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**Report on activities and programme performance of the
International Criminal Court for the year 2016***
Contents

	<i>Page</i>
I. Introduction.....	3
II. Main activities of the major programmes	3
A. Major Programme I – Judiciary	3
B. Major Programme II – Office of the Prosecutor	9
C. Major Programme III – Registry	14
D. Major Programme IV – Secretariat of the Assembly of States Parties	31
E. Major Programme VI – Secretariat of the Trust Fund for Victims	32
F. Major Programme VII-1 – Project Director’s Office (permanent premises).....	33
G. Major Programme VII-5 – Independent Oversight Mechanism	33
H. Major Programme VII-6 - Office of Internal Audit.....	33
III. Cross-cutting issues	34
IV. Budgetary performance 2016.....	36
A. Overview of the budgetary performance of the court	36
B. Budget performance for the programme budget	36
Annex I: Major Programme I – Judiciary	52
Annex II: Major Programme II – Office of the Prosecutor	55
Annex III: Office of the prosecutor: information with regard to the number of missions and the number of documents and pages filed in 2016.....	67
Annex IV: Major Programme III – Registry	69
Annex V: Registry: Consolidation of the number of defendants, victim applications, duration of stay of witnesses and stay per witness at headquarters.....	82
Annex VI: Major Programme IV – Secretariat of the Assembly of States Parties	84

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Annex VII: Major Programme VII-1 – Project Director’s Office (permanent premises).....	85
Annex VIII: Major Programme VI – Secretariat of the Trust Fund for Victims.....	86
Annex IX: Major Programme VII-6 – Office of Internal Audit	87
Annex X: Major Programme VII-5 – Independent Oversight Mechanism	88
Annex XI: Procurement.....	88
Annex XII: Liquid funds.....	92
Annex XIII: Status of working capital fund and contingency fund as at 31 December 2016.....	93
Annex XIV: Realization of assumptions 2005-2016 otp.....	94
Annex XV: Unliquidated obligations.....	98
Annex XVI: Judicial decisions with significant financial implications in 2016.....	100
Annex XVII: Budget performance 2016 by sub-programme, programme and major programme and by item	101

I. Introduction

1. This report details the main activities conducted by the International Criminal Court (“the Court”) in 2016 and provides an overview of its budgetary performance for that year. Annexes I to XVII provide detailed information on, *inter alia*, performance by Major Programme and the realization of budgetary assumptions, as well as indicators relating to defendants, victims and witnesses managed by the Registry, to missions, and to documents and pages filed by the Office of the Prosecutor (“the Office” or the OTP).

2. As can be seen from the detailed descriptions of activities in the first section of the report, the Court conducted not only the activities projected for 2016, but also various unforeseen activities. Support for those activities was initially requested from the Contingency Fund but the costs were, ultimately, absorbed by the regular programme budget as a result of strict budgetary controls and constant reprioritization of activities, as explained in section IV.

II. Main activities of the Major Programmes

A. Major Programme I – Judiciary

1. Presidency

3. In 2016, the Presidency continued to exercise its functions in its three main areas of responsibility: judicial and other legal tasks, external relations, and administration.

4. The Presidency’s Legal and Enforcement Unit (PLEU) continued its multifaceted work on legal and judicial matters. This consisted first of supporting the Presidency’s functions in the context of the consultations of the Hague Working Group’s Study Group on Governance (SGG) on Cluster I: “Expediting the Judicial Process” and the Working Group on Lessons Learnt (WGLL). This area saw continued improvement in exchanges with the Assembly of States Parties (“the Assembly”) on amendments to the Rules of Procedure and Evidence (“the Rules”). These exchanges led to the adoption, at the Assembly’s fifteenth session, of two of the four Court-proposed amendments to the Rules which had been under discussion by the Assembly since 2014. The PLEU also supported the urgent drafting of an amendment to the Rules by the plenary of the judges. Lastly, the PLEU began providing administrative and legal support to the Advisory Committee on Legal Texts, which includes judges from the three divisions of the Judiciary and representatives from the OTP, the list of counsel and the Registry, pursuant to regulation 4(6) of the Regulations of the Court. In total, the PLEU was involved in a dozen informal and formal meetings with the SGG on Cluster I and with the Working Group on Amendments (WGA). In other areas, the PLEU prepared Presidency decisions on applications, many of which were confidential, facilitated the constitution of Chambers and supported meetings and plenaries of the judges. In the area of international cooperation, the PLEU led inter-organ discussions on the negotiation and conclusion of two Court-wide agreements with international organizations. The PLEU also successfully negotiated the conclusion of one enforcement-related agreement. With more convictions and sentences issued by the Court, the PLEU continued its work on the enforcement of sentences phase of the Court’s proceedings.

5. In the area of external relations, the Presidency engaged with States, the Assembly and its subsidiary organs, intergovernmental and regional organizations and civil society to enhance cooperation with, awareness of, and support for the Court. As the public face of the Court, the President (or one of the Vice-Presidents, on her behalf) held official meetings with numerous senior representatives of States, the Assembly, international and regional organizations, civil society and professional associations, either at the seat of the Court, in the case of visiting delegations, or while on official missions. The Presidency led the inter-organ coordination of Court-wide external relations matters, such as decisions on general objectives and strategies; planning of cooperation seminars and other Court-wide events aimed at enhancing engagement with external actors; the preparation of official statements and reports; cooperation and communication with other stakeholders in the Rome Statute

system; and representation at various forums. The Presidency led the Court's efforts to contribute to promoting the universality of the Rome Statute in cooperation with the Assembly's focal points on the Plan of Action for Universality and Full Implementation of the Rome Statute, the President of the Assembly, non-governmental organizations and regional bodies.

6. In the area of administration, the Presidency continued, together with the other organs of the Court, to further streamline the Court's governance and control structure. This included further improvements to the Court's strategic planning process; establishing and reporting on potential performance indicators; further work on the inclusion of relevant inter-organ policies in the Court's legal and governance framework; and reviewing inter-organ draft administrative issuances. As regards strategic oversight of the Registry and coordination of inter-organ issues, the administrative team continued to engage with the Registry on topics of common concern, including follow-up from the restructuring of the Registry. The administrative team also engaged with the Assembly's SGG throughout the year on a number of administrative and managerial topics relevant to the Court's operations alongside the other organs, in particular Cluster II concerning the Court's budget process. The Presidency represented the Court in a number of facilitations within the Assembly's Hague Working Group (HWG). It presented the Court's updated Strategic Plan to States and other external stakeholders, and briefed States on future initiatives to create organ-specific strategic plans for the OTP and the Registry, in addition to a high-level Court-wide plan. The Presidency also interacted with the HWG on the topic of performance indicators. Alongside the other organs, it also reported on initiatives regarding the Court's basic size and synergies. As in previous years, the administrative team was closely involved in inter-organ matters, such as preparation of the Court's programme budget and a number of related reports and documents, as well as discussions on other budgetary matters in the Court's Budget Working Group; cooperation with the Committee on Budget and Finance ("the Committee") and the Assembly's budget facilitator; discussion and facilitation of strategic issues in various inter-organ working groups; and the coordination and facilitation of the monthly Coordination Council ("CoCo") meetings.

2. Pre-Trial Division

7. The two Pre-Trial Chambers in the Pre-Trial Division are currently seized of 12 situations.¹ One new situation – Gabon – was assigned by the Presidency to Pre-Trial Chamber II on 4 October 2016. Although six judges are assigned to the Pre-Trial Division, two are serving only in Trial Chambers (Trial Chambers VII, VIII and IX). The two Pre-Trial Chambers are therefore composed of four judges assigned to the Pre-Trial Division and one judge assigned to the Trial Division. All judges in the Pre-Trial Division are also assigned to Trial Chambers and some participate in interlocutory appeals.

8. In the situation in the Democratic Republic of the Congo (DRC), on 4 November 2016, Pre-Trial Chamber I issued a decision on the Prosecution's request to provide Bosco Ntaganda with access to evidence obtained pursuant to article 70 of the Statute.

9. In the situation in Uganda in the case of *Dominic Ongwen*, on 15 January 2016, Pre-Trial Chamber II issued its decision on the schedule for the hearing on the confirmation of charges against Dominic Ongwen, which took place from 21 to 27 January 2016. On 2 March 2016, Pre-Trial Chamber II authorized the disclosure to the Defence by the OTP of 43 documents with redactions, as agreed by the United Nations. On 23 March 2016, Pre-Trial Chamber II issued a decision to continue Dominic Ongwen's detention. On 23 March 2016, Pre-Trial Chamber II issued its decision on the confirmation of charges against Dominic Ongwen, confirming 70 charges of war crimes and crimes against humanity. A separate opinion of a judge in Pre-Trial Chamber II concerning the decision on the confirmation of charges was filed on 19 May 2016. On 29 April 2016, Pre-Trial Chamber II, by majority, rejected the Defence application for leave to appeal the decision on the confirmation of charges, and ordered the Registrar to transmit to the Presidency the decision on the confirmation of charges and the record of the proceedings of the Chamber.

¹ Uganda; the Democratic Republic of the Congo; Central African Republic I; Darfur, Sudan; Kenya; Libya; the Republic of Côte d'Ivoire; Mali; the Registered Vessels of the Union of the Comoros, the Hellenic Republic and the Kingdom of Cambodia; Central African Republic II; Georgia and Gabon.

10. In the situation in Darfur, Sudan, in the case of *Omar Hassan Ahmad Al Bashir*, on 17 May 2016, Pre-Trial Chamber II issued two decisions requesting the Republic of Uganda and the Republic of Djibouti, respectively, to provide submissions on their respective failures to arrest and surrender Omar Al Bashir to the Court. On 11 July 2016, Pre-Trial Chamber II issued two decisions concluding that the Republic of Djibouti and the Republic of Uganda, respectively, had failed to comply with the request for the arrest and surrender of Omar Al Bashir to the Court and decided to refer the matter to the Assembly and to the Security Council. On 8 December 2016, Pre-Trial Chamber II issued a decision convening a public hearing on 7 April 2017 to discuss any issues relevant to the Chamber's determination of whether to make a finding of non-compliance by South Africa with the Court's request for the arrest and surrender of Omar Al Bashir.

11. In the situation in Libya, in the case of *Saif Al-Islam Gaddafi*, on 4 February 2016, Pre-Trial Chamber I issued a decision granting the Defence request for the withdrawal of counsel. On 2 June 2016, at the request of the Prosecutor, Pre-Trial Chamber I ordered the Registrar to communicate with the Libyan authorities to ascertain whether they would agree to a request for the arrest and surrender of Mr Gaddafi to the Court being addressed to the militia in Zintan (where it appeared that he was still detained) and, if so, whether the Libyan authorities would facilitate, in accordance with their obligation to fully cooperate with the Court, the transmission to the relevant local authorities in Zintan of such a request or, alternatively, agree for that request to be remitted directly by the Court to those local authorities. On 21 November 2016, Pre-Trial Chamber I finally rejected the Prosecutor's request, stating that the Court could not direct its cooperation requests to non-State entities without the prior approval of the *de jure* government.

12. In the situation in Mali, in the case of *Ahmad Al Faqi Al Mahdi*, on 13 January 2016, Pre-Trial Chamber I granted the Defence request and rescheduled the hearing on the confirmation of charges from 18 January 2016 to 1 March 2016. On 23 February 2016, Pre-Trial Chamber I issued its decision on the schedule of the hearing on the confirmation of charges against Ahmad Al Faqi Al Mahdi, which took place on 1 and 2 March 2016. On 24 March 2016, Pre-Trial Chamber I confirmed the charge brought by the Prosecutor against Ahmad Al Faqi Al Mahdi. A separate opinion of a judge in Pre-Trial Chamber I concerning the decision on the confirmation of charges was filed on 9 May 2016.

13. In the situation on the Registered Vessels of the Union of the Comoros, the Hellenic Republic and the Kingdom of Cambodia, on 26 September 2016, Pre-Trial Chamber I granted the request of the Office of Public Counsel for Victims to withdraw from representing certain victims in proceedings under article 53 of the Statute. On 24 November 2016, Pre-Trial Chamber I granted a request for counsel to withdraw as counsel for the Government of the Union of the Comoros and as the Legal Representative of victims.

14. In the situation in Georgia, on 27 January 2016, Pre-Trial Chamber I issued its decision on the Prosecutor's request for authorization of an investigation of crimes within the jurisdiction of the Court, committed in and around South Ossetia, Georgia, between 1 July and 10 October 2008.

3. Trial Division

15. In the case of *Bemba (Main Case)*, on 21 March 2016, Trial Chamber III delivered its judgment on the merits pursuant to article 74 of the Rome Statute, unanimously finding Jean-Pierre Bemba Gombo guilty, as a military commander, of two counts of crimes against humanity (murder and rape) and three counts of war crimes (murder, rape, and pillaging), in respect of the crimes committed by the forces under his effective authority and control in the situation in the Central African Republic. In accordance with its decision of 26 May 2014, on 21 June 2016, the Chamber issued a separate decision pursuant to article 76 of the Statute, sentencing Bemba to 18 years' imprisonment for the crimes committed. On 22 July 2016, the newly composed Chamber issued an order requesting submissions relevant to reparations from the parties. By the end of 2016, approximately 4,300 persons had expressed a wish to receive reparations, but this number could still rise.

