Ringtail in particular, were not designed to deal with digital evidence. This has led to a significant bottleneck in evidence processing. The following initiatives have therefore been prioritized as a package to shorten the time required for the acquisition, analysis and processing of evidence.

(i) *Automated Evidence Extraction Implementation* – Replacing the manual extraction of evidentiary information, which can be both time-consuming and error-prone, with a solution that automates the extraction of information based on certain criteria will reduce the effort needed to prepare evidence. It will also help generate more investigative leads.

(ii) *Remote Witness Recording* – This will allow the remote recording and processing of witness statements in the field from Headquarters, thus saving on travel expenses by reducing the need to travel to the field. This will also simplify the handling of audio-visual witness testimony.

(iii) *Forensics Tool Improvements* – This refers to the implementation of anonymous browsing (WASP), forensics capture (SCREEN) and automatic collection of information from the Internet (OSINT). These solutions will provide the forensic capability to capture evidence from open sources and contribute to the efficient collection of digital evidence while simultaneously increasing the number of investigative leads.

(iv) *Evidence Management Implementation* – This relates to the deployment of the OTP's evidence management system in a way that supports the process of the entire evidence lifecycle and aims to significantly reduce the effort required to process digital evidence. It will also reduce "time-to-court" by speeding up the delivery of cases and lightening the legal review workload.

(b) **Judicial:** €226.5 thousand (€80 thousand in non-staff costs; €146.5 thousand in staff costs). The initiatives planned for 2018 will focus on the collection of detailed requirements for the new Judicial Workflow Platform and the victim application process, in addition to implementing workflows to improve core judicial processes. The amount under staff costs reflects the post of eCourt Project Manager (P-4), which was approved by the Committee on Budget and Finance for 2017 but left unfunded.

(i) *Electronic Collection of Victim Applications* – This will allow victims' applications to be collected in electronic format via mobile devices, reducing the time and effort needed to process them. It will also reduce the costs of managing applications, as electronic records are easier and cheaper to handle than paper-based ones.

(ii) *Judicial Workflow Platform (JWP)* – This refers to the work of the eCourt Project Manager specific to the JWP project, which is an essential element of the Strategy. The JWP aims to provide end-to-end support for the work of Chambers and litigating parties, from pre-trial to reparations, using advanced processes and technology to make the proceedings more efficient and transparent. For 2018, the focus of the JWP will be to verify, in consultation with the Judiciary and all parties and participants in proceedings, the detailed requirements that will be used as basis to design the new workflows. Specifically, information that is used by different

parties will be entered once and stored in a unified system, enabling faster information retrieval and reducing the workload on staff.

(c) **Administrative:** €399.9 thousand (€299.9 thousand in non-staff costs; €100 thousand in staff costs to continue funding one GTA position in the Registry's Division of Management Services to assist the SAP team in implementing the relevant projects).

(i) *Implement General Ledger* – This refers to the implementation of the new functionalities of the SAP General Ledger, which allows for automatic bookkeeping and reporting in compliance with International Public Sector Accounting Standards (IPSAS), minimizing the need for manual accounting adjustments.

(ii) *Web-based approval of administrative processes* – This is the ability to approve staff leave requests through a web-based interface or from a mobile device, for faster and easier recording of administrative data. The web-based interface will also improve user-friendliness.

(iii) *Payroll process improvements* – The implementation of automatic instead of manual checks for payroll activities will contribute to more accurate results, with fewer errors and salary recalculations.

(iv) *Mission planning implementation* – The aim of this initiative is to integrate mission planning activities and controls within SAP to eliminate the duplication of effort required to enter travel information into multiple systems. This will reduce the time and effort needed for mission management across all organs of the Court. For staff members, it will simplify the travel plan they are required to submit. This is a time-saver for staff, and particularly for those who travel frequently, such as investigators.

(v) *Court-wide resource planning and reporting* – This refers to the tracking of activities, resources assigned and progress reports to provide management with a better overview and to facilitate decision-making. It will enable real-time reporting on activities and foster improved staff performance through planning and monitoring.

(d) **Information Security:** total of €180 thousand (non-staff costs). Although the “foundational” category, as explained above, covers the areas of Information Management, Information Security and IT Optimization, the projects envisaged for 2018 are all focused on Information Security.

(i) *Vulnerability and Patch Management extension* – The early identification and removal of technical vulnerabilities in the Court's systems and networks is a highly effective way to reduce the likelihood of cyberattacks and other security breaches. This tool will be extended to include computers and mobile devices not directly connected to the Court network (e.g. field office hardware and Court-issued mobile devices/smartphones).

(ii) *Network access control and access management* – This is the ability to ensure that computers meet minimum criteria (such as using up-to-date anti-virus scanners and security patches) to prevent weaknesses being introduced into the network. Additionally, a centralized tool to manage user access to information is particularly important to prevent any unauthorized use, and likewise any misuse, of information. Because of the multiple systems and devices involved, an automated tool is required. Undertaking this initiative manually would greatly increase the risk of error.

(iii) *Separation of business-critical networks from the Internet* – Having the Court's networks connected directly to the Internet brings disadvantages as well as benefits. One disadvantage is that the Court's networks are directly exposed to cyberattacks. The careful separation of the Court's most sensitive data systems from the Internet will help to reduce exposure to cyber threats.

(iv) *Cloud security broker* – The Court sees the benefits in making use of cloud services, which are more cost-effective, for data and services that have a lower confidentiality requirement. An essential part of using the cloud is protecting data

against unauthorized access. A cloud security broker is a system that mediates between cloud users and cloud applications to monitor all activity and enforce security policies, thereby ensuring that the Court's data remains secure.

(v) *Secure mobile communications (Court-wide roll-out)* – The Court needs to be able to communicate effectively via telephone and email. Specific low-cost commercial applications will be deployed on all Court-issued mobile devices to enable a variety of secure intra-device communications channels, including voice, video and text.

(vi) *Expansion of the Threat Intelligence Platform* – This platform, implemented in 2017, will be expanded to increase its ability to detect and predict behavioural anomalies within and beyond the Court's computer systems and networks, thereby enhancing the value of the intelligence provided by the system. This increased capability will also greatly boost the Court's ability to detect and respond to security risks caused by human behaviour.

(vii) *Penetration testing* – A trusted third-party provider will conduct a series of tests on the defensive and responsive security controls applied to the Court's information systems, networks and processes. The third party will identify and communicate any weaknesses, and these will form the basis for subsequent improvements.

(viii) *Automated information security classification* – The effective categorization and security classification of information is key to implementing cost-effective and efficient controls to protect information. An automated process to assist with the security classification of routine information (e.g. emails) reduces the costs involved with overprotecting non-sensitive information and improves the accuracy of information classification.

(ix) *Migration of Court staff workstations and laptops to Windows 10* – This is required to keep the Court's email, office applications and databases compatible with the latest security patches, and provides the latest possible protection for the Court's systems and devices.

11. Below is a table detailing the Strategy-related costs for each initiative described in paragraph 10 above.

<i>IT/IM Strategy related resources - 2018 (in thousands)</i>	<i>Staff costs</i>	<i>Supplies and Contractual</i>		<i>Total</i>	
		<i>Equipment</i>	<i>materials</i>		<i>services</i>
Non-staff Costs					
<i>Investigative specific requirements</i>		570.0	180.0	100.0	850.0
Evidence Extraction Implementation			50.0		50.0
Remote Witness Recording		20.0	100.0		120.0
Forensics Tool Improvements		150.0			150.0
Evidence Management Implementation		400.0	30.0	100.0	530.0
<i>Judicial requirements</i>		20.0		60.0	80.0
Electronic Victims Application Collection		20.0		60.0	80.0
<i>Administrative requirements</i>				299.9	299.9
Implement General Ledger				100.0	100.0
Web based approval of admin processes				20.0	20.0
Payroll process improvements				25.0	25.0
Mission planning implementation				104.9	104.9
Court-wide resource planning and reporting				50.0	50.0
<i>Information security requirements</i>		140.0		40.0	180.0