16. In the case of *Ruto and Sang*, on 5 April 2016, Trial Chamber V(A) delivered its majority decision on the requests for a "judgment of acquittal" and "no case to answer motion", submitted respectively by the Defence for William Samoei Ruto and Joshua Arap

Sang, to terminate the case without prejudice to the Prosecutor's right to re-prosecute the case at a later date. The majority concluded that the Prosecution had not presented sufficient evidence on which a reasonable Trial Chamber could convict the accused, while declining to pass a judgment of acquittal due to the special circumstances of the case, and vacated the charges, discharging the accused. The parties have not appealed the decision.

17. In the case of *Kenyatta*, on 19 September 2016, following the Appeals Chamber judgment of 19 August 2015, Trial Chamber V(B) ruled on remand on the Prosecution's application for a finding of non-compliance under article 87(7) of the Rome Statute against the Government of the Republic of Kenya, finding that Kenya had failed to comply with its obligations to cooperate with the Court. The Chamber referred its decision to the Presidency for transmission to the Assembly pursuant to regulation 109 of the Regulations.

18. The trial in the case of *Gbagbo and Blé Goudé* commenced on 28 January 2016. Over the course of the year, Trial Chamber I heard 29 Prosecution witnesses and allowed two prior recorded testimonies pursuant to rule 68(2) of the Rules. The Prosecution will continue to present its evidence in 2017.

19. In the case of *Ntaganda*, Trial Chamber VI heard 54 Prosecution witnesses in 2016. On 22 March 2016, the Appeals Chamber overturned the Trial Chamber's decision of 9 October 2015 on jurisdiction over alleged war crimes of rape and sexual slavery committed by members of an armed force against members of the same armed force. The Chamber's ruling on remand was issued on 3 January 2017.

20. In the case of *Bemba et al.* (article 70 proceedings), Trial Chamber VII completed the trial on the merits by hearing six witnesses for the Defence. The Chamber delivered its judgment on 19 October 2016, finding the five accused, Jean-Pierre Bemba Gombo, Aimé Kilolo Musamba, Jean-Jacques Mangenda Kabongo, Fidèle Babala Wandu and Narcisse Arido, guilty of various offences against the administration of justice relating to the false testimonies of defence witnesses in *Bemba* (Main Case). During the sentencing hearing, the Chamber heard one witness for the Prosecution. The proceedings are now closed and a decision on sentence is expected in 2017.

21. The trial in the case of *Dominic Ongwen* commenced on 6 December 2016 before Trial Chamber IX. Mr Ongwen stands accused of 70 counts of war crimes and crimes against humanity. He has pleaded not guilty to the charges. The Chamber admitted 40 prior recorded testimonies on the basis of rule 68(2) of the Rules as well as 18 statements under rule 68(3). In addition, the Chamber admitted the testimony of seven witnesses who testified before the Pre-Trial Chamber on the basis of article 56 of the Statute. The trial resumed on 16 January 2017, with the presentation of evidence in the Prosecution's case.

22. The trial in the case of *Ahmad Al Faqi Al Mahdi* opened on 22 August 2016, with Mr Al Mahdi making an admission of guilt to the war crime of attacking 10 historic and religious monuments in Timbuktu, Mali in the summer of 2012. Trial Chamber VIII delivered its judgment on 27 September 2016, finding Mr Al Mahdi guilty, as a co-perpetrator, of the war crime charged. In its judgment, the Chamber sentenced Mr Al Mahdi to nine years' imprisonment. The parties have not appealed the decisions on conviction or sentence. On 29 September 2016, the Chamber issued a Reparations Phase Calendar, directing, *inter alia*, that the final submissions of the parties for consideration in the Chamber's reparation order be filed by 10 February 2017.

23. In the case of *Lubanga*, on 9 February 2016, Trial Chamber II ordered the Trust Fund for Victims (TFV) to supplement the draft reparations plan for collective reparations that was filed on 3 November 2015. On 15 July 2016, the Chamber invited the States and organizations concerned to submit observations on current or past collective projects for former child soldiers in the east of the Democratic Republic of the Congo and to present them with proposals to support the setting up of a range of collective reparation projects for the former child-soldier victims of Mr Thomas Lubanga Dyilo. On 11 and 13 October 2016, the Chamber held a public hearing to hear submissions from the NGOs Women's Initiatives and Child Soldiers International and from the Legal Representatives of Victims, the Office of Public Counsel for Victims (OPCV), the TFV and the Defence. On 21 October 2016, the Chamber approved the plan submitted by the TFV for symbolic collective reparations for the victims and ordered its implementation. By the end of 2016, the Chamber had received 54 applications for reparations in *Lubanga*, with over a hundred

applications still pending before the Victims Participation and Reparations Section (VPRS). The deadline for applications for reparations is the end of March 2017. The Chamber will issue its decision on collective reparations programmes which are not of a symbolic nature in due course.

24. In the case of *Katanga*, 203 persons applied for reparations in 2016, bringing the total to 345. On 24 February and 11 April 2016, the Defence filed general observations on the redacted applications for reparations and specific observations on each such application. By orders of 15 July 2016 and 23 August 2016, the Chamber instructed the Common Legal Representative of Victims, the Defence, and the TFV to furnish it with sufficiently specific and relevant observations on the monetary value of the harm alleged by the applicants.

4. Appeals Division

25. In 2016, the Appeals Division was seized of **eight** final appeals: **three** final appeals arising out of the case of *Bemba* (Main Case), with Mr Bemba appealing the conviction decision and Mr Bemba and the Prosecutor appealing the sentence, and, towards the end of the year, **five** final appeals lodged against the conviction decision in the case of *Bemba* et al. (article 70 proceedings). The Appeals Division was also seized of **seven** interlocutory appeals, including three which had been pending at the close of the preceding reporting year (2015). The Appeals Division completed **six** interlocutory appeals in 2016 (including the three that had arisen in 2015), while also starting work on the pending final appeals.

26. On average, the interlocutory appeals completed in the 2016 reporting period took **107** days from filing of the document in support of the appeal to delivery of the judgment and **88** days from the close of filings. These averages are lower than the averages of 129 and 147 days, respectively, reported for the 2015 reporting period.

(a) *The Prosecutor v. Germain Katanga (ICC-01/04-01/07)*

27. On 9 June 2016, the Appeals Chamber dismissed as inadmissible Mr Katanga's appeal against a decision pursuant to article 108 of the Statute rendered by the Presidency.

(b) *The Prosecutor v. Bosco Ntaganda (ICC-01/04-02/06)*

28. On 22 March 2016, the Appeals Chamber delivered its judgment on Mr Ntaganda's appeal against Trial Chamber VI's "Decision on the Defence's challenge to the jurisdiction of the Court in respect of Counts 6 and 9" of 9 October 2015. The Appeals Chamber reversed the impugned decision and remanded the matter to the Trial Chamber, in accordance with article 19 of the Statute.

29. On 20 May 2016, the Appeals Chamber delivered its judgment on Mr Ntaganda's appeal against Trial Chamber VI's "Decision on Defence requests seeking disclosure orders and a declaration of Prosecution obligation to record contacts with witnesses" of 16 October 2015, confirming the impugned decision.

30. On 6 October 2016, Mr Ntaganda filed an appeal against Trial Chamber VI's "Decision reviewing the restrictions placed on Mr Ntaganda's contacts". This appeal is currently pending before the Appeals Chamber.

(c) *The Prosecutor v. Laurent Gbagbo and Blé Goudé (ICC-02/11-01/15)*

31. On 1 November 2016, the Appeals Chamber delivered its judgment on the appeals of Mr Gbagbo and Mr Blé Goudé against the decision of Trial Chamber I entitled "Decision on the Prosecutor's application to introduce prior recorded testimony under Rules 68(2)(b) and 68(3)" of 9 June 2016, confirming the impugned decision.

(d) *The Prosecutor v. Jean-Pierre Bemba Gombo, Aimé Kilolo Musamba, Jean-Jacques Mangenda Kabongo, Fidèle Babala Wandu and Narcisse Arido (ICC-01/05-01/13)*

32. On 8 August 2016, the Appeals Chamber delivered its judgment on Mr Mangenda's appeal against Trial Chamber VII's "Decision on request for compensation for unlawful

detention” of 26 February 2016, in which it dismissed Mr Mangenda’s appeal on the grounds that he had failed to meet the minimum requirements of substantiation for a consideration of the merits of his arguments. The impugned decision was, accordingly, confirmed.

33. Following Trial Chamber VII’s decision of 19 October 2016 convicting the five accused of offences under article 70 of the Statute, they each filed notices of appeal against that decision. While the documents in support of the appeals are yet to be filed, the Appeals Chamber has issued several procedural decisions in respect of this case.

(e) *The Prosecutor v. Jean-Pierre Bemba Gombo (ICC-01/05-01/08)*

34. On 19 September 2016, Mr Bemba filed an appeal against Trial Chamber III’s “Judgment pursuant to Article 74 of the Statute”.

35. On 21 October 2016, the Prosecutor and Mr Bemba both filed appeals against Trial Chamber III’s “Decision on sentence pursuant to Article 76 of the Statute”.

36. All three of these final appeals are currently pending before the Appeals Chamber and the Appeals Chamber has issued several procedural decisions with respect to these proceedings.

(f) *The Prosecutor v. William Samoei Ruto and Joshua Arap Sang (ICC-01/09-01/11)*

37. On 5 October 2015, Mr Ruto and Mr Sang filed their respective documents in support of their appeals against Trial Chamber V(A)’s “Decision on Prosecution Request for Admission of Prior Recorded Testimony” of 19 August 2015. In the course of the proceedings, the Appeals Chamber ruled on numerous procedural issues, including multiple requests to submit amicus curiae observations. The Appeals Chamber received further filings from the parties regarding Mr Sang’s request, filed on 17 December 2015, that the Appeals Chamber consider a resolution adopted at the fourteenth session of the Assembly of States Parties.

38. On 12 February 2016, the Appeals Chamber delivered its judgment on the appeals, reversing the impugned decision to the extent that prior recorded testimony was admitted under amended rule 68 of the rules for the truth of its contents.

5. Liaison offices

39. In 2016, the New York Liaison Office (NYLO) continued to provide support for the Court’s activities at the United Nations (UN) by facilitating effective communication and day-to-day interaction between the Court and the UN Secretariat, programmes, funds, offices and specialized agencies. NYLO also communicated and followed up on requests for cooperation and communications from the Court to the UN and its agencies. It interacted with Permanent Missions, international and regional organizations and non-governmental organizations affiliated to the UN, with a view to enhancing diplomatic and political support for the Court.

40. NYLO represented the Court at and took part as an observer in relevant meetings of the seventieth and seventy-first sessions the United Nations General Assembly (UNGA) and the Security Council (UNSC), updating the Court on relevant developments. It also increased awareness of the Court’s work by circulating weekly judicial updates and communications, participating in informal meetings, organizing briefings for States in New York and promoting mainstreaming of the Court’s work within UN activities. NYLO facilitated and provided visiting Court officials with substantive and logistical support, including follow-up actions. These included the presentation of the President’s annual report, the Prosecutor’s four annual briefings to the UNSC and meetings involving the Court’s principals and senior UN and government officials, States Parties, regional groups and NGOs.

41. NYLO transmitted relevant communications on matters of non-cooperation from the Court to the UNSC and engaged consistently with UNSC members thereon. NYLO also maintained regular and continuous contact with relevant NGOs with a view to identifying

priority areas of interest, both at the UN and in preparation for the fifteenth session of the Assembly. NYLO continued to provide technical support for meetings of the Bureau and meetings of the New York Working Group (NYWG), at which the Head of NYLO represented the Court, provided regular updates on the work of the Court and responded to questions from States Parties.

42. NYLO was located in leased premises at suite 476, 866 UN Plaza, New York from 2006 to 2016. In April 2016, suite 476 was sold by the owner, obliging NYLO to relocate to a new office in the same building (suite 566). In December 2016, suite 566 was sold to a new owner, CHC Management Group Inc., which offered to lease suite 566 to the Court. Negotiations between the Court and CHC Management Group Inc. resulted in an agreement to lease the office in suite 566, 866 UN Plaza, New York. The lease runs from 1 February 2017 to 31 January 2027. The monthly rent for the first year is USD 8,081.00 as a base rent for the first five years, with a yearly increase of 3 per cent per annum, and USD 8,702.63 for the following five years, with a yearly increase of 3 per cent per annum.²

B. Major Programme II – Office of the Prosecutor³

1. Preliminary examinations

43. The Office opened two new preliminary examinations during the reporting period. On 25 April 2016, following a review of a number of communications and reports documenting alleged crimes, the Prosecutor opened a preliminary examination of the situation in Burundi since April 2015. On 29 September 2016, the Prosecutor announced the opening of a preliminary examination of the situation in Gabon, following receipt of a referral by the Gabonese Republic pursuant to article 14 of the Statute with respect to alleged crimes committed on its territory since May 2016.

44. The Office also continued its preliminary examinations of the situations in Afghanistan, Colombia, Guinea, Iraq/UK, Nigeria, Palestine, Ukraine and the Registered Vessels of Comoros, Greece and Cambodia. The Report on Preliminary Examinations Activities 2016,⁴ published on 14 November 2016, provides a detailed overview of the activities and achievements of the Office in each situation under preliminary examination during the reporting period.