<i>IT/IM Strategy related resources - 2018 (in thousands)</i>	<i>Staff costs</i>	<i>Supplies and Contractual</i>		<i>Total</i>
		<i>Equipment materials</i>	<i>services</i>	
Vulnerability and patch management		8.0		8.0
Network access control and access management		30.0		30.0
Separation of Internet			10.0	10.0
Implementation of cloud security broker		30.0		30.0
Secure mobile communications		27.0		27.0
Threat intelligence platform extension		25.0		25.0
Penetration testing			20.0	20.0
Automated information security classification		20.0		20.0
Migration to Windows 10			10.0	10.0
<i>Total Non-staff Costs</i>		<i>730.0</i>	<i>180.0</i>	<i>499.9</i>
Staff Costs				
<i>Judicial requirement</i>				
GTA Ecourt JWP Project Manager	146.5			
<i>Administrative requirement</i>				
GTA SAP Team	100.0			
<i>Total Staff Costs</i>	<i>246.5</i>			<i>246.5</i>
Total 2018 IT/IM Strategy related resources	246.5	730.0	180.0	499.9
				1,656.4

12. It should be mentioned that the Strategy also includes a number of initiatives that will be undertaken through in-house solutions and hence require no additional funds. For instance, in the area of information management, the work planned for 2018 utilizes only existing staff resources. The key outcomes for 2018 in this area are expected improvements in organizing, sharing and preserving information: specifically, identifying duplicate records and eliminating redundant versions of documents. This will minimize the possibility of using or sharing the wrong information and will contribute to more efficient data retrieval across investigative, judicial and administrative processes. It will also reduce data storage (and possibly archiving) costs by freeing up space.

C. Benefits of the Strategy over the five-year period

13. The Strategy is a concrete value-for-money approach to allocating the Court's staff and non-staff resources in a way that will improve the efficiency of investigations, judicial proceedings and administrative support activities. The initiatives that have been agreed on Court-wide are specifically designed as a coherent package to address bottlenecks and achieve further efficiencies across the Court. They are expected to speed up execution, eliminate duplicate systems and contribute to a more effective allocation of resources to focus on the Court's core mandate.

14. Were the Court not to follow a strategic approach to planning, delivering and supporting IT/IM services, it would expend more resources without addressing the requirements for improving the Court's operations. It is estimated that – in the absence of the Strategy – the Court would spend €1.23 million more over the same five-year period. The composition of this amount is explained in the following paragraphs.

15. By building on changes made in the data storage model in 2017, the Court will save €1.5 million over the next five years on capital investments required to maintain its storage capacity. These savings will be made possible by the use of different types of storage such as on-site and vendor-managed storage (cloud storage). The latter costs less but can only be used for non-sensitive information. The Court previously stored all information on-site,

which was more expensive. With the availability of cloud storage and the correct classification of information, the Court can distinguish between different information needs and save on costs by using a cheaper storage solution.

16. Introducing strategic governance into the way the Court runs its IT/IM resources will contribute another €1.4 million in operational savings over the next five years. These savings will result from the use of centralized information systems that can be accessed across organs, and from the removal of duplicate systems where possible.

17. The approach introduced by the Strategy does have some extra costs associated with it. The Court will spend €0.7 million to replace obsolete systems to accommodate new solutions addressing the functional and foundational goals described in paragraph 8 above. Additional funds are required to approach replacements in a holistic way, introducing new systems that can be reused in other processes to maximize efficiencies.

18. The Strategy also requires €0.99 million in staff costs to implement it over the next four years. A total of €0.59 million is required for the remaining period covered by the Strategy, until 2021, to finance a new project manager post to supervise the deployment of the cornerstone of the Strategy: the new JWP described above. The remaining €0.40 million will be required to continue funding a post on the SAP team to manage process and technology improvements in the Court's administrative operations until the end of 2021.

D. Conclusion

19. The Court's IT environment and the data it contains are key assets, like the Court's staff or premises, without which the Court cannot function. Indeed, *all* Court activities rely on IT/IM systems. But the Court's IT/IM environment is not static; it must accommodate both the volume of users and the volume of data. Furthermore, as technology advances, systems in use at the Court become obsolete over time or incompatible with other important systems. In addition, all types of hardware relied upon as a platform for Court applications have finite lifespans. When the lifespan of a piece of hardware expires, the reliability of the systems running on it is compromised, leading to process interruptions and data loss. These scenarios are costly for the Court from an operational, financial and reputational perspective. A healthy IT/IM environment demands both regular maintenance and periodic major investment.

20. The Strategy described in this document is based on a more effective use of budgetary resources. The initiatives proposed over this five-year period will produce tangible outcomes and enhance the Court's operations. The OTP will see a reduction in the time and effort required to conduct investigations. The Judiciary will have access to the tools it needs to conduct expeditious, fair and transparent trials, and to deliver justice to victims. The Registry will be better equipped to provide services to defence and victims' counsel, to support victim participation, and to serve the other organs of the Court by contributing directly to the fairness and effectiveness of proceedings. Only a coherent, holistic and long-term Court-wide strategy will enable the Court to address current inefficiencies and perform to the fullest extent of its mandate.

Annex X

Savings and efficiencies achieved in 2017 and estimations for 2018

1. The following information was requested by the Committee on Budget and Finance (“the Committee”) at its twenty-eighth session¹. This annex details the work carried out by the International Criminal Court (“the Court”) in its efforts to find efficiencies and savings to finance unavoidable increases in resource requirements without increasing the programme budget. Unfortunately, with staff accounting for about 70 per cent of costs in most areas, efficiency improvements are often only achieved by improving the use of staff time within the same staff cost budget envelope. For example, reducing the number of meetings allows people to spend more time on other mandated activities and increases productivity. Such efficiencies are linked to percentages of staff time, which improves resource utilization but does not reduce the budget baseline or create savings. Where possible, savings (actual budget reductions) have also been identified and are proposed to reduce the Court’s budget baseline. All of the activities described below were considered in drafting the 2018 proposed programme budget and are included, to the extent possible, to compensate for increases.

2. For ease of presentation, this annex is split into sections addressing four types of efficiencies and savings initiatives:

(a) *Process improvements*, for when the Court has made changes to existing processes that have resulted in cheaper or more efficient solutions;

(b) *Technology*: better process support, for when the Court makes use of new technologies to improve the efficiency of its operations;

(c) *Staff time*, for changes that allow the Court to make better use of its current staff by, for example, reallocating them to more relevant activities; and

(d) *Training resources*, for changes to the way training is provided, limiting the need for additional resources.

A. Process improvements

<i>MP</i>	<i>Programme</i>	<i>Section</i>	<i>Description</i>	<i>Achieved Output</i>	<i>2017</i>	<i>2018</i>
I	1100	1100 - Presidency	Careful planning of a trip to Asia incorporated stops in several countries to maximize efficiency and reduce the need for separate trips.	Reduced travel and DSA costs by replacing three separate trips with one combined trip to the region.	5.3	
			The Judiciary has established a practice of requesting that any party inviting a judge to attend an event on behalf of the Court cover the costs of the trip, including travel, accommodation, catering and other related costs.	Partial or total coverage of travel, accommodation, local transportation and catering costs associated with trips to represent the Court.	8.0	8.0
<i>I Total</i>					<i>13.3</i>	<i>8.0</i>
II	2100	2120 - Services Section	Digital Disclosure. Files used for disclosure were previously copied onto physical disks. A new procedure now in place no longer requires burning the information onto CDs. This has decreased the quality issues previously experienced and saved the time of the staff involved in the review process.	CDs no longer used.	0.4	0.4

¹ CBF 28, para. 16.

<i>MP</i>	<i>Programme</i>	<i>Section</i>	<i>Description</i>	<i>Achieved Output</i>	<i>2017</i>	<i>2018</i>
				One day per month of P-1 staff spread across different units.	5.4	5.4
2300		2310 - Deputy Prosecutor for Investigations	Accommodation for investigators and field operations: Identify most economical solution for staff accommodation and places to conduct operations. For CAR, move from Ledger hotel to the JM Residence. Limitations: Security and protection requirements; availability of suitable locations.	Difference in costs between hotel and more economical accommodation for four Investigators and two interpreters, with occupancy of 30 nights per month.	81.9	140.4
<i>II Total</i>					<i>87.7</i>	<i>146.2</i>
III	3200	3210 - Office of the Director, DMS	Currently, the Court uses the services of one external Field Paramedic. The Field Paramedic contract with an external company costs €187,821 per year. This contract can be terminated and the resources used internally to recruit an additional nurse (GS-PL) and an in-house Field Paramedic (GS-OL) to provide the same services as the external contractor while adding capacity to the Court's medical services.	The difference between the yearly cost of the external contract and the budgeted cost of internal resources replacing the company represents a saving. In addition, the increase in OHU internal resources provides additional flexibility for all other medical-related services to the Court.		22.2
		3240 - Finance Section	Efficiency in bank charges achieved by negotiating preferential rates (compared to standard bank rate) with the partner bank for the Court's international transfers.	Price reduction negotiated with the partner bank. The Court was able to negotiate a reduced rate of €4 per international transfer compared to the standard bank rate of €12.50. This avoided a cost increase of €27,000.	27.0	27.0
			Inviting trainer to provide specialized financial training at the Court's premises instead of sending individual staff for training.	Savings achieved by spending less on staff travel for training. Additionally, more staff are trained when training is conducted at the Court's premises.	2.0	2.0
		3250 - General Services Section	Close monitoring of all facilities management contracts, as well as rigorous procurement processes, led to a reduction in some contract costs compared to estimates by a Dutch government agency and the Permanent Premises Project building contractor.	In particular, it was possible to achieve lower-cost contracts for utilities, cleaning, garbage removal, pest control, plumbing services and indoor plant maintenance.	235.6	235.6
		3290 - Security and Safety Section	New approach for the vetting of staff members, interns, visiting professionals and contractors, including outsourcing options (i.e. employment and education verification) for candidates for established posts or GTA positions. It is estimated that there will be approximately 200-250 fewer outsourced checks per annum. Further cost savings will also be made by limiting the number of components required for checking and thereby reducing time spent on each vetting process.	It is expected that the implementation of the new approach to vetting will result in savings of 25%.	11.5	11.5

<i>MP</i>	<i>Programme</i>	<i>Section</i>	<i>Description</i>	<i>Achieved Output</i>	<i>2017</i>	<i>2018</i>
3300		3325 - Information Management Services Section	Decrease desk phone consumption costs by providing advice on use of messaging services and email (over Wi-Fi).	Decrease in desk phone consumption costs.	70.0	70.0
			Decrease mobile costs by providing advice on proper usage and encouraging the use of secure VPN. Review the current allocation of mobile devices to ensure it is still fit for purpose. Report on usage of mobile devices at Section level.	Lower mobile phone costs both at HQ and in the field.	100.0	100.0
			Decrease equipment rental expenditures at Nairobi Field Office because of proposed office closure.	No equipment rental expenditures for Nairobi Field Office.	22.4	22.4
			Decrease reliance on external consultants for maintaining and supporting the Court's public website. Achieved by standardizing technology and transferring knowledge in-house.	Decreased use of consultancy to maintain and support the Court's public website.	28.0	28.0
			Decreased reliance on external consultants to support courtroom audio-visual technology. Achieved through staff training and knowledge transfer.	Decreased use of consultancy to maintain courtroom technology.	8.0	8.0
			Enable staff members to use their personal devices securely for receiving work email and calendar notifications ("Bring Your Own Device").	Decreased annual hardware maintenance costs.	10.0	10.0
			IMSS has re-assessed satellite communication needs in the field. On the basis of this analysis, a decision was made to standardize mobile communications on a single provider (Thuraya) and to decrease the number of stationary satellite internet terminals.	Contracts consolidated with single vendor and decreased number of satellite terminals, leading to lower communications costs in IMSS budget.	21.0	21.0
			Staff payslip page to be decommissioned; information will be available from SAP.	Time and materials used to maintain the payslip page can be eliminated.	-	-
			Together with two other Sections, IMSS has conducted an analysis of the number of licences being used for witness and investigation management processes. On the basis of the analysis, procurement and IMSS were able to negotiate a new contract with the vendor, enabling savings by reducing the number of licences.	Fewer licences led to decreased annual software maintenance and support costs in the IMSS budget. Consolidating two contracts for two different business units led to decreased overheads in comparison to managing two separate contracts for IMSS and procurement.	30.0	30.0
		3360 - Victims Participation and Reparations Section	VPRS and field offices have been streamlining communication and improving shared planning for VPRS-related activities in the field. Travel costs that were reduced by 50% in the 2017 approved programme budget will remain at zero growth despite a projected increase in relevant victim-oriented field activity.	Higher efficiency in VPRS field work at same travel budget as approved for 2017.	40.0	40.0
3800		3810 - Office of the Director,	Strategic mission planning and systematic review of travel plans enabled	Lower-than-average airfare was obtained for four	12.0	12.0

<i>MP</i>	<i>Programme</i>	<i>Section</i>	<i>Description</i>	<i>Achieved Output</i>	<i>2017</i>	<i>2018</i>
		DEO	exact travelling dates to be identified at least 30 days in advance. As a result, combined airfare was booked with a later return date for missions to field offices at a much lower rate, and mission plans were submitted in a timely manner.	missions to Africa, resulting in 20% savings on budgeted costs, while combining missions allowed for savings on four additional air travel tickets to Africa.		
		3820 - External Operations Support Section	Improved inter-organ analyst coordination and consultation with the library has significantly reduced duplicate subscriptions and spending across organs.	More efficient information collection and cost-sharing on fees.	57.5	57.5
		3830 - Victims and Witnesses Section	A more flexible approach to relocation (ad hoc agreements instead of framework agreements) doubled the number of countries actively cooperating with relocations. Four new relocation agreements were signed in 2017 and one agreement is in the final stage of negotiation. Each acceptance implies a reduction in case management and ICCPP costs.	Cases for relocation are those that have been identified as having the highest associated risks; therefore, the cost of managing them day-to-day is constantly at the higher end of the scale. There have been additional relocations, leading to a reduction in general operating expenses as well as staff travel and general staff expenses.	200.0	200.0
			By enhancing the capabilities of staff in the field and recruiting qualified practitioners who are trained and supervised through clear governance structures, the management of most cases has been shortened from up to ten years to three years.	Reduction in the number of cases in ICCPP for over 3 years: this can already be seen in the exit of 22 cases so far in 2017; a total of 35 is expected by year-end. Time needed for the Registry to leave a field office will be reduced, enabling staff savings/redeployment (demonstrated in Kenya: two-year reduction in time for VWS to depart field office reduced by approximately two years (Sept 2017) and staff redeployed for efficiencies). In the future, case management costs over the life of existing cases will be halved (with due impact on time spent by staff).	550.0	550.0
			Less travel from HQ to the field as more staff have been committed to the field and empowered/trained as a result of the new structure. At the same time, a new standard procedure for missions was put in place, including a review of necessity and alternatives and centralization of scheduling.	The new structure generates fewer travel requirements for the Section, limiting the need for travel funds: 25% less is requested in the budget for travel in 2018.		266.0
			VWS staff trained by DRC IT assistant to use video-link equipment for witness familiarization. IT support no longer required during familiarization phase.	No requirement for IT assistant to travel to Bunia FO during witness familiarization phase. IT assistant provides technical support only on hearing days.	2.8	2.8
		3851 - FO - UGA	To reduce the number of missions undertaken by drivers, and related overtime, the following measure was put	To date, since January 2017, 47 missions have been conducted using the new	8.9	8.9