45. During the reporting period, the Office received 593 communications relating to article 15 of the Rome Statute, of which 410 were manifestly outside the Court's jurisdiction; 44 warranted further analysis; 98 were linked to a situation already under analysis; and 41 were linked to an investigation or prosecution. The Office has received a total of 12,196 article 15 communications since July 2002.

2. Investigative and prosecutorial activities - Investigations and prosecutions before Pre-Trial and Trial Chambers

(a) Situations in the Central African Republic

46. In the case of *The Prosecutor v. Jean-Pierre Bemba Gombo*, the Trial Chamber found the Accused guilty of two counts of crimes against humanity (murder and rape) and three counts of war crimes (murder, rape and pillaging). This was the first conviction at the Court involving command responsibility. The Prosecution team had also presented novel, highly relevant expert evidence at the sentencing hearing, showing, *inter alia*, the long-lasting effects of trauma on victims of sexual violence.

47. Proceedings in the case of *The Prosecutor v. Jean-Pierre Bemba Gombo, Aimé Kilolo Musamba, Jean-Jacques Mangenda Kabongo, Fidèle Babala Wandu and Narcisse Arido* concluded in May 2016 with closing arguments presented by all parties and participants. The judgment was delivered on 19 October 2016. The Accused were all found

² Detailed information on the annual and monthly fixed rent is provided in Annex I.

³ Information on the number of missions, documents and pages filed in OTP cases in 2016 is given in Annex III.

⁴ Available at: https://www.icc-cpi.int/iccdocs/otp/161114-otp-rep-PE_ENG.pdf.

guilty of offences against the administration of justice and convicted on a total of 135 counts. Sentence-related arguments were presented in December 2016.

48. In its second investigation in the situation of the Central African Republic, the OTP continued to focus its investigations into allegations of crimes within the Court's jurisdiction that have allegedly been committed by the opposing armed groups known as Séléka and the anti-Balaka. In particular, the OTP is currently investigating crimes against humanity and war crimes, including murder, rape, forced displacement, persecution, looting, and using children under the age of fifteen to participate in hostilities.

(b) *Situation in Côte d'Ivoire*

49. The Prosecution started the presentation of its case-in-chief in the case of *Gbagbo and Blé Goudé*. Laurent Gbagbo and Charles Blé Goudé are accused of four counts of crimes against humanity, namely murder, rape, persecution and other inhumane acts or – in the alternative – attempted murder, in Abidjan, Côte d'Ivoire, between December 2010 and April 2011.

50. The OTP continued its investigations into allegations of crimes against humanity in violation of articles 7(1)(a), 7(1)(g), 7(1)(h) and 7(1)(k) of the Rome Statute committed in Côte d'Ivoire during the post-election violence of 2010-2011 and other alleged crimes committed in Côte d'Ivoire, covering both sides of the conflict, irrespective of political affiliation.

(c) *Situation in Darfur, Sudan*

51. On 9 June and 13 December 2016, the Prosecutor presented her twenty-third and twenty-fourth reports to the Security Council on the situation in Darfur pursuant to UNSC resolution 1593 (2005).

52. On 8 December 2016, Pre-Trial Chamber II decided to convene a public hearing on 7 April 2017 to discuss any issues relevant to the Chamber's determination of whether to make a finding of non-compliance by South Africa with the Court's request for the arrest and surrender of Omar Al Bashir and to refer the matter to the Assembly and/or the UNSC under article 87(7) of the Statute.

53. In addition, in 2016, Pre-Trial Chamber II found, pursuant to article 87(7) of the Statute, that the Republic of Uganda and the Republic of Djibouti had failed to comply with the request for the arrest and surrender to the Court of Omar Al-Bashir, thereby preventing the Court from exercising its functions and powers under the Statute.

(d) *Situation in the Democratic Republic of the Congo*

54. The Prosecution continued the presentation of its case-in-chief against Bosco Ntaganda. Ntaganda is accused of 13 counts of war crimes and five counts of crimes against humanity, allegedly committed in Ituri Province, DRC, in 2002/2003. Bosco Ntaganda is charged pursuant to different modes of liability: direct perpetration, indirect co-perpetration; ordering, inducing; any other contribution to the commission or attempted commission of crimes; or as a military commander for crimes committed by his subordinates.

55. Throughout 2016, the Prosecution presented its case in the courtroom using new technologies such as 360-degree software for the presentation of the crime sites and/or exhumation sites and a "live" visual presentation of satellite image analysis. The Prosecution has proceeded efficiently and, as a result of the efforts made by all parties, including the judges, at a faster pace than expected. The case-in-chief is likely to be completed in the first quarter of 2017 (rather than mid-2017).

(e) *Situation in Kenya*

56. On 5 April 2016, Trial Chamber V(A) decided, by majority, that the case against William Samoei Ruto and Joshua Arap Sang was to be terminated without prejudice to re-

prosecution in future. Mr Ruto was accused of being criminally responsible, as an indirect co-perpetrator pursuant to article 25(3)(a) of the Rome Statute, for the crimes against humanity of murder; deportation or forcible transfer of population; and persecution. Mr Sang was accused, as an indirect co-perpetrator, of the following crimes against humanity: murder; deportation or forcible transfer of population; and persecution.

57. In the case of *The Prosecutor v. Uhuru Muigai Kenyatta*, on 19 September 2016, Trial Chamber V(B) found, in its second decision, that, under articles 86, 87(7), 93, 96 and 97 of the Statute, the Republic of Kenya had failed to: (i) comply with its statutory obligations to consult with the Court, including by not raising challenges to the legal basis of a request for cooperation within a reasonable time frame; and (ii) take all reasonable steps to execute a request for cooperation from the Court, including by not providing clear, relevant and timely responses or taking any meaningful steps to compel production of requested information.

(f) *Situation in Libya*

58. On 26 May and 9 November 2016, the Prosecutor presented her eleventh and twelfth reports to the Security Council on the situation in Libya pursuant to UNSC resolution 1970 (2011).

59. In the case of *Saif Al-Islam Gaddafi*, on 26 April 2016, the OTP applied to the Pre-Trial Chamber for an order directing the Registry to transmit a request to Mr al-'Ajami al-'Atiri for the arrest and surrender to the Court of Mr Gaddafi. Mr al-'Atiri commands the Abu-Bakr al-Siddiq Battalion in Zintan, Libya, and has control of Mr Gaddafi. On 28 October 2016, the Registry filed an update on the progress of the Pre-Trial Chamber's order. On 21 November 2016, the Pre-Trial Chamber denied the Prosecutor's request.

(g) *Situation in Mali*

60. The single charge presented in the case of *Al Mahdi* was confirmed in its entirety. This is the first time that a case involving only the destruction of cultural and religious property has been prosecuted internationally. The Accused admitted guilt and article 65 proceedings started on 22 August 2016. On 27 September, the Accused was found guilty, as a co-perpetrator, of the war crime of intentionally directing attacks against historic monuments and buildings dedicated to religion, including nine mausoleums and one mosque in Timbuktu, Mali, in June and July 2012. The Chamber sentenced Al Mahdi to nine years' imprisonment.

61. During the short trial, the Prosecution made use of an interactive digital platform for presenting the evidence. The tool combined geospatial information, historic satellite imagery, photographs, open source videos, and other forms of site documentation to organize, analyse and present the evidence documenting the destruction of sites of cultural heritage in Timbuktu, Mali.

(h) *Situation in Uganda*

62. The confirmation of charges hearing took place on 21 January 2016. On 23 March 2016, all charges presented in the case of *Ongwen* were confirmed, including novel charges of forced marriage and, for the first time in international criminal justice, forced pregnancy. These charges were the result of fresh investigations conducted in 2015.

63. The trial of Dominic Ongwen started with opening statements on 6 December 2016, with the first witnesses scheduled to be called in January 2017. As demonstrated by the decision confirming the charges, the pre-trial brief and the opening statements, the case against Dominic Ongwen is fully in line with the OTP's sexual and gender-based crimes (SGBC) policy and the Policy on Children, bringing visibility to SGBC and crimes against children per se and charging different modes of liability.

(i) *Situation in Georgia*

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

65. Following the authorization, the OTP prepared for and commenced the process of evidence collection by, *inter alia*, reviewing material in its possession, drafting plans, discussing cooperation arrangements and conducting a number of missions in close coordination with the Registry, or jointly where appropriate.

66. The OTP's investigative activities are currently ongoing. More than 15 requests for assistance, including notifications, have been submitted to a variety of States and non-States Parties, and various investigative missions have been conducted.

(j) *Appeals Section*

67. The Appeals Section had a busy and productive year in 2016. In addition to conducting all final and interlocutory appeals, it was a mainstay to the trial teams and other Divisions in the OTP, especially in drafting submissions and providing legal advice.

68. Of the 10 accused persons against whom a trial judgement has been delivered, final appeals have now been completed for four (i.e. Lubanga, Katanga and Ngudjolo. Al Mahdi did not appeal). The appeals in *Bemba* (Main Case) and the five-accused CAR article 70 case are presently ongoing.

69. In 2016, the Appeals Section analysed the *Bemba* trial judgement, the *Ruto and Sang* decision vacating the charges and the *Bemba et al.* article 70 trial judgement to decide whether or not to lodge appeals.

70. In *Bemba* (Main Case), Mr Bemba has appealed both his conviction and his sentence, and the Prosecution has appealed his sentence. Briefing in this appeal, including in litigation concerning additional evidence on appeal, is almost complete.

71. In the CAR article 70 appeal, all five convicted persons have filed notices of appeal against the conviction decision, and appeal briefs will be filed in April 2017. Once the five appeal briefs have been filed, the Prosecution will file its brief in response. The Trial Chamber is expected to render decisions on their sentences in 2017, and this is likely to also trigger appeal litigation.

72. In addition to final appeals, the Appeals Section also conducted several significant interlocutory appeals. It filed 15 submissions in eight interlocutory appeals and received decisions on five interlocutory appeals: in *Ruto and Sang* – on rule 68; in *Ntaganda* – on the definition of a statement; in *Ntaganda* – on the Prosecution's challenge to the admissibility of the Defence appeal in relation to rape and sexual slavery of child soldiers on the perpetrators' side; in *Mangenda* – on compensation; and in *Gbagbo and Blé Goudé* – on rule 68. In the latter case, the Prosecution successfully argued that the Trial Chamber had correctly introduced prior recorded testimony of witnesses under rules 68(2)(b) and 68(3). Other significant litigation included: responding to Katanga's attempt to appeal the Presidency's decision authorizing his further prosecution in the DRC – the Appeals Chamber ruled his appeal inadmissible; and drafting submissions before the Trial Chamber which argued that crimes committed by an armed group against its own members fell within the Court's jurisdiction – the Trial Chamber ruled in the Prosecution's favour. The Prosecution is currently defending the Trial Chamber's decision before the Appeals Chamber.

73. In 2016, the Prosecution brought three applications for leave to appeal and responded to 39 applications for leave to appeal brought by the defence in five trial cases. The Prosecution was largely successful in its responses to those defence applications: of the 38 defence applications, leave to appeal was granted in respect of only four decisions (*Mangenda* decision denying compensation; *Gbagbo and Blé Goudé* decision allowing introduction of prior recorded testimony; *Ntaganda* decision regarding restrictions on contacts while in detention; and *Gbagbo and Blé Goudé* decision on lifting redactions). The

Prosecution ultimately succeeded in the interlocutory appeals in *Mangenda* (regarding compensation) and *Gbagbo and Blé Goudé* (regarding prior recorded testimony) and is awaiting the decision in *Ntaganda*. The *Gbagbo and Blé Goudé* interlocutory appeal on redactions is ongoing. The Prosecution was also largely successful in seeking leave to appeal. Of the three requests it brought, the Prosecution's litigation strategy succeeded in ensuring the desired outcome in two of them. In *Gbagbo and Blé Goudé*, although the Prosecution's request to appeal the decision denying witness preparation was rejected, the Prosecution succeeded in obtaining limited witness preparation for vulnerable witnesses. Also, in *Gbagbo and Blé Goudé*, the Prosecution succeeded in clarifying the Chamber's order to allow material to be used in re-examination. In *Ongwen*, the Trial Chamber denied the Prosecution request to appeal the decision rejecting witness preparation.

74. In 2016, the Appeals Section provided considerable assistance to trial teams and other Divisions, especially in legal drafting and advice. The Section drafted eight lengthy or complex submissions in trial cases; prepared 38 memos on a variety of legal issues for trial teams and other Divisions; provided 40 analyses of appeal judgements and decisions; and provided ongoing advice and support to trial teams on legal and procedural issues in their cases. The Appeals Section also reviewed and advised on two draft article 15 applications and, in 2017, will complete the drafting of another significant filing for the Situation Analysis Section (SAS). The Appeals Section worked on seven draft policies and proposals for regulation changes.

75. In 2016, the Appeals Section also completed its comprehensive Case Digest of all decisions and judgements rendered by the Court's Chambers over the past decade. This digest is now available for all OTP staff members as a working tool to support the conduct of legal research. The Appeals Section (in conjunction with other members of the Office) also completed the OTP's Case Selection and Prioritisation Policy, following wide consultation with NGOs, States and other relevant stakeholders. It also made a significant contribution to drafting the SGBC Policy Paper Implementation Plan, worked on amendments to the Regulations of the Office of the Prosecutor, commented on proposals to amend the Regulations of the Court on pre-trial, trial and appeal procedures, and began drafting several other policies.