<i>MP</i>	<i>Programme</i>	<i>Section</i>	<i>Description</i>	<i>Achieved Output</i>	<i>2017</i>	<i>2018</i>
			in place for in-situation missions: office drivers transport staff members to a hub, where SSA drivers pick them up and transport them to the mission location. They are supported there for the remainder of the mission. This efficiency measure saves funds that would otherwise have been paid as DSA to staff members.	methodology, saving on DSA costs.		
		3852 - FO - DRC	Extrabudgetary funding opportunities have been identified in the DRC through regular contacts with the diplomatic community. A one-week training session for the DRC National Commission for Human Rights was financed outside of the regular budget, with OTP providing in-house technical expertise (OTP investigators facilitated the training).	The total cost of the project was €68,000, entirely supported by the French Embassy and international NGOs. This was a high-profile project for the OTP and the FO. It was conducted at no expense to the Court.	68.0	68.0
			In the past, persons travelling on Court business could decide to visit Ituri Province, DRC, using a Court vehicle from Kampala FO. Through synergies between the field offices in the DRC and in Kampala, travellers are now strongly advised to use the MONUSCO flight (free of charge) to visit Ituri from Kampala.	Average costs of vehicle use (fuel, maintenance) and DSA for Kampala drivers: approximately €600 per trip (€1,200 for a two-way trip). On the basis of past practice and predicted workload for 2017, the new policy will lead to a reduction of vehicle use in 2017 of approximately four missions (one per quarter), enabling a saving/synergy of €4,800 (4 x €1,200).	4.8	4.8
			In the past, video-links were facilitated by headquarters staff travelling to the DRC to support activities (one IT assistant and one court officer). Multidisciplinary staff members from the new field office structure are now able to cover the duties of the court officer, thereby limiting the need for travel.	No requirement for IT assistant to travel to Bunia FO during the witness familiarization phase. IT assistant provides technical support only on hearing days. DSA savings.	33.7	33.7
			Support provided to OPCV in Bunia to organize face-to-face meetings with 25 victims via video-links from Bunia FO. OPCV assistant and IT assistant present in Bunia. Chief of OPCV attended the meetings from The Hague.	Improved time management for OPCV, with less time spent on travel. Additional travel costs savings.	2.5	
		3857 - FO - CIV	With the closure of ONUCI operations in Côte d'Ivoire, cooperation between UNDP and the Court to procure goods and services will provide an economy of scale. The Court will piggyback on UNDP services contracts or use UNDP to procure goods and services.	Less time will be required to set up the contracts, as UNDP contracts are already pre-negotiated. The size of UNDP contracts (larger than the Court contracts) is also likely to generate economies of scales in negotiations.		
<i>III Total</i>					<i>1,545.7</i>	<i>1,831.4</i>
Total – Process Improvements					1,646.7	1,985.6

B. Technology

<i>MP</i>	<i>Programme</i>	<i>Section</i>	<i>Description</i>	<i>Achieved Output</i>	<i>2017</i>	<i>2018</i>
I	1200	1200 - Chambers	The creation of a Chambers-wide Case Law Database will increase efficiency when researching and analysing case law, streamlining the process of drafting decisions and judgments.	Removing the need for an outside consultant to build and maintain the database; increase in productivity of Chambers staff.	10.0	10.0
<i>I Total</i>					<i>10.0</i>	<i>10.0</i>
II	2100	2120 - Services Section	Acquisition and digitalization of evidence in IEU. Documents that were not previously properly captured by the old OCR system will be digitalized correctly and available for further processing and extraction. The obsolete equipment also required more frequent maintenance. The new application will reduce the time necessary to perform acquisition of paper documents.	Lower maintenance costs. More integrated systems. Reduction in staff time. Increased accuracy and reliability of document content.	8.6	8.6
			FPCU Portal-Online Request System. A new workflow to submit procurement or other requests (not including travel approvals) has been devised. The new online request system streamlines the entire process by collecting all the information in one depository system and eliminating the need for numerous emails requesting forms, additional information and documentation. The FPCU portal provides up-to-date information to requesters on the status of a request, reduces the need to print and facilitates access to statistical information. The site was launched on 7 April; 80 requests have been submitted as of today, 19 May 2017(five weeks).	Reduction in paper-based information plus reduction in number of emails. FPCU can now track requests from the origin and coordinate efforts with Registry/Procurement to ensure timely finalization of procurement of goods and services. Considering an average of 16 requests per week and, prior the launching of the system, the time it took to respond to queries via email, the time saved will be a minimum of one hour per request to capture all information required to enable FPCU to create a request in the system.	27.6	27.6
<i>II Total</i>					<i>36.3</i>	<i>36.3</i>
III	3200	3210 - Office of the Director, DMS	Currently, sick leave certification is a manual process. Filing of each sick leave certification takes approximately 15 minutes. 1,500 forms were processed manually in 2016 (approximately 50 working days per year). Automation of sick leave certification will enable staff to complete the certification process more quickly and efficiently.	Simplify and speed up the process for all staff, freeing up additional resources. The implementation of automated sick leave certification will also reduce the time spent by OHU on certification of sick leave.		15.8
		3230 - Budget Section	A new staff forecasting tool that allows better control of the forecasting process and generates more useful results was created at the end of 2016. It is now used by all organs of the Court.	Previously operated by the P-4 in the Section, requiring about five days of work per month, the new tool can now be operated by a G-5 three days a month. The efficiency achieved gives the P-4 more time to analyse data variation and take remedial action.	24.0	24.0
	3300	3360 - Victims	The Victims Application Management	Enhanced functionality with	4.4	4.4

<i>MP</i>	<i>Programme</i>	<i>Section</i>	<i>Description</i>	<i>Achieved Output</i>	<i>2017</i>	<i>2018</i>
		Participation and Reparations Section	System (VAMS) was integrated into the Court's new database, yielding better accessibility for field staff and easier information extraction for relevant stakeholders.	the same resources as in previous years; synergies with IMSS. VAMS is used by two staff members at P-2 and GS-OL level.		
3800		3810 - Office of the Director, DEO	Extensive use of video-links to conduct regular communications with the field offices, resulting in less travel to the field by the Director of the Division of External Operations and lower telephone communication costs.	The Director of the Division of External Operations reduced his travel to field offices by 40% and telephone communications between HQ and field offices by 50%.	7.8	7.8
		3851 - FO - UGA	Put in place a free interactive text-messaging platform designed to give victims, the communities affected by the crimes alleged in the case of Mr Dominic Ongwen, and the general population of Uganda the opportunity to follow the proceedings before the Court.	More than 1,000 text-message requests have been received since the launch of the platform; improved timing of responses to reach communities.	-	-
<i>III Total</i>					<i>36.1</i>	<i>52.0</i>
Total - Technology					82.4	98.2

C. Staff time

<i>MP</i>	<i>Programme</i>	<i>Section</i>	<i>Description</i>	<i>Achieved Output</i>	<i>2017</i>	<i>2018</i>
I	1100	1100 - Presidency	The Presidency is developing a guide to its administrative procedures in order to streamline its administrative work processes. This living document will allow its staff to devote more of their time to the core work of the Presidency.	Reduced time spent on administration and more time on the Presidency's core work.		
		1100 - The Presidency	Through efficient coordination within the Presidency, the External Relations Adviser (P-3) (instead of the Chef de Cabinet (P-5)) accompanied the President on a trip to Japan, Korea and Malaysia.	Working capacity of Chef de Cabinet (P-5) as compared with her substitute (P-3) on a 10-day trip.	2.1	
			Thanks to careful inter-organ cooperation between the Presidency (Judiciary) and the Victims Participation and Reparations Section (Registry), the Chief of VPRS (instead of the Presidency's External Relations Adviser (P-3)) accompanied the President on a trip to Uganda.	Travel and DSA costs for one External Relations Adviser for a trip to Uganda.	3.2	
	1200	1200 - Chambers	Chambers is implementing a policy of flexible assignment of staff resources to allow for staff to be moved to where they are most needed and thus reduce the need for additional staff.	Significant reduction in the number of additional staff required for Chambers to meet operational requirements.	-	-
			Chambers is developing a guide to its administrative procedures in order to streamline its administrative work processes. This living document will allow its legal staff to devote more of their time to the core work of the	Reduced time spent on administration and more time on Chambers' core work.		

<i>MP</i>	<i>Programme</i>	<i>Section</i>	<i>Description</i>	<i>Achieved Output</i>	<i>2017</i>	<i>2018</i>
			Chambers.			
			The Divisions within Chambers are working towards better identifying and collecting useful materials to assist staff in their development, and improved curation of research materials to avoid unnecessary duplication. The Trial Division is developing a document on working methods to identify best practices and give guidance on useful approaches from experience. The collection of existing and development of new materials, which will become more abundant as the body of work of Chambers grows, will help to familiarize staff with essential aspects of working in Chambers, decrease the necessary induction period for new staff and serve as a crucial guide to all staff serving in the Division.	Greater efficiency from an earlier date and streamlining work to avoid duplication.		
<i>I Total</i>					5.3	-
II	2100	2120 - Services Section	Contract preparation for field interpreters. Contracts for field interpreters were previously prepared on a mission basis, which entailed preparing one contract per mission per individual. FPCU has implemented a new format for these contracts that provides for engaging interpreters for a maximum number of days during the year. Fees are paid on the basis of actual utilization. With the new procedure, only one contract per interpreter is needed.	On average, 80 contracts were previously needed each year. An estimated 20% fewer contracts will be required and, in turn, less time will be spent in finalizing them.	47.1	47.1
			Field offices' accounts reconciliation. The number of account holders has increased by 50%. The same number of staff are used to reconcile the accounts.	More accounts reconciled with the same number of staff.	21.5	21.5
	2300	2310 - Deputy Prosecutor for Investigations	Reduce frequency of operations briefings from twice per week to once per week. Twice-weekly 45-minute ops briefing now held only once a week (for one hour). Meeting attended by D-1, P-5s, P-4s and P-3s (or their deputies). Approximately 45 meetings per year. Meetings now entirely focused on imparting and sharing key information required by Section heads and team leaders.	Efficiency gain measured by the time saved by all staff involved, with a 50% reduction in the number of meetings.	34.3	34.3
			Revised BSQ procedure and template to reduce the time required with witnesses during initial screening by removing the need for an IRA at the screening phase and replacing it with protection advice. Collection of information for BSQ spread over three phases corresponding to the development from a person of interest	Changing the process leads to a two-hour reduction in collection time in the field for a pair of investigators. Changing the process leads to a reduction of one and a half hours per screened witness for Protection	81.4	81.4