76. The Section also played a significant role in training other members of the Office. In March 2016, the Appeals Section ran a successful two-day oral advocacy training course in which 35 counsel from the Court and the ICTY were trained by 15 internal and external trainers. It also organized training focused on prosecuting SGBC, and coordinated the Prosecution Division's legal lecture programme which included lectures on persecution, the submission and admission of evidence, liability for corporate actors, the Paris Climate Change Convention and the OTP's case selection policy.

3. International cooperation and judicial assistance

77. In connection with its investigative and prosecutorial activities, in 2016 the OTP addressed a total of 384 requests for assistance (including notifications of investigative missions) to 66 different partners, comprising 32 States Parties, seven non-States Parties and international, regional and non-governmental organizations, as well as private institutions, in addition to following up on the execution of pending requests. The increased willingness of States to appoint focal points and to facilitate pre-request enquiries led to efficiency gains resulting in a slight decrease in the absolute number of requests.

78. In 2016, the OTP reinforced its network of judicial cooperation partners, war crimes units, financial investigation units and other relevant law enforcement and judicial actors nationally, regionally and internationally. In the light of its prosecutorial objective 9, the OTP encouraged national judicial authorities to make use of its resources through requests pursuant to article 93(10) and shared relevant material in answer to 10 such requests. It further developed its strategy to close the impunity gap through assisting national judicial authorities in their own investigations where possible.

79. The OTP continues to emphasize to States and other partners the importance for its investigations and trial preparations of timely, positive responses to its requests for assistance. The OTP also notes the negative impact on its effectiveness and efficiency of slow or incomplete replies to its requests. The OTP underlines further the importance of

identifying focal points and central points of contact to ensure the diligent processing and follow-up of its requests, and highlights that failure to execute the Court's warrants of arrest, some dating back more than 10 years, impinges on the legitimacy and credibility of the Court and of the international community as a whole.

4. External relations

80. Throughout the year, the OTP organized and participated in relevant diplomatic activities, including by actively engaging in meetings and consultations in the context of the Assembly (including the HWG, the NYWG and the SGG) to provide information and disseminate key OTP messages. The OTP also organized and participated in several high-level and working-level events during the Assembly's fifteenth session; organized diplomatic briefings at the seat of the Court and other locations for ambassadors and representatives of States Parties based in The Hague and Brussels; and participated in roundtable meetings with civil society, including from preliminary examination and situation countries.

81. The OTP participated in various multilateral events and forums (including the Munich Security Conference, the Oslo Forum, and the UN in New York and Geneva) to establish and cultivate essential operational contacts through bilateral meetings and to increase knowledge and disseminate key OTP messages through various speeches and interventions.

82. The OTP continued to implement its strategy to enhance its dialogue and interaction with the African Union and African States Parties. It took part in the fifth African Union – International Criminal Court Joint Seminar, as well as in the seminar for ICC focal points which took place at the Court. The OTP organized a meeting with civil society actors to identify areas of possible added value in joint activities. The Prosecutor and other senior members of the OTP also engaged in bilateral and multilateral meetings in The Hague, in the region and elsewhere, to promote understanding of the OTP's mandate and work.

C. Major Programme III – Registry

83. The Registry continued to provide support to parties and participants in the proceedings before the Court. Court activities in the pre-trial, trial, appeals and reparations phases led to an increase in the Registry's workload. In particular, the Registry provided continued support and assistance for trial proceedings in *Ntaganda*, and for proceedings in *Gbagbo* and in *Ongwen*, which both opened in 2016. In *Ongwen*, the Registry had to engage in extensive training in order to ensure a team able to perform at the level required to provide language services for the trial in Acholi. The Registry also continued to facilitate the appearance of the Accused at the sentencing proceedings in *Bemba et al.*, in which the five Accused were found guilty of offences against the administration of justice. In 2016, the Registry was also heavily involved in supporting reparations proceedings in the cases of *Lubanga*, *Bemba* and *Al Mahdi*, including the resource-intensive operation of finding, identifying and organizing the participation of experts to assist the Chambers in the *Al Mahdi* and *Bemba* proceedings.

84. Following the completion of the *ReVision* project in 2015, the Registry was heavily involved in the course of 2016 in implementing decisions stemming from the reorganization, and in particular those relating to the new Registry structure. Implementation was, however, somewhat delayed due to a reduction of €3.4 million in the overall level of staff resources proposed by the Registry for 2016, as adopted by the Assembly in November 2015. The reduction resulted in an exceptionally high vacancy rate across the Registry of approximately 25 per cent at its peak, which delayed or prevented the implementation of all the intended changes introduced by the reorganization. By the end of 2016, however, recruitments for a number of posts were completed, bringing the vacancy rate down to 12 per cent. The Registry is on schedule to return to its normal vacancy rate of 10 per cent in the course of 2017, when further progress will be made in implementing decisions stemming from the Registry reorganization. In August 2016, the Registry published a Comprehensive Report on the Reorganisation of the Registry of the International Criminal Court, available on the Court's website

1. Court management

(a) *Judicial activities*

85. A total of 11,380 court records and 1,252 transcripts were registered and notified in 2016. These numbers include documents registered and/or notified across all cases and situations and documents registered and/or notified pursuant to the Regulations of the Court and/or the Regulations of the Registry which do not necessarily relate to a particular case or situation.

86. In the situation in Uganda, 4,776 documents and 38 transcripts were registered and notified. Technical and procedural support was provided for 16 hearings.

87. In the situation in the Democratic Republic of the Congo, 2,753 documents and 525 transcripts were registered and notified. Technical and procedural support was provided for 122 hearings.

88. In the situation in the Central African Republic, 2,003 documents and 147 transcripts were registered and notified. Technical and procedural support was provided for 20 hearings.

89. In the situation in Darfur, 56 documents and no transcripts were registered and notified. No technical and procedural support was provided.

90. In the situation in Kenya, 109 documents and 110 transcripts were registered and notified. Technical and procedural support was provided for six hearings.

91. In the situation in Libya, 74 documents were registered and notified.

92. In the situation in the Republic of Côte d'Ivoire, 875 documents and 407 transcripts were registered and notified. Technical and procedural support was provided for 106 hearings.

93. In the situation in Mali, 721 documents and 23 transcripts were registered and notified. Technical and procedural support was provided for six hearings.

94. In the situation on Registered Vessels of the Union of the Comoros, the Hellenic Republic and the Kingdom of Cambodia, six documents were registered and notified.

95. In the situation in Central African Republic II, no documents were registered or notified.

96. In the situation in Georgia, seven documents were registered and notified.

97. Judicial activity throughout 2016 increased significantly in comparison with 2015, with a 28 per cent decrease in the number of court records but a 63 per cent increase in the number of transcripts registered and notified across all situations and cases.

98. The use of audio-or video link technology to facilitate witness testimony continued throughout 2016. Five witnesses were heard via video link. The Court Management Section (CMS) organized several missions, totalling 21 working days, in order to comply with Chambers' orders and make the necessary arrangements for witnesses to be heard using this technology. It should be noted that the number of video link hearings fell by 80 per cent and the number of working days spent on mission fell by 38 per cent in comparison with 2015.

99. In addition to routine in-court and registration activities, CMS is involved in the following projects, and staff have been cross-trained and assigned tasks to support the activities of their sister sub-units:

(a) Court records: the roll-out of the e-Filing system continued throughout 2016 and can be considered as fully implemented.

(b) Throughout 2016, Transcript Coordinators worked on the reclassification of transcripts. As many as 674 transcripts were redacted and reclassified. These activities are labour-intensive and require precision and accuracy, owing to the severe consequences of any errors.

100. Evidence management: CMS receives and processes material and/or evidence in electronic format to be uploaded and registered in the eCourt system for all cases and situations before the Court. In 2016, 23,622 documents and/or materials were uploaded, processed and stored in the Court's eCourt system.

(b) *eCourt*

101. e-Filing module and Court Calendar:

(a) (a) As mentioned above, the use of the module increased significantly (the system is now used by all end-users). Enhancements were made on the basis of user feedback; and

(b) (b) The Court Calendar has been further enhanced and more improvements will be made when necessary, based on user feedback.

102. Future ECOS development – further enhancements to ECOS or, potentially, the development of a new Court-wide solution integrating all the existing judicial databases and adding some functionalities will be managed and supported by the newly created Judicial Information Management Unit.

103. Access management has been revisited over the year and integration between ECOS and TRIM has been implemented. Additional efforts to integrate access control management into various eCourt systems are required, and will be the subject of further focus throughout 2017

2. Detention

104. Throughout 2016, the Detention Centre held six detained persons. The Court had budgeted for six cells during 2016. However, in October a detained witness was held at the Detention Centre for 28 days and the Court was required to rent additional cells to meet this unforeseen event.

105. In 2016, approximately €9,500 was spent out of the Trust Fund for Family Visits on organizing two family visits for four persons in total.

106. In December 2016, a donation of €20,000 was received from the Netherlands, a donation of €10,000 was received from Switzerland and a donation of \$5,000 was received from the Philippines for the Trust Fund for Family Visits.

107. As a result, by the end of 2016 around €35,000 remained in the Trust Fund for Family Visits for indigent detained persons.

3. Translation and interpretation

108. The English Translation Unit provided translations for a variety of clients Court-wide, mostly from French but also from languages including Acholi, Dutch, Georgian, German and Russian. The Unit was able to develop and begin providing a new fundamental service – that of editing Court documents drafted in English – a service for which existing demand grew further. The Unit finalized an English style manual, to be updated regularly. As part of in-house training, a workshop on English punctuation was given to language staff from LSS and the Language Services Unit of the OTP.

109. In 2016, the French Translation Unit's in-house resources were deployed on priority judicial projects (Bemba, Al-Mahdi and Bemba *et al* Judgements *inter alia*, being all cases with French speaking parties) and other urgent judicial documents (for timely notification to parties or States), as well as on priority administrative documents (mainly HR documentation concerning recruitments and the implementation of the new salary scale).

110. The Situation Languages Translation Unit (SLTU) provided translations into 10 situation languages, namely Arabic, Acholi, Lingala, Congolese Swahili and Kinyarwanda (in-house) and Georgian, Russian, Ateso, Dyula (using freelance translators). For the Mali situation, the Unit translated into Arabic the Judgment handed down in the case of the *Prosecutor v. Al Mahdi*, and this was filed simultaneously alongside the English original

and the official French translation. In December 2016, the Unit, in close cooperation with the Translation Support and Terminology Unit, Field Interpretation, the English Translation Unit and the Language Services Unit of the OTP, organized the first Expert Panel on Georgian Language Matters and Legal Terminology. The Panel was tasked with: (1) adopting a transliteration system from Georgian to English; (2) producing a glossary of Court and situation-specific terms in Georgian for field interpreters (modelled on the Glossary of Basic Terms for Field Interpreters); and (3) reviewing and assessing the usability of the existing Georgian translation of the Rome Statute.

111. Throughout 2016, the Translation Support and Terminology Unit (TSTU) supported all three translation units by monitoring the budget, assisting in the recruitment of freelance translators, managing outsourcing activities and the translation workflow from the initial request through to the final translation. The Unit also monitored the Section's budget throughout the year. The TSTU assisted Field and Operational Interpretation in the development of a monolingual glossary for field interpreters, which was subsequently used during the Expert Panel on Georgian Language Matters and Legal Terminology, and participated in the training of the field interpreters by giving presentations on terminology.

(a) *Field and Operational Interpretation*

112. The Interpretation Unit provided field and operational interpretation for meetings in the field and at Headquarters in 14 different language combinations in eight situations, totalling 509 field interpreter days. Field and operational interpretation services were provided, *inter alia*, to facilitate defence counsel meetings and telephone conversations, witness familiarization, statement reading, psychological, vulnerability and protection assessments, audio-visual transcript translation, consultations on reparations with victim communities and medical mapping. Supported field missions included missions conducted by legal representatives of victims, defence counsel, VPRS, OPCV and VWS to Côte d'Ivoire, Mali, Tanzania, Uganda, CAR, DRC, Cameroon, Georgia and locations in Europe. Throughout the year, the field interpreter recruitment and accreditation programme was implemented by building a roster of accredited field interpreters for situation languages in the GEO situation and expanding the roster of field interpreters in support of new and ongoing requirements in the CIV, MLI and CAR situations. One field interpreter training was conducted at Headquarters to accredit newly recruited field interpreters for the CAR and MLI situations. One field interpreter recruitment mission and one training mission were conducted in Côte d'Ivoire.

(b) *Court and Conference Interpretation*

113. In 2016, the Interpretation Unit covered 263 events providing 2,730 interpreter days for judicial (hearings and judges' meetings) and non-judicial events (including seminars, workshops and official visits). For the parallel hearings, which often involved extended hours, freelance interpreters complemented in-house staff and their contribution accounts for 799 days. In addition to the two working languages of the Court, English and French, interpretation was provided from and into Acholi, Arabic, Dyula, Liberian English, Lingala, Sango, Kinyarwanda and Swahili. The Unit trained four Acholi para-professional interpreters for the *Ongwen* case.

4. Legal aid and counsel issues

(a) *Counsel Support Section (CSS)*

114. The assumptions used to establish the budget for 2016 included provision for 12 indigent defendants (no assumption was included regarding the number of victims). In practice, however, the legal aid system was employed in 2016 for 17 defendants found by the Registrar to be indigent.