<i>MP</i>	<i>Programme</i>	<i>Section</i>	<i>Description</i>	<i>Achieved Output</i>	<i>2017</i>	<i>2018</i>
			to a trial witness. Review and revision of the BSQ content per phase will correspond with risk and protection associated with the different phases. Phase 1 (screened individual) requires less information than phase 2 (screened witness) which will require less information than phase 3 (witness).	Strategies Unit staff.		
<i>II Total</i>					<i>184.3</i>	<i>184.3</i>
III	3200	3220 - Human Resources Section	Based on benchmarking of similar organizations and current system resources, the ratio of HR operations staff members to fixed-term staff is 0.0225, which means that there should be 17 staff working in HR operations (including one P-4). With HR Renewal, the ratio can be seen to be reduced to 0.02. At the time of the report, there were only around 768 staff at the Court. Currently, there are around 1,000 staff, which means that there should be 22 staff working in HR operations (20 staff once HR Renewal is implemented).	Automating HR processes (through HR Renewal) will generate efficiencies.	-	127.2
	3300	3340 - Language Services Section	Internal staff are given monthly half-day workshops on language-related issues instead of using external trainers.	Prevent the need for 12 days of work by a consultant/trainer.	36.0	
			Internal translators are able to work in several languages, in addition to the specific language they were recruited for. This includes the case of an English Associate Translator with Acholi translation and interpretation skills who was moved to translation and interpretation for the Ongwen trial. This additional capacity cuts down on outsourcing urgent translations when additional requirements occur. The same principle also applies to freelance translators, who are selected when possible with additional language combinations. This obviates the need to outsource translations from those languages while they are working for us at Headquarters.	Based on the number of languages translators can work from, the level of efficiencies could vary. On average an assumed 350 pages per annum will be produced with multi-language skills.	22.9	22.9
			Kinyarwanda staff interpreters assigned to special confidential monitoring services in addition to their official assignment for judicial proceedings.	The additional capacity represents ten days of interpretation resources.	10.8	
			One Arabic Reviser and one French Translator trained in interpretation (by in-house resources) to provide Arabic interpretation for internal meetings and confidential events	Provision of in-house interpretation services for two non-judicial events, reducing need for external resources.	5.0	5.0
			The establishment of a network in The Hague, HaagNDAS (The Hague Network for Developing Action in Synergy) allowed for identification of	Interpreters provided on loan for six days free of charge, instead of the expected cost of €15,000.	15.0	

<i>MP</i>	<i>Programme</i>	<i>Section</i>	<i>Description</i>	<i>Achieved Output</i>	<i>2017</i>	<i>2018</i>
			free resources and flexible exchange of staff. In 2017, interpreters were provided on loan for six days to the Court to support a non-judicial event.			
		3360 - Victims Participation and Reparations Section	Handling of victim application documents, policies and operational procedures were optimized. Multiple VPRS processes run more effectively in parallel and interdependent production steps are optimized: one unit does not have to "wait" for the other in any of the multi-faceted workflows.	An estimated average of six to eight hours work time per week could be gained by introducing the streamlined workflow, affecting two staff members at P-2 and GS-OL level.	28.1	28.1
3800		3830 - Victims and Witnesses Section	Multifunctional teams at HQ and in the field: training and tasking to increase ability of staff to perform multiple functions (at P and G levels) to service trial appearances, protection, support and operations. Versatility of staff ensures that resources can be directed to the most critical functions on a day-to-day basis.	In order to achieve the current level of output in relation to trial appearances (increased by 43% from 2017 to 2018), additional staffing at HQ will be required, as would an increased number of missions to the field to prepare witnesses for trial. This requirement will be absorbed into the new structure.	-	-
<i>III Total</i>					<i>117.8</i>	<i>183.2</i>
IV	4200	4200 - Secretariat of the Assembly of States Parties	The Language Services Section in the Registry provided interpretation services to the Audit Committee for two days, and hopefully will provide this service in September for three days.	Avoid requesting additional funds for interpretation for the sessions of the Audit Committee.	4.7	4.7
			The Secretariat of the Assembly will transfer one of its GTA positions (GS-OL) to the Information Management Services Section under the assumption that the latter will provide the Secretariat, as a priority, with the required IT services such as uploading to and maintaining its website page.	Synergy will be achieved between the Secretariat of the Assembly and the IMSS of the Registry, which will result in reducing the number of GTA positions (GS-OL) in the Secretariat by one (amounting to €72,300) and increasing the Registry budget by the same amount. By transferring this post to IMSS, the Court increases its IT team capacity, allowing more services to be provided to all Major Programmes of the Court at no additional cost. This SASP initiative will benefit the Court as a whole.	-	-
<i>IV Total</i>					<i>4.7</i>	<i>4.7</i>
Total – Staff Time					312.1	372.2

D. Training resources

<i>MP</i>	<i>Programme</i>	<i>Section</i>	<i>Description</i>	<i>Achieved Output</i>	<i>2017</i>	<i>2018</i>
I	1200	1200 - Chambers	Chambers is seeking to coordinate its training programmes and reduce the use of paid external consultants by instead relying on the existing connections and networks of Chambers staff. In one instance, it is estimated that training previously arranged through an external consultant at a cost of €3,000 could be obtained for a nominal amount. Chambers is also working cooperatively within the Court to identify internal training providers. This is expected to produce savings.	Reduced training costs.		
<i>I Total</i>						
II	2100	2120 - Services Section	Code of Conduct Training. The OTP developed specific training for the Code of Conduct in 2013. Trainers from the UN were engaged to conduct the first sessions and prepare the material. OTP staff were specifically trained to become trainers for future sessions (train-the-trainer).	Two UN trainers were engaged to provide the initial training. Since internal trainers have been trained, the sessions are now conducted by internal staff. Therefore, the two external consultants are no longer needed.	7.3	7.3
	2400	2410 - Deputy Prosecutor for Prosecutions	Use of internal trainers instead of external experts. PD organizes a PD Legal Meeting approximately once every two weeks except during Court recess. The PD Legal Meetings are used to discuss legal or procedural developments relevant to the Division. In 2016, 50% of these meetings were facilitated by an internal subject-matter expert, instead of inviting an external expert. This saves around 32 hours of expert time each year and travel and DSA for around eight speakers. In addition, in 2017, the Deputy Prosecutor, together with senior lawyers, organized a two-day written advocacy training course for 24 PD staff members. This allowed the Division to provide this training without having to hire an external expert.	Reduce the need for external training expertise.	32.1	32.1
			Use of pro bono facilitators for specialized training and organizing training jointly with third parties.	For 2017, the expectation is that approximately five trainers will come to the OTP to train the lawyers on a pro bono basis. This saves travel, DSA and speaking fees five times over. In addition, each year the Appeals Section organizes Appeals Advocacy Training jointly with the ICTY. This saves the Court 50% of the	20.0	20.0

<i>MP</i>	<i>Programme</i>	<i>Section</i>	<i>Description</i>	<i>Achieved Output</i>	<i>2017</i>	<i>2018</i>
				training costs, approximately €2,000 per year.		
<i>II Total</i>					<i>59.4</i>	<i>59.4</i>
III	3200	3220 - Human Resources Section	By using in-house expertise and a train-the-trainer approach, training costs can be reduced. In 2017 and 2018, in-house capacity will be used in the area of performance management.	Reduce the need for external training expertise.	25.0	25.0
<i>III Total</i>					<i>25.0</i>	<i>25.0</i>
VII	7500	7500 - Independent Oversight Mechanism	Together with the Registry HRS: in-house development and implementation of a Court-wide ethics and values survey in order to underpin the development of an ethics and values strategy.	Reduce the need for external consultancy expertise.		50.0
<i>VII Total</i>						<i>50.0</i>
Total – Training Resources					84.4	134.4
Grand Total - Efficiencies and Savings					2,125.6	2,590.5

Annex XI

Impact on the Court of constant budget size or “zero nominal growth” (ZNG)

A. Introduction

1. The Assembly of States Parties (“the Assembly”) has asked the International Criminal Court (“the Court”) to present a sustainable budget for 2018. Any request for an increase over the 2017 approved budget must be for mandated activities, provided that the Court has made every effort to finance the increase through savings and efficiencies. The Assembly’s Committee on Budget and Finance (“the Committee”) is accordingly of the view that any budgetary increase should be considered only if the Court makes a compelling case that it cannot find the necessary funding by adjusting priorities, redeploying resources and achieving additional savings. Should the Court request a budget increase, the Committee asks that it present an alternative scenario using a constant budget size, or zero nominal growth (ZNG), showing how a ZNG budget would affect the Court’s mandated activities.