115. As in previous years, in accordance with the Chamber's order, the Registry advanced the necessary funds to cover the legal representation of Mr Jean-Pierre Bemba Gombo, who, though declared non-indigent by the Registry, continues to experience problems concerning his assets, in terms of lack of access to frozen assets and a lack of progress on other assets identified. In another case, the Registrar continued to advance the

costs of Mr Gaddafi's defence in the interests of ensuring the proper administration of justice.

116. The Registry provided administrative and logistical support to all legal teams representing suspects, accused persons, victims and legal representatives of States involved in the proceedings at the Court. By the end of 2016, 204 team members, including *pro bono* members and interns, assisting in the representation of indigent clients before the Court received assistance. This number rises to 284 team members if those assisting in the representation of non-indigent clients before the Court are included. CSS also provided assistance to the members of the International Criminal Court Bar Association (ICCBA) who work at the Court's premises, as well as the members of its various Committees attending ICCBA meetings.

117. In 2016, the Section submitted its last biannual report on the consequences for the legal aid budget of the Bureau's decision on legal aid of 22 March 2012. By the end of 2015, a saving of €3,208,255.89 had been achieved.

118. In 2016, the Registry received 61 new applications for inclusion on the List of Counsel (LoC) and 32 applications for inclusion on the List of Assistants to counsel (LoA). By year-end, 95 individuals had been added to the LoC bringing the number of admitted counsel to 693. Admissions to the LoA by the end of 2016 totalled 280. The List of Professional Investigators saw little activity in 2016, with no new applications received and two admissions recorded. Accordingly, this list now comprises 34 members.

(b) *Office of Public Counsel for the Defence (OPCD)*

119. For the OPCD, 2016 was again a challenging year in terms of meeting the varied needs of the defence before the Court and contributing to several developments that affect counsel and their work. These developments included adjustments arising out of the move to the permanent premises and new personnel and procedures resulting from restructuring as well as the creation of a Bar Association and the Legal Aid Review. The OPCD faced an unprecedented increase in workload as a result of the number of suspects and accused in active stages of proceedings, including the opening of the trials of Mr Ongwen and Mr Al Mahdi. Requests for assistance grew in number and complexity, particularly given the number of simultaneous cases at the trial phase involving 10 defendants — Ntaganda, Gbagbo and Blé Goudé, Al Mahdi, Bemba *et al.* and Ongwen. During 2016, the OPCD primarily:

(a) Created and distributed specialized legal memorandums to 15 defence teams (*Katanga, Simone Gbagbo, Laurent Gbagbo, Blé Goudé, Ntaganda, Ruto, Sang, Bemba*, in article 70 (*Bemba, Mangenda, Arido, Babala, Kilolo*), *Ongwen, Al Mahdi*), sent upon the request of the individual team or collectively to all;

(b) Maintained and distributed updated versions of existing OPCD manuals for counsel, the "Counsel Welcome Kit", and "How-To" series and continued a series of weekly/monthly updates;

(c) Assisted teams during court hearings by following real-time access to transcripts;

(d) Supported teams in uploading and downloading evidence, accessing filings and handling case management issues, and provided training for defence teams, upon request, in specific software including Ringtail Legal, Legal Craft iTranscend and Casemap;

(e) Participated in the discussions of and the drafting committee for the newly created Bar Association ICCBA; and

(f) Organized and co-hosted a training event for defence entitled "Expert Training: The Case after the Case: examining the ICC Defence role in post-conviction and reparations"; and hosted a 'Defence Perspectives' lecture entitled "Asylum in the Netherlands: an additional protection mechanism for witnesses?"

(c) *Office of Public Counsel for Victims (OPCV)*

120. In terms of fulfilling its substantive mandate, 2016 was the busiest year for the Office of Public Counsel for Victims (OPCV) since its inception. Indeed, OPCV counsels are appointed by Chambers as common legal representatives of victims in the proceedings at the trial stage. Consequently, the task of providing support and assistance to external counsel has significantly decreased, while that of providing legal representation to victims is now the primary task performed by the OPCV staff. This requires a daily presence in the courtroom.

121. In 2016, the OPCV supported the external legal representatives appointed in the cases of *Banda*, *Katanga*, *Ongwen*, *Bemba* and *Lubanga* by providing advice on a variety of legal issues, including novel matters related to reparations proceedings and in preparation for and during hearings.

122. Throughout 2016, two OPCV counsel continued to represent the victims participating in the *Ntaganda* trial (one counsel is appointed to represent the 1,859 victims of the attacks and one counsel is appointed to represent 283 former child soldiers); one OPCV counsel continued to represent the 728 victims participating in the *Gbagbo and Blé Goudé* trial; and the same counsel is also appointed to represent 1,516 victims participating in the *Ongwen* trial. Moreover, OPCV counsels are currently representing 250 applicants for reparations in the *Lubanga* proceedings and 506 applicants for reparations in the *Bemba* proceedings. As part of its mandate related to the legal representation of victims, the OPCV submitted numerous written submissions and undertook 30 missions in the field to meet with its clients with a view to effectively representing their interests in the proceedings. In this connection, it is worth noting that victims represented by the OPCV are located not only in the situation countries, but also in other countries in Africa or in Europe.

123. An important aspect of the legal representation of victims is the support provided by counsel in the field – appointed by the lead counsel and integrated into the OPCV teams – whose main responsibility is to maintain regular contact with victims and to provide information about the proceedings. The experience in the four cases in which this system has been implemented so far (*Gbagbo and Blé Goudé*, *Ntaganda*, *Ongwen* and *Lubanga*) confirms that the system strengthens the effectiveness of victim participation and addresses the needs of victims efficiently. Victims have indicated that they are satisfied with the system in place and have expressed appreciation for the efforts made in meeting with them close to where they reside.

124. In addition to the cases mentioned above, the OPCV remains appointed to protect the rights and interests of victims having communicated with the Court within the framework of the proceedings pursuant to article 19 of the Rome Statute in the *Gaddafi* and the *Simone Gbagbo* cases; and as the legal representative in *Kony* et al.

125. The OPCV continued to seek to protect the interests of victims by making efforts to raise general awareness of victims' issues, including by participating in conferences and seminars together with other Court staff, and contributing to publications.

5. Victim participation and reparations

126. The Victims Participation and Reparations Section (VPRS) acts as the entry point for victim applications and liaison with the Chamber. During the reporting period, it received a total of 4,845 applications for participation in the proceedings and/or for reparations. This represents an increase of 50 per cent compared to 2015. The largest number of applications for participation in the proceedings and for reparations received related to ongoing investigations in the situation in Republic of Côte d'Ivoire (2,268 application forms) and to the trial phase of the *Ongwen* case (2,102 application forms). In lesser quantities, applications were received in the situations in Mali (142) and Georgia (94). Two hundred and thirty-nine applications were also received in relation to the reparations proceedings in *Lubanga*.

127. In 2016, a total of 2,091 new victims were authorized to participate in the trial phases of *Al-Mahdi* (8) and *Ongwen* (2,083).

128. In addition to processing applications received from victims, and filing them together with the legal assessment reports to the relevant Chambers, the Section engaged in many other activities, including supporting victim participation and reparations-related activities in the situations of Uganda, DRC, CAR, Côte d'Ivoire, Kenya and Mali. The VPRS liaised with a range of internal and external actors with the aim of building networks of support for the mandate of the Section. The Section also identified relevant pools of experts for the *Bemba* and the *Al-Mahdi* cases; managed documentation received and filed documents in the record when so ordered; provided support to victims' legal representatives; and provided information and observations to Chambers in response to judicial developments and orders.

129. During the reporting period, the VPRS submitted 55 filings, including reports on victims' applications, redacted versions of applications, observations on reparations and other reports and documents to Chambers. The drop in absolute numbers of filings despite a rise in victim application numbers and related judicial activity is the effect of increased bundling of submissions: previous transmissions of applications involved the preparation of multiple different filings which are, since February 2016, filed as annexes to one main filing. This has reduced the workload associated with preparing each filing and has thus led to an efficiency gain.

130. A further 253 relevant communications relating to the proceedings were prepared and sent to Chambers, legal representatives of victims, parties and others.⁵ Over the year, the VPRS also organized field activities in the CAR, the DRC, Côte d'Ivoire, Mali, and Uganda. These activities were focused on providing accurate information on victim participation and reparations before the Court; conducting victim application processes using the two-page standard application forms; collecting completed applications and following up on incomplete applications; conducting consultations with victims and key civil society actors on various issues (mainly reparations) upon Chambers' instructions; supporting relevant activities in the field at the opening of the *Ongwen* trial in late 2016; and providing support to legal representatives of victims. Staff participated in the preparation of key messages to be disseminated in the field in response to judicial developments and conducted a number of field missions with the aim of meeting with victims, training intermediaries and consulting with victims on specific issues as ordered by Chambers.

131. The VPRS conducted six major exercises during the year:

(a) In the *Ongwen* case, following a decision of the competent Trial Chamber of 30 May 2016, the VPRS facilitated the application process for victim participation in the trial proceedings: it collected and transmitted, in original and redacted versions, more than 2,000 applications for participation in the proceedings, together with legal assessment reports, within the time limit set by the Chamber. The Registry undertook several missions to locations at which victims of the crimes charged reside. These missions aimed to reach out to potential applicants, to build the Registry's knowledge of the victim communities possibly linked to the case and to provide information to members of civil society, local leaders and potential victim applicants on victim participation. Other activities included the recruitment and training of intermediaries needed to assist victim applicants in submitting applications for participation. As a result of the above, 2,083 victims were admitted to participate in the proceedings in 2016.

(b) In the *Katanga* case, following a decision of the competent Trial Chamber of 8 December 2015, the VPRS filed in the record of the case 304 consolidated applications for reparations in original and redacted versions.

(c) In the *Lubanga* case, following a decision of the competent Trial Chamber of 9 February 2016, the VPRS provided its legal analysis of 31 victims' dossiers to the Trust Fund for Victims; following a decision of the Trial Chamber of 21 October 2016, the VPRS analysed and transmitted to the Chamber 119 applications for reparations of new potential applicants collected by the OPCV.

⁵ 'Relevant' communications are those which contain procedurally or materially relevant content for ongoing legal and administrative processes and thus require internal review and approval.

(d) In the *Bemba* case, following a decision of the competent Trial Chamber of 22 July 2016, the VPRS provided observations to the Chamber on reparations which included (i) the organization of a field mission to consult with relevant interlocutors and the compilation and organization of data relevant to reparations from approximately 6,000 applications for participation and/or reparations received since the opening of the *Bemba* case; (ii) identifying experts who could assist the Chamber in the reparation process; and (iii) designing, in consultation with the Chamber and other relevant stakeholders, a system for the categorization of reparation claims received.

(e) In the *Al-Mahdi* case, following a decision of the competent Trial Chamber of 29 September 2016 and a VPRS mission to Mali, the VPRS facilitated victim participation in the proceedings for the reparations phase; it transmitted, in original and redacted versions, an initial batch of more than one hundred applications for reparations in the proceedings, together with legal assessment reports.

(f) In the situation in Côte d'Ivoire, the VPRS collected 2,268 application forms during the reporting period and initiated the preliminary legal processing of around 600 of these applications.

132. The VPRS continued to carry out its routine activities in relation to new article 15 proceedings, including preparing a lessons learnt exercise based on relevant experiences to date. It continued the preliminary mapping of victims in the situation in Mali and developing a network of reliable intermediaries in the Central African Republic in preparation for potential future reparations proceedings. The Section also continued to develop its database, thereby improving the overall efficiency and reliability of its work.

6. Victims and witnesses

133. In terms of witness appearances, 2016 was the most challenging year to date, with 97 witnesses appearing before the Chambers. This figure represents one quarter of the total number of witnesses who have appeared before the Court since its creation.

134. Of the 97 witnesses who testified in 2016, 88 were OTP witnesses and seven were defence witnesses (83 witnesses of fact and 12 expert witnesses). The Chambers also heard two victims. 17 witnesses testified via video link from different locations, while 80 witnesses appeared at the seat of the Court.

135. The Victims and Witnesses Section (VWS) provided logistical assistance for travel and accommodation, as well as psycho-social and other support services to the 97 witnesses who appeared before the Court. This included preparation for travelling to the Court to testify, preparation for testimony and familiarization with courtroom procedures. At the Court, the VWS conducted protection and psychological assessments for the purpose of advising Chambers on the need for in-court protective measures pursuant to rule 87 and special measures pursuant to rule 88 of the Rules of Procedure and Evidence.

136. In 2016, the VWS provided 154 reports to the Chambers. Those reports included 71 assessments of the need for in-court protective measures and 49 reports pertaining to specific witness information. Furthermore, the vulnerability assessments conducted by VWS psychologists in respect of 34 witnesses resulted in reports to the Chambers on the need for special measures to be applied. The VWS also submitted 21 filings registered in the cases of *Bemba et al.*, *Ntaganda*, *Gbagbo and Blé Goudé*, *Ongwen* and *Al Mahdi* and attended nine hearings.

137. In addition to these judicial-related activities, the VWS provided continuous care and protection services to the persons placed under its responsibility. VWS provided protective measures for approximately 510 individuals in 2016 and managed to successfully help 32 former protected individuals to resume their normal lives and dispense with the Registry's protection. The VWS also assessed and accepted 21 support referral requests from parties and participants in the proceedings before the Court. These witnesses and victims benefited from medical, psychosocial and other appropriate assistance pursuant to regulation 83 of the Regulations of the Registry.

138. In line with the Registry objective to increase the external and internal level of cooperation in relation to witness protection, the VWS continued its activities to strengthen

the cooperation of States in the field of witness protection and managed to conclude three new relocation agreements. Significant progress was made with respect to ad hoc cooperation requests. The aim of such requests is to seek States partners' cooperation in accepting protected individuals on their territories and granting them the necessary legal status. The VWS is also currently at an advanced stage of negotiating another relocation agreement, which is expected to be concluded in 2017. In September 2016, the VWS contributed to the seminar hosted by the Court on witness protection issues which was attended by witness protection experts from 17 countries, and chaired the Europol Psychosocial Network on Witness Protection, a technical network which brings together witness protection agencies from over 80 countries.

7. Public information and outreach

139. The Public Information and Outreach Section (PIOS), in close coordination with the field offices, continued to raise awareness and ensure that the Court's proceedings were accessible to the public. These efforts were geared towards promoting understanding of the Court's mandate and activities, with the ultimate goal of garnering worldwide support. Its activities targeted a number of audiences, including global audiences, mainly encompassing the international press and media, victims and communities affected by crimes within the jurisdiction of the Court, and key stakeholders such as legal communities, academics and non-governmental organizations.

140. The Court kept affected communities abreast of relevant judicial developments in the situations in Uganda, DRC, Kenya, CAR, Côte d'Ivoire, Mali and Georgia. A new database was introduced to improve the system of monitoring and evaluating outreach sessions. The new version enables Court staff to assess efficiently the impact of outreach activities so as to be able to tailor future activities according to the needs of specific audiences.

141. In Uganda, the confirmation of charges and opening of the trial in the *Ongwen* case reinvigorated outreach activities. Approximately 40,000 people were reached among victims and affected communities, journalists and civil society through 101 face-to-face interactive sessions. To bring proceedings in The Hague closer to affected communities, the first days of the trial were broadcast live to 13,105 people in six locations in Northern Uganda, where the majority of victims reside, and two locations in Kampala. Marking the importance of the opening of the trial, the Court's Registrar addressed the victims' community of Abok (Northern Uganda) and met with local and elected leaders as well as with the local press.

142. In the DRC, communities were informed about the reparations phase in the *Lubanga* and *Katanga* cases and the ongoing *Ntaganda* trial. Information about the *Bemba* and *Bemba et al.* cases was also provided due to the interest in the DRC. More than 3,400 people were reached through 81 face-to-face sessions with media, civil society, law professionals, affected communities and diplomats. A partnership was also strengthened with 10 community radios, engaging partners in the production of programmes and having representatives of the Court as guests.

143. Radio and television broadcasts played an important role in Kenya, ensuring that the population was informed of the Trial Chamber's decision to terminate the proceedings in the *Ruto and Sang* case. Interactive sessions with community-based organizations and intermediaries were conducted to explain key judicial decisions and provide updates. In CAR, outreach efforts focused on the delivery of the verdict and sentence in the *Bemba* case, and the verdict in the *Bemba et al.* case, targeting media, community radios, NGOs, law professionals and students. Due to the unstable security and political situation, only 15 outreach sessions could be held in Bangui.

144. In the absence of field staff in Côte d'Ivoire, information on the *Gbagbo and Blé Goudé* trial was provided through local traditional media houses and social media from The Hague. On the day before the opening of the trial, a press conference was held at the seat of the Court with a video link to Abidjan enabling local journalists to ask the parties and participants in the trial questions. A similar situation was faced in Mali, where outreach activities could not be held in the field due to security constraints. Successful efforts were made from The Hague to inform the affected communities about the trial, verdict and

sentence in *Al Mahdi* through the main national media. An information visit to the Court's Headquarters during the proceedings was organized for nine representatives of Malian TV and radio. This resulted in wide, accurate and timely coverage by the key national media followed by the local communities.

145. Following the opening of investigations in Georgia in 2016, efforts focused on mapping the main stakeholders in the country – media, academia, civil society, victim groups, community leaders and others engaged with victims – and devising an outreach strategy. Two missions were organized to Tbilisi for information purposes to engage with civil society, NGOs and journalists. Additionally, nine journalists from the major media houses attended an information visit at the Court.

146. In 2016, the Court bolstered its use of social media, which has proved to be an efficient and cost-effective way of reaching a wider global audience. The Court's Twitter account has become a reference and its number of followers rose by over 25 per cent last year, reaching a milestone of 200,000, more than all the international tribunals together. While Facebook has been a powerful tool used for specific campaigns – the 17 July Facebook campaign successfully garnered support from participants from over 90 countries – Flickr, Tumblr and YouTube remain key for sharing photos, videos and stories of all the Court's activities. In 2016, the Court's YouTube channel gained 3,378 subscribers, reaching a total of 11,268 subscribers (up 40 per cent on 2015, which ended with 7,890 subscribers) and 2,709,059 views.

147. With 5,226,286 page views and 1,563,286 visitors in 2016, the Court's website showcases information about the Court and serves as the platform for streaming all public hearings. Between August and December 2016 (statistics are not available for the first part of the year due to a change in service providers) the web streaming was viewed by 1,277,248 unique users from 155 countries. Seventy-seven per cent of these users (i.e. nearly one million) were from Côte d'Ivoire.

148. With regard to traditional media, a total of 135 press releases were distributed in 2016 (up 20 per cent on 2015) to a mailing list of more than 5,000 journalists and other stakeholders around the world. Over 800 interviews were conducted with officials of the Court at Headquarters alone (up 25 per cent on 2015). Information produced, particularly relating to judicial developments in the situations in Côte d'Ivoire, Mali, Uganda and the DRC, was widely reprinted in leading newspapers and magazines and often broadcast on television and radio, both at the national level in the countries concerned and by international media organizations.

149. Audiovisual programmes produced by the Court remained an essential element to support the work of journalists but also to inform the general public at an international level as well as the affected communities in the field. In 2016, 630 radio and television programmes were produced and distributed through the internet for broadcast (programmes were downloaded about 90,000 times) to the radio and television stations, news agencies and social media (Twitter and YouTube) but were also shown as part of outreach activities in situation countries, providing the affected communities with access to the courtroom even in the most remote places.

150. Following the move to the permanent premises, the total number of visits to the Court has increased. The invitation by the Court's President to the new neighbours to take part in tours in Dutch was taken up by approximately 2,000 visitors, thus improving relations with and raising awareness about the work of the Court among local residents. General information visits, mainly by university students from around the world in the fields of (international) criminal law, international relations and similar studies increased by more than 30 per cent to 502 groups with a total of 10,742 participants.

151. Key judicial hearings in 2016 also contributed to increasing the number of individuals attending Court hearings by nearly 250 per cent compared to the previous year, resulting in a total of 11,520 individuals attending one of the hearings of the Court.

152. VIP visits by high-profile figures interacting with the Court's officials to build cooperation and support increased to 88 visiting groups in 2016, while the number of visits by stakeholders – groups which come to the Court as part of training programmes

organized and funded by national governments, embassies, NGOs and other relevant third parties – remained at a similar level to 2015.

8. External relations and cooperation

153. Over the course of the year, the External Operations Support Section (EOSS) assumed a central coordination role in its three main areas of operations, namely: external relations and State cooperation which is now consolidated within the External Relations and State Cooperation Unit (ERSCU); information collection and analysis, which is the function of the Country Analysis Unit (CAU); and mission planning, support to the field offices and crisis management support, which is the function of the Coordination and Planning Unit (CPU).

154. In 2016, ERSCU drafted or reviewed 266 primary requests for cooperation to States and international organizations on behalf of the Chambers, on behalf of the defence or on its own account.⁶ At the strategic level, the Unit organized a number of high-level cooperation seminars and specialized events in order to reinforce general cooperation and a better understanding of the work and mandate of the Court, in coordination with the other organs. These seminars provided some useful recommendations regarding specific areas of judicial and general cooperation which are being followed up by the Unit in the areas of its mandate.⁷

155. At the technical level, the Unit focused on key areas identified as being of priority concern, such as financial investigations and cooperation agreements, and organized a one-day event at the seat of the Court with experts and selected representatives from States Parties that had expressed an interest in discussing such agreements.

156. The CAU consolidated its organizational foundation and began performing as a central hub for the collection and analysis of information critical for the operation of the Court. It has responded directly to requests from Chambers for judicial deliberation and from the Presidency and OTP in the context of external relations priorities. Some 31 ad hoc reports concerning security and political developments as well as impact assessments of various Court decisions were produced concerning seven situation countries, and four reports were produced concerning non-situation countries and other subject matters. The Unit also functioned as a hub for the collection of information regarding suspects-at-large and worked in close collaboration with the OTP. Some 144 weekly/monthly Situation Reports (SitREP) were produced concerning seven situation countries for Court-wide dissemination.

157. The CPU operated as a central hub for all official missions in situation and non-situation countries, ensuring that missions complied with applicable rules and procedures in terms of security, medical and diplomatic clearance. A total of 1,066 missions were registered and followed up on (733 in situation countries and 333 in non-situation countries). Follow-up included the review of mission plans, liaison with the Court's field offices and/or the United Nations Department of Safety and Security (UNDSS), where applicable. In addition, field security was successfully embedded into CPU (CPU-FS) and supported 11 close protection missions and security liaison missions for the Court's elected officials, provided security assistance for two video links and three seminars and supported two witness transport missions.

⁶ This figure does not include follow-up requests for cooperation or requests sent as a result of the signature of a cooperation agreement with a State. This number does not reflect notifications of judicial documents, missions and requests concerning the signature of cooperation agreements.

⁷ Thanks to the generous financial contributions of the European Commission, Finland, the Netherlands, Norway and the *Organisation internationale de la Francophonie*, the Unit was able to organize a series of high-level and technical events. A regional high-level cooperation seminar was hosted on 21-22 March 2016 by Romania for Eastern European States; the Court's second sub-regional seminar of counsel and the legal profession took place in Tanzania on 8-12 February 2016. The Registry also organized a high-level retreat for the Court and African States Parties in Addis Ababa on 6-7 December 2016. Technical events addressing important cooperation themes were held in The Hague, including one seminar with Court focal points of situation countries on 26-29 September 2016, and a training session for counsel on 27-29 June 2016.

9. Field operations

158. In 2016, EOSS, through the CPU, continued to provide support to field offices during the transition phase, as envisaged by the *ReVision*. A series of trainings were organized in field offices as well as at Headquarters to enhance the capacity of field staff to deal with administrative issues previously dealt with by Headquarters staff, especially with regard to the SAP. EOSS also provided support and coordination in relation to two special flights in the case of *The Prosecutor v. Laurent Gbagbo and Charles Blé Goudé*. Lastly, EOSS conducted two missions to Georgia to establish contacts with the national authorities, assess the security situation and explore various options regarding the opening of a new Liaison Field Office in Tbilisi.

159. In 2016, the DRC Field Offices (Kinshasa and Bunia) continued to support three judicial proceedings (*Lubanga*, *Katanga*, and *Ntaganda*). *Bemba* and *Bemba et al.*, in which the verdicts were pronounced in 2016, was also a matter of high interest to the population and stakeholders in the DRC. The political and security situation prevailing in the DRC in 2016 was volatile and fragile, with a peak of violence in September 2016

160. The year was particularly marked by preparation of the reparation phase in *Lubanga* and *Katanga*, which required close collaboration and strong coordination between OPCV, TFV and the field offices, particularly with regard to implementation of the Chamber's orders in *Lubanga*. The *Ntaganda* trial is still ongoing. The DRC Field Offices supported a total of 238 missions, or 32 per cent of the total number of missions conducted in the situation countries.

161. The Uganda Field Office has been at the forefront of implementing the new organizational structure of the Registry. A multidisciplinary team consisting of field outreach and victims experts, together with representatives of the OTP and the TFV, engaged in a wide range of outreach activities targeting the victims and affected communities. Activities were conducted to promote victim participation in the judicial process, which led to the participation of 4,107 victims in the case.

162. In 2016, the Kampala Field Office supported one judicial proceeding in the case of *Ongwen*. The year was particularly marked by the collection of victim applications in relation to *Ongwen*. A total of 2,118 applications were collected and sent to the VPRS at Headquarters for further processing.

163. The Kampala Field Office supported a total of 220 missions, or 29 per cent of the total number of missions conducted in situation countries. The year was also marked by the confirmation of charges (January 2016) and the start of the trial of Dominic Ongwen (6 December 2016).

164. The Kenya Field Office continued its efforts to engage with the diplomatic community, various stakeholders and NGOs to explain essential aspects of the judicial process. The outreach team held press briefings and used mainstream media to explain key judicial decisions, and provided updates on the ongoing cases. Further to the Trial Chamber's decision to terminate the proceedings in the case of *Ruto and Sang*, interactive sessions were held with representatives of community-based organizations and intermediaries explaining the decisions and the impact on victims.

165. During 2016, the Kenya Field Office experienced a reduction in activity due to the termination of the case against William Ruto. Due to the scaling down of operations, and following a thorough assessment, work was started to develop a completion strategy.