2. As a matter of practice and principle, the Court strives to achieve its goals, as prescribed by the Rome Statute, through the most efficient use of the means available to it. Nevertheless, while the Court has been constantly growing, it has never had the proper budget size to enable it to fully discharge its mandate of trying perpetrators of the most serious crimes of concern to the international community as a whole, and contributing to prevention through effective investigations and prosecutions.

3. Through coordinated inter-organ projects, the Court has actively sought to find ways to maximize its use of resources and benefit from synergies in its operations. Under the leadership of the Coordination Council (CoCo), the Court has implemented savings and efficiencies that have enabled it to present a lean, well-justified conservative budget proposal for 2018. The budget increase requested has been minimized through these savings and efficiencies, which form part of the main budget narrative and are detailed in the Annex X.

4. Thus, in line with the above approach, and mindful of the financial constraints of States Parties, the Court proposes a budget increase of €6,290,500, or 4.4 per cent, to meet its operating needs. In 2017, many budget lines exhibited very limited increases or none at all. Increases requested for 2018, where they occur, are fully justified in their respective budget lines.

5. A ZNG budget will cause the Office of the Prosecutor (“the Office” or OTP) to lose staff and operational capability. The detrimental effect of this – in particular, delays in investigations and prosecutions – will ultimately hamper the ability of the Court to deliver on core mandates. A ZNG budget will undercut the Registry’s capacity to provide vital services to the OTP and the Court as a whole, including in the key area of victim and witness support, and its ability to implement the Court-wide IT strategy which is critically needed. The Judiciary will be negatively affected by these constraints on OTP and the Registry, not least in terms of delay and inefficiencies in proceedings, and will also be unable to meet the obligations which will arise from the election of new judges under the Rome Statute (“the Statute”). It will also have significant consequences for other major programmes. In sum, a ZNG budget is not commensurate with the reality of the Court’s operations, and will severely undermine the effective discharge of its mandate as set by the Rome Statute.

B. Impact on the OTP

6. The implications for the OTP of a ZNG budget for 2018 will be examined first, since the OTP serves in many ways as the “engine” of the Court.

7. From the perspective of the OTP, a ZNG budget does not represent “zero nominal growth” at all; instead, it means the loss of staff and capabilities, which will undermine its operations and compromise its ability to deliver on its mandate under the Statute. This will occur just as the OTP is beginning to achieve consistently positive outcomes, thanks to the effective and efficient implementation of its strategic plans. Moreover, such repercussions completely contradict the policy adopted by the States Parties when they acknowledged that the OTP – while suited to its purpose – was seriously under resourced.

8. To assess the implications of a ZNG budget for the OTP, two questions must be answered:
- (a) What will a ZNG budget for 2018 require the OTP to “absorb”?
 - (b) With no capacity to absorb, what will the consequences be for the OTP?

1. What will the OTP have to absorb?

9. The budget increase for operating needs that the OTP is requesting as part of the Court’s proposed budget for 2018 is €2,195,600, or 4.9 per cent. The breakdown of this increase, of which each component is essential to support OTP core activities, is justified in detail in the budget proposal for Major Programme II.

10. If, however, a ZNG budget were imposed on the Court, the OTP would have to “absorb” the amount of the requested increase with only the resources available to it at the 2017 level, with a serious debilitating impact on its operations and ability to effectively execute its mandate.

11. This means, essentially, that the OTP would have to reduce its staffing complement, cut planned missions and delay in some instances drastically investigative activities. The OTP would also suffer operational bottlenecks in forensic science work, witness interview transcriptions and translations of key material, thereby having a detrimental effect on case preparation.

12. Delays will limit the OTP’s ability to redeploy resources to other situations, slow the delivery of justice to victims and affected communities, and introduce additional costs over time. It must also be emphasized that such an outcome will carry serious reputational risks for the OTP and the Court as a whole.

2. With no capacity to absorb, what consequences will result for the OTP?

13. Without the capacity to absorb the requested budget increase, the OTP will be forced to reduce both capacity and capability, with negative consequences for its operations and core activities.

14. Staff reductions resulting from a ZNG budget will cause the OTP to lose:

- (a) Resources equivalent to five new FTE posts not granted;
- (b) Resources equivalent to eight existing FTE posts not funded (these posts represent the total of the 20 positions not fully budgeted for the whole of 2017, but to be budgeted for the whole of 2018); and
- (c) Resources equivalent to eight additional FTE posts discontinued, if capacity is not restored through the application of the standard vacancy rate and full costing for GTA.

15. In sum, in addition to denying the OTP the five new necessary staff members, a ZNG budget will also deny full-year funding for 20 posts, equivalent to eight FTE, that were approved in the 2017 budget, but which were required to be filled on a staggered basis. By the end of 2017, these posts will all be filled and the denial of funding for 2018 will oblige the OTP to dismiss staff working in crucial areas of operations, such as investigations, forensics, translation, transcription and trials. This will represent not only a loss of capacity through the reduction of the workforce, but the loss of capability, since these staff members will take with them the skills, experience and institutional knowledge they have gained. The investment made in their recruitment and training will also be forfeited.

16. The OTP also accepted a temporary higher vacancy rate for 2017 and applied a deduction to GTA funds. However, failure to restore the normal OTP vacancy rate and GTA capacity in 2018 will generate a further staffing loss equivalent to seven or eight FTE posts.

17. Furthermore, a ZNG budget, which will deprive the OTP of sufficient funding for travel and general operating expenses, will reduce the OTP’s ability to send investigative missions into the field. Should the situation have to be maintained, compounded by other delays due to insufficient staffing, this will add approximately 4.5 months per investigation to the normal three-year life cycle of an investigation in the challenging and complex environment in which the OTP operates.

18. Past experience has demonstrated that travel and general operating expenses are constantly over implemented because of unavoidable operational requirements. This trend is bound to continue in 2018. Denying the requested increase in these budget lines will translate into approximately 70 fewer investigative missions, which will set back the OTP's ability to collect evidence to support its cases, and scarcer funds for field operations essential to completing investigations.

19. Reductions in staffing, mission capacity and funds for general operating expenses will debilitate the conduct of OTP's core mandated activities.

20. Moreover, the resulting delays will only exacerbate the negative situation in which the OTP already finds itself. Thus, delays that have already occurred in existing investigations because of understaffed teams will now be prolonged. For example, as a consequence of a ZNG budget, the Côte d'Ivoire II investigation may take two additional years to complete; the Georgia investigation may take four or more years to complete. The reputational damage ensuing from such delays risks eroding public confidence in the ability of the Court to deliver timely and effective justice.

21. A backlog of cases requiring investigation will also accumulate, and such backlog of pending activities creates the risk of losing investigative opportunities, evidence and cooperation.

22. Essentially, if a ZNG budget is imposed on the Court, the OTP will lose capacity and capability, and will be compelled to defer planned core activities and the redeployment of staff to other operations. This will inevitably have an adverse effect on the OTP's ability to work effectively to investigate and prosecute crimes. Such a consequence is harmful to the interests of victims and affected communities, and ultimately to the reputation of the Court itself and its ability to contribute to prevention.

23. A number of compelling reasons militate against dismissing staff to absorb the impact of a ZNG budget, including the need to avoid:

- (a) greater delay in OTP investigations;
- (b) the negative impact on the OTP's ability to prosecute cases effectively in court;
- (c) a decision that is contrary to the strategy of the OTP and States Parties to staff the Office properly, so that it fulfils its mandated purpose;
- (d) the loss of investment in skill, experience and institutional knowledge, due to departure of staff; and
- (e) a decrease in staff well-being and motivation, impacting the working climate of the Office and resulting in efficiency and performance deficits.

24. In conclusion, the strategy of the OTP and that of the Court is to achieve the desired goals through the most efficient use of available means. The desired goals are the objectives arising from the imperatives of the Statute and the situations the Court confronts. This means that the resources that States Parties make available to the Court must therefore be sufficient to sustain its statutory mandated operations, while the Court does its part to make the most efficient use of those means.

25. Failure to provide sufficient means will noticeably undermine the Court's ability to deliver on its mandate in a timely, effective and efficient manner to the detriment of victims and communities affected by atrocity crimes and public confidence in the institution.

C. Impact of ZNG on the Registry

26. With the proposed increase of €2.5 million, or 3.3 per cent, the Registry would have to make cuts corresponding to an equivalent amount should a ZNG be imposed on the Court.

1. Reductions in victims and witness support (€0.2 million)

27. A reduced level of support required by the OTP due to budget cuts would translate into additional cuts in the Victims and Witnesses Section (VWS) in the amount of approximately €200 thousand. The areas that would be affected include support in the field, travel to and from the Headquarters for testimony, and relocation of witnesses.

28. It should, however, be immediately highlighted that the protraction of the OTP's investigative activities will likely increase the costs for the VWS/Registry in the long run, as the amount of time that witnesses would spend in the care of the VWS would be extended. Furthermore, the additional time spent in the care of the VWS will inherently increase the risk of witnesses becoming more exposed over time. To care for witnesses effectively and minimize risks and disruption to their lives, OTP investigations are required to be as swift as possible.

29. Should OTP investigations nevertheless slow down because of its own budgetary restrictions, the Registry would have to follow the pace set by the OTP.

30. A reduction in the VWS/Registry budget would also have ramifications on the provision of Initial Response Systems (IRS), which are needed to ensure a first-line response to an incident or an increased threat to a witness. Additional IRSs would have to be diminished in 2018 in order to accommodate a reduction in the budget.

31. Witnesses and their families will suffer greatly if the Registry staff are unable to provide regular and consistent contact. Consequently, risks will mount while the welfare of the family deteriorates. The risk of harm during such periods, when witnesses become disillusioned, is heightened and the ability of the Registry to react is weakened. This triggers a downward spiral which creates distrust between the witness and the Court, a propensity on the part of the witness to "go it alone" and high-risk situations with significant operational and reputational damage to the Court.

2. Reduced support to OTP investigations in the field and negative impact on field activities (€0.9 million)

32. A ZNG budget will require Registry to cut the requested increase in both staff and non-staff costs for the Field Offices. Some of these reductions may arise naturally from the slowing down of OTP activities decreasing the need for Registry support. However, a proportion would be unrelated cuts which would directly hamper the Registry's capacity to support OTP investigations, as well as have a negative impact on the Court's field operations generally.

33. In particular, the security of the Court's staff and operations in the field would be jeopardised if security support in Mali cannot be strengthened with an additional staff member, as proposed, in light of the increased threat against international staff in the country. Similarly, the security in the Cote d'Ivoire would also not be possible to be adequately addressed if the Court cannot resort to contractual services, necessary in light of the withdrawal of UN Operation in Cote d'Ivoire on whom the Court has relied thus far.

34. The envisaged and required establishment of a small satellite office in Gulu to support missions and activities, in particular outreach activities, in the northern region of Uganda, would not be possible should ZNG be imposed. Nor would it be possible to provide the necessary maintenance to the field offices, notably Kampala Field Office in light of the move to the new premises, and Cote d'Ivoire Field Office for higher vehicle maintenance in light of increased volume of missions.

3. Postponement of the Five-Year IT/IM strategy (€1.4 million)

35. Lastly, the Court-wide information technology and information management strategy, in the amount of €1.6 million, of which €1.4 million is funded by the Registry will have to be put on hold, jeopardizing the progress already made and severely destabilizing the most efficient use of Court's resources. As outlined in detail in the annex on IT/IM Strategy, the strategy is a means of controlling costs, through detailed analysis of the Court's needs, centralizing services and maximizing the impact of the invested resources.

36. As the majority of the amount requested for the IT/IM strategy in 2018 is linked to investigative activities, this will again have a negative impact on the OTP in that:

(a) The OTP would face delays in processing and reviewing electronic evidence, which would, in turn, delay trials;

(b) The OTP would keep accumulating a backlog of unprocessed investigative leads resulting in slower identification of new investigative avenues; and

(c) The OTP would not be able to benefit from the improved processing of audio/video interviews, with the current approach being both costly and time-consuming.

37. For the Court as a whole, postponing the IT/IM strategy for one year would:

(a) Greatly increase exposure to cyberattacks for the entire Court in a wide range of areas, including for the OTP when conducting online investigative activities and for the Registry in protecting strictly confidential data, such as those pertaining to witnesses;

(b) The Court would be unable to improve its measures to prevent security attacks from the inside;

(c) The Court would not benefit from streamlined and more efficient ways of dealing with State cooperation through the new RFA/RFI/Note Verbale Action tracking system;

(d) Work on the design of the new Judicial Workflow Platform would be put on hold; this would pose a serious risk to the operations of the Court in that the new system may not be ready by the time that the current one, based on Ringtail, becomes obsolete;

(e) The prompt processing of victim applications in the field would be endangered if the electronic data collection application is not developed, which would lead to the continuation of inefficient working methods and delays in proceedings or difficulties for the victims concerned in being able to participate;

(f) the Court would not benefit from streamlined mission planning, and hence from better mission management and savings in travel, and improved support for missions in the field; and

(g) No improvements in business processes regarding payroll, and finance management would be possible; currently inefficient – and mostly manual – workflows and methods would not be addressed, posing a constant risk of error.

38. In other words, by postponing the implementation of the IT/IM strategy, not only would the Court's activities be undermined in a number of areas, but there would also be no progress in making the Court's operations more cost-efficient and effective in the priority areas mentioned above.

D. Impact on the Presidency and Chambers

39. The slowing down of OTP investigations and preparation of cases to be presented to the judges would evidently impair the ability of the Judiciary to deliver on its core mandate. Reduced Registry capacity – particularly in IT support – will hamper ongoing efforts to increase the efficiency of Court proceedings.

40. Moreover, a ZNG budget would present a difficult challenge for the Judiciary given the specific cost drivers for the programme in this budget year. The total requested increase for MP I is entirely attributable to the proposed adjustment to the judges' salaries, which is under consideration by the Bureau of the Assembly, and the mandatory costs associated with the induction and installation of newly elected judges.

41. The judges' salaries were fixed at €180 thousand in 2004 under resolution ICC-ASP/3/Res.3, with the provision that this amount would be reviewed by the Assembly, as soon as practicable, after the General Assembly of the United Nations reviewed the conditions of service of the judges at the International Court of Justice (ICJ).¹ Despite increases in the salaries of the ICJ's judges resulting from incremental reviews, a similar review of the salaries of the Court's judges has never been undertaken in the 14 following years; as a result, the judges now earn considerably less than those at the other international courts and tribunals. In addition, the judges are the only elected officials of the Court who do not benefit from incremental increases, clearly a source of inequality. A request was made in the Proposed Programme Budget for 2017 for an increase in judges' remuneration to align it with that of the judges of the ICJ and other international courts and tribunals. After consideration of this matter at the fifteenth session of the Assembly, the decision was taken to request the Bureau "to consider a revision of the judges' remuneration [...] and to report to the Assembly at its sixteenth session".² The Bureau subsequently decided that discussions on this issue would be

¹ *Official Records ... Third session ... 2004* (ICC-ASP/3/25), part III, ICC-ASP/3/Res.3, annex, section XIII (Revisions).

² *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), Volume I, part III, ICC-ASP/Res1, section O.

led by the budget facilitator. That process is ongoing with a view to consideration of the matter at the session of the Assembly in December, but a ZNG budget would preclude any meaningful debate because the option of an increase would not be available.