166. In 2016, the Côte d'Ivoire Field Office continued to support activities related to the *Gbagbo and Blé Goudé* case, mainly consisting of support to testimonies given in Côte d'Ivoire. The Côte d'Ivoire Field Office also provided support to a testimony in *Bemba et al.* arising from the situation in CAR.

167. The Mali Field Office provided support to activities related to the *Al Mahdi* trial as well as the reparations phase which commenced following Al Mahdi's conviction. The field office also focused on setting up the premises and installing the necessary equipment to support its work in Bamako.

168. The CAR Field Office likewise continued to support the activities, mainly investigations by the OTP, conducted in the country. It provided information to victim communities and the general public concerning cases stemming from the situation in CAR, namely the *Bemba* and *Bemba et al.* cases.

10. Human resources

169. In 2016, the Court completed 180 recruitments for established posts. Table 1 below provides a summary of the recruitment activities by Major Programme.

Table 1: List of recruitments in 2016

<i>Major Programme</i>	<i>Approved posts 2016</i>	<i>Posts filled in 2016</i>	<i>Posts filled as at 31 Dec. 2016</i>	<i>Number of posts vacated in 2016 due to staff members leaving the Court</i>	<i>Vacancy rate (spot check) 31 Dec. 2015</i>	<i>Vacancy rate (spot check) 31 Dec. 2016</i>
Major Programme I: Judiciary	52	9	45	3	13%	13%
Major Programme II: Office of the Prosecutor	237	37	214	20	15%	10%
Major Programme III: Registry	578	131	507	18	26%	12%
Major Programmes IV-VII: Secretariat of the Assembly, Secretariat of the TFV, Project Director's Office, the Independent Oversight Mechanism (IOM) and the Office of Internal Audit	30	3	17	2	60%, 33%, 33%, 75% and 0%, respectively	50%, 33%, 100%, 50%, and 0%, respectively
Total	897	180	776⁸	43	23%	13%

170. During 2016, the Court revised its compensation package for staff in the Professional and higher categories in line with the changes approved by the UN General Assembly in late 2015. The changes were implemented in accordance with the timelines approved by the Assembly.

171. The Court undertook a number of activities to address HR priorities, such as staff development/training, improvement of geographical and gender balance, onboarding of staff and performance management. Information on human resources-related activities is provided separately in the Report of the Court on Human Resources Management for 2016

11. Security and safety

172. In 2016, the Court moved to the new premises and established its operations. In accordance with its revised mandate, the Security and Safety Section (SSS) focused on the security, risk management and support of the Court's activities at Headquarters. The Section continued to support the security risk management and the security and safety of Court personnel and assets in the field. SSS provided security support to judicial activities in accordance with the Court calendar and decisions of the Chambers. The Personnel Security and Investigations Office (PSIO) processed 961 files relating to Personnel Security Clearances – an increase of 6 per cent compared to the previous year. The clearance procedure was applied to all new personnel (including interns) joining the Court in both established posts and temporary positions, in full compliance with the Administrative Instruction on Personnel Security Clearance. The PSIO also conducted two preliminary investigations and submitted seven incident reports on various matters. Outside

⁸ This includes seven (7) posts in the Kenya Field Office which are to be abolished in 2017. As these were blocked for recruitment, vacancy rates (spot and average) as well as total number of filled and vacant posts in MP III, and ICC, were amended accordingly.

Headquarters, the Section continued to ensure that all relevant security and safety risks to Court personnel, assets and premises were managed appropriately, in line with the Court's protocols and relevant security and safety guidelines. Security support was provided to 1,070 missions, including three seminars and two testimonies by means of video link outside Headquarters. Close protection and security liaison services were provided to senior officials of the Court on 11 occasions. Additionally, the Section provided security and safety support to one transport mission (inbound and outbound) involving a detained witness. The Section organizes two "Safe and Secure Approaches in the Field Environment" (SSAFE) courses in collaboration with the host State military in the Netherlands which contributes to reinforcing staff awareness in the area of safety and security.

173. During 2016, in addition to direct security and safety support to Court-related activities, SSS personnel actively contributed to the success of several major events and provided support to the Court's official opening attended by many senior officials and dignitaries; the Court's Open Day; various seminars; and other events (a total of 26 days, 88 high-profile visits, 121 stakeholder visits involving 2,146 participants, and 502 groups, involving 10,742 participants during general information visits).

12. Information and communication technologies

174. The Information Management Services Section (IMSS) continued its efforts to implement *ReVision* recommendations focusing on, governance and service operations improvements. In 2016, extensive cross-organ consultation by IMSS and the Registry Legal Office resulted in the Administrative Instruction for the Information Management Governance Board (IMGB), the first meeting of which is scheduled in February 2017 to endorse the five-year Information Technology (IT) and Information Management (IM) Strategy. Throughout 2016, IMSS collaborated across the organs of the Court to define the IT and IM priorities which align to strategic Court needs and ongoing operational requirements. The defined strategic needs were included in the budget submission for 2017.

175. The Enterprise Architecture and Service Delivery Unit (EASD), created as a result of the *ReVision*, concentrated on strengthening IMSS governance and established the Architecture Review Board to facilitate better planning and delivery of projects to ensure that IMSS can deliver and remain within the Court's operational constraints. In addition, EASD produced savings by centralizing software contract management and reducing licensing requirements and negotiating more favourable commercial terms in procurement. Centralization and reduction, where possible, will continue throughout 2017.

176. In April 2016, the Information Management Unit (IMU), in close collaboration with PIOS, delivered the Court's new high-profile website. Following the 2015 Administrative Instruction on Records Retention, IMU initiated detailed reviews of records, providing advice and guidance on implementing the policy and retention periods. IMU was instrumental in adding an additional streaming language – Acholi in the *Ongwen* case. This development was warmly welcomed by the affected community in Uganda as well as by international media. IMU also continued a scanning project for digitization. In 2016, the Library, Legacy and Archives, now part of IMSS, revised its collection management policy, updated the governance for the Library Committee and defined the five-year strategy for a Court-wide archive which will be part of the overall five-year strategy.

177. Information Security Unit (ISU) activities in 2016 concentrated on improving security awareness and enhancing the Court's capacity to protect against malicious outside threats. Throughout the reporting period, ISU continued to provide technical and non-technical support to sections across the organs, developing the capability to improve the efficiency and effectiveness of the various initiatives to protect Court information and the victims and witnesses with which it interacts. This included working with sections to identify and assess information risks and develop measures to manage those risks. ISU launched an Information Security Awareness Campaign and procured an online security training package that will be deployed Court-wide in 2017. ISU has increased the Court's capacity to protect against the growing threat from aggressive and targeted malicious software through the introduction of improved defences, user awareness training and enhanced responsiveness to threat detection. As information security is a core component of

the five-year strategy, existing capabilities will be enhanced for improved monitoring, detection and response in relation to suspicious activity within the Court's network while continued efforts will be made to further improve our defences from outside threats.

178. The Systems Development and Administration Unit (SDAU) delivered the following projects in 2016: Flex Office Image allowing OTP to become more flexible by using virtual rather than physical PCs; Secure Network for VWS; enhancements to the e-Filing and ECOS platforms for CMS. The Unit also delivered internal IMSS projects such as consolidating databases to reduce licence costs. SDAU defined a tiered storage solution which, over the five-year period, will save the Court €1.3m in data storage costs. This is a foundation initiative for the five-year strategy and will be delivered in 2017. SDAU also initiated the following projects in 2016 that will continue in 2017: case law database to improve the decision drafting process for Chambers; electronic collection and processing of victim application forms; and extending ECOS translations, which support Registry's Language Services Section, to the Language Services Unit in the OTP.

179. In 2016, IMSS completed a review of IT in the field offices. Due to budgetary constraints in previous years, the maintenance schedule had been disrupted. The DRC Field Office was affected by an unreliable satellite link for internet connectivity. The upgrade was completed in the last quarter of the year, resolving the issue. Videoconference facilities were upgraded in the Côte d'Ivoire and DRC Field Offices. IMSS also supported the Kampala Field Office move, deploying the new videoconference system and upgrading internet connectivity. The new Kampala Field Office was operational for the opening of the *Ongwen* trial in January 2017. IMSS conducted field missions to both Mali and Georgia for the new field offices and is scheduled to complete the IT work for the opening of the Mali Field Office in February 2017. IMSS also assisted the acting Field Office manager in Côte d'Ivoire in hiring local ICT support. The Information Security Officer assisted in improving information protection for the field offices and staff on mission by conducting a threat and risk evaluation; through improvements to protective security applied to laptops and portable storage devices; and through improved staff awareness of threats and countermeasures.

180. The Service Operations Unit (SOU), as per the *ReVision* recommendation, implemented a new Service Desk Ticketing System (SolveIT) in December 2016. As part of this project, processes were optimized and automated, thus eliminating the need for paper forms. SOU delivered a new anonymous phone call solution used by OTP and VWS for contacting witnesses. The solution will be fully deployed in 2017. It will enhance security, and introduce significant savings by replacing expensive Skype-out phone calls. In the course of 2016, the availability of core services met the 99.99 per cent threshold with one incident resulting in unplanned downtime. Courtroom availability was 99.97 per cent with one incident causing a disruption in the *Gbagbo* case. In both cases, the root causes were identified and the issues rectified. The Service Desk opened 12,847 tickets and closed 13,873, thus clearing some backlog carried over from 2015 during the implementation of SolveIT.

13. Procurement

181. The Procurement Unit completed the final contracts for transition and programme management for the Permanent Premises Project. The relevant information is provided in annex XI.

14. Annual inventories

182. A full physical check of assets was performed by the General Services Section (GSS) at Headquarters and in the field offices in 2016.

List of items written-off 1 January- 31 December 2016 (euros)

<i>Description</i>	<i>Reason for Disposal</i>	<i>Number of Assets</i>	<i>Book value</i>
Furniture and fittings	Normal Wear	3	179.43*
	Obsolete	1	0
<i>Furniture and fittings Total</i>		<i>4</i>	<i>179.43</i>
ICT equipment	Damaged	8	0
	Lost	1	0
	Normal Wear	55	0
	Obsolete	308	1,951.73**
<i>ICT equipment Total</i>		<i>372</i>	<i>1,951.73</i>
Low value furniture	Obsolete	3	0
<i>Low value furniture Total</i>		<i>3</i>	<i>0</i>
Low value ICT equipment	Damaged	5	0
	Lost	15	0
	Normal Wear	323	0
	Obsolete	902	0
	Stolen	3	0
<i>Low value ICT equipment Total</i>		<i>1248</i>	<i>0</i>
Low value other assets	Lost	7	0
	Normal Wear	18	0
	Obsolete	27	0
	Stolen	1	0
<i>Low value other assets Total</i>		<i>53</i>	<i>0</i>
Motor vehicles	Normal Wear	6	0
<i>Motor vehicles Total</i>		<i>6</i>	<i>0</i>
Other assets	Lost	2	0
	Normal Wear	9	0
	Obsolete	16	0
<i>Other assets Total</i>		<i>27</i>	<i>0</i>
Grand Total		1713	2,131.16

* Note 1: Normal wear and tear, fixture and fittings refers to forensic cabinets with a book value of €179.43, donated to OTP in 2006 but never used.

As a result of elements, missing cables and misalignment of the thermostat, they began to deteriorate, and OTP did not foresee using them in the near future.

**Note 2: ICT equipment with a book value of €1,951.73 refers to video cameras and an audio distribution system rendered obsolete by new technology used in the Court's permanent premises.

15. Finance

183. The Finance Section closed the 2015 financial year and prepared its financial statements in accordance with International Public Sector Accounting Standards (IPSAS). In addition, the Section examined the year's annual audits and was required to manage temporary cash shortages. The final stage of the Permanent Premises Project and host State loan management required extra attention from Finance staff. Information on the performance of the Court's liquid funds during 2016 is provided in Annex XII.

(a) Compliance with the current investment policy

184. In 2016, the Court fully met the criteria for the banking selection and investment limits in compliance with Administrative Instruction ICC/AI/2012/002 on the Investment of Surplus Funds (section 9.3: Banking Selection and Investment Limits), which states that no more than a third of the cash assets should normally be invested in one institution. The Court continued to prioritize the security of its funds, while ensuring that liquid funds were invested with a view to receiving a high rate of return wherever possible.

185. The Court watches the markets closely and obtains recent credit-risk evaluations from credit rating agencies to ensure the high creditworthiness of all the Court's banking relationships. The Court keeps its funds with banks that have high short-term credit ratings and places them geographically in countries that have the highest (AAA or AA) credit ratings, in accordance with the ratings given by Standard & Poor's, Moody's and Fitch credit rating agencies.

(b) Return on investments

186. Between 1 January and 31 December 2016, the Court held an average monthly cash balance, including the General Fund, Working Capital Fund, Contingency Fund, trust funds and the Trust Fund for Victims, of approximately €51.1 million. Of this sum, on average, €22.4 million was held with respect to the approved programme budget, excluding the Working Capital Fund, the Contingency Fund and funds set aside for long-term employee benefit liabilities. The status of the Working Capital Fund and the Contingency Fund as at 31 December 2016 is provided in annex XIII.

187. In 2016, the European Central Bank (ECB) base interest rate remained at the record low of 0 per cent (see Annex XII). In addition, the ECB deposit rate dropped in 2016 by 0.1 per cent from -0.3 per cent to -0.4 per cent. The Court's average interest rate yield was 0.15 per cent in 2016. In the existing financial environment, considering the impact of central bank policies on returns, a total return on all funds of €65.0 thousand can be considered satisfactory.