42. There are mandatory costs associated with the election of six new judges at the session of the Assembly in December. All six judges will need to come to The Hague in March for the solemn undertaking ceremony and for induction. Further costs will be generated by their installation when they commence full-time service at the Court. These costs mandated by a process which is necessary to implement requirements of the Statute are estimated at a total of €364.7 thousand.

43. Efforts have been made within MP I to offset some of these mandatory costs and minimize the increase in judges' costs in its proposed budget for 2018. It is estimated, on the basis of the projected workload, that some of the mandated increase can be lessened by delaying the commencement of service of some of the newly elected judges. Further savings are anticipated in the MP I Proposed Programme Budget for 2018 as a result of lower amounts estimated for home leave, education grants and accruals for annual leave. As a result, the total expected costs associated with the incoming judges have been offset by €160 thousand.

44. The budget of MP I consists almost entirely of the cost for Judiciary and Chambers staff who are essential to deliver the core mandate of the Court. A flexible approach is employed to allow Chambers staff to be deployed across the three divisions depending on the workload. As a result, Chambers staff are fully engaged with the current trials, appeals and reparations proceedings and there is no flexibility to address these additional costs from staff cost. The minimal amount accorded to non-staff items in the MP I budget prevents the remaining increase of €204.7 thousand from being absorbed through non-staff savings or efficiencies. Even if the entire travel budget for Presidency and Chambers were used to offset these mandatory costs – thus precluding all travel for the judiciary in 2018, including for the incoming President – there would still be a shortfall of €109 thousand.

45. As a result, a ZNG budget would impede the effective consideration of the issues related to the judges' salaries and prevent full implementation of the requirements of the Assembly resolution on the installation of newly elected judges.

E. Impact on the Trust Fund for Victims

46. The increase in the proposed programme budget of Major Programme VI for 2018 relates exclusively to staff costs. Non-staff costs are projected to stay unchanged, in spite of a significant surge in workload and activities.

47. Staff costs in the 2017 approved budget for the STFV did not cover full-time employment. A significant number of posts were budgeted partially because of staggered recruitment (proposed by TFV) or reductions recommended by the Committee.

48. This means that remaining at constant budget size will have a crippling effect on the existing capacity of the TFV Secretariat. In particular, ongoing employment contracts for staff in established posts would be jeopardized in a way that contradicts good employment practice.

49. The TFV also recalls that the proposed budget for 2017 indicated all posts in the restructured TFV Secretariat to be established posts. The Committee's recommendations, however, indicated a significant number of new posts as GTA positions.

50. As described in the narrative accompanying the Proposed Programme Budget 2018 for MP VI, the Trust Fund (i) maintains that all posts in the new TFV Secretariat's structure should indeed eventually be qualified as established posts; and (ii) in the interest of a gradual evolution, a limited number of posts are proposed for conversion in 2018, with conversion of the remaining posts to be addressed at a later stage.

51. The business impact of a constant budget size on the TFV will be as follows:

(a) Reduced capacity of the TFV to implement Court-ordered reparations in the *Lubanga* and *Katanga* cases, and consequently, operational delays and the risk of not meeting the rightful expectations of victims;

(b) Significantly reduced capacity, if not inability, of the TFV to engage in the design and implementation of Court-ordered reparations in the *Al Mahdi* and *Bemba* cases, with a highly damaging impact on victims' rights-based expectations;

(c) Inability to effectively pursue the expansion of the assistance mandate in Côte d'Ivoire, Kenya, Mali and the Central African Republic; and

(d) Reduced effectiveness of fundraising, which is primarily driven by donor interest in the assistance mandate, resulting in depressed annual revenue from voluntary contributions. According to available information, a lack of evolution in the TFV's assistance mandate towards including more situation countries will erode donor interest and faith in the TFV. This will also have a negative impact on the its ability to complement the payment of reparations awards from its "other resources", as provided for in regulation 56 of the TFV's Regulations.

52. The four examples above of the impact on business will cause significant harm to the effectiveness and reputation of the TFV, as well as that of the Court by association, and will therefore negatively affect public trust in the reparative justice ambitions that are central to the Statute. Business continuity with regard to existing operations will be jeopardized by an effective reduction of the TFV's core capacities in programme management, which ensures internal control, administration, fundraising and advocacy all elements central to the TFV's Regulations adopted by the States Parties.

53. A constant budget size will have a debilitating impact on the TFV's already delayed maturation as an effective, efficient and relevant institution accompanying the Court, as a subsidiary organ of the Assembly created specifically to fulfil and deliver meaningfully on the promise of international justice to victims of the most serious crimes that is central to the Statute.

F. Impact of ZNG on Other Major Programmes

1. MP IV: SASP

54. The proposed budget for major programme IV for 2018 reflects the level of resources required to service the Assembly and its subsidiary bodies. It thus includes the costs which are inherent to holding an Assembly session in The Hague, largely reflected in the budget line for contractual services. The overall budget level is consistent with what is the standard budget or "constant budget size" for Major Programme IV. This standard budget is different from those years when the Assembly session is held in New York, and where consequently there is an exceptional decrease in the request for resources because several services do not have to be paid for when the Assembly meets at United Nations Headquarters (such as security, badges, facilities and other services).

55. The effect of a reduction in the proposed programme budget for MP IV would diminish the substantive and technical support which the Assembly and its subsidiary bodies may receive from the Court.

2. MP V: Premises

56. The proposed amount of €1,498.5 is for maintenance of the Court premises in The Hague. It represents an increase of 3 per cent based on the estimated price index for such services in the Netherlands. As the actual cost will be known only after the completion of the procurement process currently under way to identify a long-term maintenance contractor, the effect of the application of ZNG is unknown.

3. MP VII-5: IOM

57. The budgetary increase is entirely due to the four Assembly-approved posts for the Internal Oversight Mechanism (IOM) being filled for the complete 2018 budgetary year, while prior year budgets had been calculated to account for a delay in recruitment for these posts. Were the IOM to be restricted to an overall constant budget size, this would necessitate a balancing reduction in its already minimal non-staff costs and a consequent inability to effectively achieve its mandate.

4. MP VII-6: OIA

58. The ZNG approach would prevent the Office of Internal Audit (OIA) from being evaluated by an external consultant, as well as from attending enough hours of training to meet professional requirements (40 hours per year).

Annex XII

Capital Investments (2018-2021)

1. As requested by the Committee on Budget and Finance (“the Committee”), the International Criminal Court (“the Court”) has identified its capital investment costs and presented them to the Assembly of States Parties (“the Assembly”) to ensure a better understanding of their Court-wide implications and to avoid any surprises when a clearly identifiable amount falls due.¹ The table below provides an overview of these costs for the years 2018-2021. In line with past practice, the amounts required for capital investment under the Court’s 2018 Proposed Programme Budget have been organized by priority and reduced to a minimum.

2. Long-term capital replacements related to the Court’s premises are not included in these estimates; they have been identified and submitted in a paper² to the premises focal point of The Hague Working Group. In that paper, the Court provides a five-year plan showing the projected costs of capital replacements for the permanent premises.

Table 1: Four-Year Capital investment Plan (2018-2021)

<i>Capital investment</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>
Vehicles	301,000	386,000	300,500	279,000
Investments related to the Court’s Five-Year IT/IM Strategy	-	50,000	500,000	50,000
Total capital investment	301,000	436,000	800,500	329,000

A. Vehicles

3. The costs indicated in the table above are based on the replacement plan for vehicles in the field for the years 2018-2021. Vehicles distributed and transferred among field offices according to operational needs range in age from 8 to 15 years old.

B. Investments related to the Court’s Five-Year IT/IM Strategy

4. On the basis of industry standards, storage and virtual infrastructure components have a lifespan of three to five years and need to be replaced within that period. In accordance with Court’s Five-Year IT/IM Strategy, a capital investment amount of €100 thousand split between years 2019 and 2021 is required to renew the Court’s virtual infrastructure. A larger investment of €500 thousand is required for SAN (Storage Area Network) storage replacement in the datacentre to maintain the Court’s storage capacity.

¹ *Official Records ... Tenth session ... 2011* (ICC-ASP/10/20), vol. II, part B.II, para. 22.

² Paper submitted by the Court: “Capital replacements at the International Criminal Court’s Permanent Premises”.

Annex XIII

Major Programme VI: The TFV results framework