(c) Future trend and investment strategy

188. The Investment Review Committee will continue to meet quarterly to discuss performance, analyse current market conditions and provide guidance to the Head of Accounts and Treasury. The Court is risk averse and its first priority will be to continue to preserve its funds. Considering recent ECB monetary policy decisions, it is unlikely that the Court will be in a position to achieve better returns in 2017. The Court will continue to strive to generate and optimize returns in a difficult market, while safeguarding funds by adhering to its strict policies on the investment of surplus funds.

(d) One-Time Payments (OTP) overpayments

189. The Committee, at its twenty-seventh session, considered the status of funds held as a result of permanent premises OTP overpayments and "invited the Court to report at its earliest convenience on the current management of the funds and the available options under the applicable regulations to safeguard their transparent use. On this basis, a strategy for the use of the funds should be worked out".⁹

190. After the Committee's twenty-seventh session, the issue of surplus deriving from the overpayments of one-time contributions to the permanent premises was reviewed by the Oversight Committee and discussed with the representatives of the respective States Parties. Based on the report of the Oversight Committee, the Assembly decided at its fifteenth session that "the overpayment of States Parties which made a one-time

⁹ *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)*, para. 241.vol. II, part B.2,

contribution for the permanent premises of the Court shall be deducted from the assessed contributions due by the same States”¹⁰.

191. In line with the Assembly’s decision, the Court applied the overpayments to the States Parties’ respective outstanding assessments.

192. Considering the developments after the Committee’s twenty-seventh session and the above decision of the Assembly, the Committee’s request is no longer relevant.

D. Major Programme IV – Secretariat of the Assembly of States Parties

193. The Secretariat continued to provide substantive and conference services for the Assembly and its subsidiary bodies in 2016.

194. Significant achievements of the Secretariat in 2016 included the following:

(a) Organization and provision of services for the fifteenth session of the Assembly, held in The Hague, for a period of eight working days, and organization and provision of substantive and technical services for the fifth meeting of the Advisory Committee on Nominations of Judges, which met in The Hague on 26 September 2016.

(b) Provision to the Assembly and its subsidiary bodies of legal and substantive secretariat services, such as the provision of documentation, reports and analytical summaries, including the preparation of documentation relating to the election of six members of the Committee on Budget and Finance;

(c) Provision of services for the subsidiary bodies of the Assembly, primarily the Bureau and its working groups, the Committee on Budget and Finance, the Audit Committee, the Study Group on Governance, the Working Group on Amendments, the Oversight Committee on the permanent premises and the Advisory Committee on Nominations of Judges;

(d) Organization and provision of services for two regular sessions of the Committee on Budget and Finance in The Hague over a total period of 15 working days;

(e) Organization and provision of services for three sessions of the Audit Committee, one of which was held remotely;

(f) Provision of advice to the Assembly, the Bureau and their subsidiary bodies on legal and substantive issues relating to the work of the Assembly;

(g) Discharge of its mandate relating to the Plan of Action of the Assembly of States Parties for achieving universality and full implementation of the Rome Statute of the International Criminal Court pursuant to relevant resolutions, resulting in improved accessibility of information provided on the Assembly’s website;

(h) Discharge of its mandate relating to complementarity, as set out in the relevant resolutions, including RC/Res.1, ICC-ASP/9/Res.3, ICC-ASP/10/Res.5, ICC-ASP/11/Res.6, and ICC-ASP/12/Res.4. This involved acting as liaison among States, the Court, international organizations and civil society; gathering information on complementarity activities and requirements and posting them on the Assembly’s website; and maintaining the database of complementarity actors, which is available on the website;

(i) The Secretariat secured contributions to and managed the Trust Fund for the participation of the least developed countries and other developing States in the work of the Assembly, thus facilitating the participation of two representatives in the fifteenth session of the Assembly;

(j) The Secretariat corresponded with governments, the Court, intergovernmental organizations, other relevant bodies, individuals and non-governmental organizations on matters relating to the work of the Assembly;

¹⁰ *Official Records ...Fifteenth session ... 2016* ((ICC-ASP/15/20), vol. I, part III, ICC-ASP/15/Res.2 paragraph 19.

(k) The Secretariat managed the accreditation of non-governmental organizations and facilitated the participation of a number of representatives of civil society and 812 representatives for the fifteenth session of the Assembly; and

(l) The Secretariat assisted the President of the Assembly, including by providing legal advice on substantive issues relating to the work of the Assembly and its subsidiary bodies, making travel arrangements and facilitating attendance at various meetings and seminars.

195. In addition to the plenary meetings of the Assembly and the related informal consultations, the Secretariat provided services for meetings as follows:

(a) Bureau:	11 meetings
Bureau working group on article 97	3 meetings
non-cooperation focal points	2 meetings
(b) Hague Working Group	49 meetings
(c) New York Working Group	25 meetings
(d) Working Group on Amendments	6 meetings
(e) Study Group on Governance	9 meetings
(f) Oversight Committee	28 meetings
(g) Committee on Budget and Finance	15 meeting days
(h) Advisory Committee on Nominations	1 meeting day
(i) Audit Committee	3 meeting days

Assembly of States Parties and its subsidiary bodies

196. The Secretariat processed a total of 223 documents and 6,869 pages (in the four official languages of the Assembly) for the fifteenth session, as follows:

- | | | |
|-------------------|-------------------|----------------|
| (a) Pre-session: | 178 documents and | 4,025 pages; |
| (b) In-session: | 32 documents and | 232 pages; and |
| (c) Post-session: | 13 documents and | 2,612 pages. |

197. In the context of the twenty-sixth and twenty-seventh sessions of the Committee on Budget and Finance, the Secretariat processed a total of 109 documents (or 1,060 pages), in each of the working languages.

198. The Secretariat further processed a total of 76 documents (or 824 pages) in each of the working languages in relation to the first, second and third sessions of the Audit Committee.

E. Major Programme VI – Secretariat of the Trust Fund for Victims

199. In general, the operational capacity and responsiveness of the TFV was affected by the following developments in 2016:

(a) While the TFV Board of Directors decided on the new structure for the Secretariat in August 2015, the Committee was not in a position to review and assess the budgetary implications of the new structure in its totality in support of its 2016 budget recommendations for Major Programme VI.

(b) In particular, the 2016 budget featured the abolishment of the P-5 Senior Programme Officer post in The Hague, while the concurrent strengthening of the field-based posts could not be accommodated. Similarly, changes in the structure in The Hague were not accommodated.

(c) As the restructuring of the Secretariat was caught in transition, the Trust Fund was unable to recruit for posts that were designated to change or be abolished and was

therefore operating at reduced capacity. Staff members have been covering multiple posts, in some cases supported by an SPA arrangement.

(d) Due to Court decisions on reparations as well as Board decisions on the assistance mandate, 2016 saw a significant increase in workload, which was what the new structure was anticipated to address. In view of its reduced capacity, the Trust Fund has had to reschedule activities aimed at exploring assistance programmes in other situation countries. The international competitive bidding process to launch a new cycle of assistance programmes in the DRC also suffered a delay. Under the reparations mandate, there was a sharp increase in activities related to the researching, drafting and submission of legal filings and programme proposals in reparations proceedings, which increased from two to four cases in three different situations. This has required a loan arrangement to strengthen the Secretariat's legal research and drafting capacity.

(e) The delayed comprehensive implementation of the new structure of the TFV also affected its ability to maintain and increase fundraising activities, especially with regard to private donations.

200. Performance indicators for Major Programme VI, Secretariat of the Trust Fund for Victims, are provided in Annex VIII. For a more complete overview, please refer to the TFV Annual Report (summary) of 2016.¹¹

F. Major Programme VII-1 – Project Director's Office (permanent premises)

201. 2016 marked the Court's first full year of operations from its permanent premises, which were officially inaugurated on 19 April 2016.

202. During 2016, the External Auditor carried out the Performance audit of the Permanent Premises Project and the Audit on the financial reporting and management of the Permanent Premises Project.

203. The former Project Director resigned at the end of February and on 21 March a new Project Director was appointed. The new Project Director stayed on board until 15 December 2016 when the Project Director's Office officially closed down. Several activities took place in December leading to the successful closure, including the signing of the final settlement letter by the Court, Brink, PDO and Courtys; the issuance of the defects certificate to Courtys; and the last meeting of the Oversight Committee.

G. Major Programme VII-5 – Independent Oversight Mechanism

204. The Independent Oversight Mechanism (IOM) became fully operational in 2016. Recruitment to all approved posts was completed by year-end. Work on the development of transparent internal standards, procedures and Operations Manuals for the IOM's inspection and investigation functions was substantively completed with work on evaluation procedures in progress.

205. Preliminary reviews were undertaken into 12 reports of potential misconduct, two of which were pursued to further investigation. Court-wide communication activities were undertaken concerning the IOM's role in relation to whistleblower reporting and protection from retaliation. Preliminary work was completed on a series of five related inspection activities and one separate evaluation activity at the request of a head of organ.

206. Performance indicators for Major Programme VII-5, Independent Oversight Mechanism are provided in Annex X.

H. Major Programme VII-6 - Office of Internal Audit

207. Performance indicators for Major Programme VII-6, Office of Internal Audit, are provided in Annex IX.

¹¹ http://www.trustfundforvictims.org/sites/default/files/imce/summary_EN_ONLINE.pdf

208. In 2016, the Office:

(a) Performed six audits: mission planning; budget process; currency exchange management; field office security; crisis management; and governance and strategy of IT operations. Two audits included a review of the activities of the field offices that were visited by auditors.

(b) Developed risk-based audit plans for 2017 and 2018; and developed a risk-based audit plan for the period of 2017-2019. The Audit Committee reviewed and commented on these plans before validation.

(c) Followed up on the implementation of recommendations: several meetings were organized with the owners of the recommendations across the Court over several months and reports were issued to document the status of the recommendations.

(d) Contributed to the functioning of the two Audit Committee meetings through the production of reports on risk management and active participation in the meetings.

(e) Reviewed and updated various audit procedures.

III. Cross-cutting issues

209. Information on the realization of Court assumptions for 2005-2016 is provided in Annex XIV.

A. Transfers of funds

210. There were eight transfers of funds of an amount greater than €200,000 in 2016.

211. An amount of €242,902 was transferred from general temporary assistance to short-term assistance within the OTP's Services Section to cover the costs of individual contractors.

212. An amount of €200,000 was transferred from staff costs to travel within the OTP's Investigation Division (ID) to cover operational mission travel based on the two-month travel plan provided by the ID.

213. In addition to the transfer described in the above paragraph, an amount of €200,000 was transferred from staff costs to travel within ID.

214. An amount of €350,000 was transferred from general temporary assistance to staff costs within ID to cover the shortage in staff costs created by the redeployment of funds to travel earlier in the year, as described above.

215. An amount of €352,000 was transferred from Counsel for victims to Counsel for defence within CSS to cover the missions/trips, professional charges and legal fees of the defence teams.

216. An amount of €200,000 was transferred from staff costs in EOSS and the Côte d'Ivoire Field Office to cover the shortage under staff costs in LSS for December 2016.

217. An amount of €235,000 was transferred from staff costs in EOSS, PIOS, and the DRC, CAR and Kenya Field Offices, and from GTA in VWS and the Kenya Field Office, to cover the shortfall in staff costs in IMSS for December 2016.

218. An amount of €300,000 was transferred from travel to general operating expenses within VWS to enable confidential operations to be carried out.

B. Strategic plan and risk management

219. The Court updated its risk register in November 2015 with the participation of the principals and senior management. In 2016, the Court engaged in the preparation of a risk management framework which includes clear mandates, definitions, roles and responsibilities.

220. Despite progress made, full implementation of risk management across the Court was not possible in 2016 on account of various factors, including budget constraints, increased workload as a result of understaffed teams, limited dedicated human resources and other competing initiatives prioritized by the Coordination Council (e.g. a reformed budget process, synergies and basic size projects).

221. The Court has identified the activities that need to take place to continue risk management roll-out across the Court and is fully committed to taking the process forward as speedily as possible, mindful of its available human and financial resources.

222. Detailed information on the work carried out during 2016 with regard to risk management has been provided by the Court to the Audit Committee. In 2016, the Court also presented its plans for further implementation to the Hague Working Group meeting on the Strategic planning process.

C. Efficiency measures

223. Resolution 1 of the fourteenth session of the Assembly invited the Court to make more frequent and efficient use of its inter-organ coordination mechanisms in order to advance the process of identification of areas of joint optimization and requested the Court to present in its report on the matter to the Committee on Budget and Finance tangible and quantifiable results on synergies, including savings.¹² In subsequent 2016 sessions of the Committee, the Court submitted reports on Inter-Organ Synergies describing the work of a Steering Committee comprised of Directors of the different organs of the Court created for this project. The project led to the identification of several duplications and inefficiencies, and, when possible, to the implementation of related solutions. The inter-organ synergies efforts were geared towards improving processes and structure and led to direct efficiency savings only in some cases.¹³

224. Since its last report to the Committee, the Steering Committee has reconsidered the approach to the inter-organ synergies exercise in the light of the concerns expressed by States Parties, the priority accorded by the Assembly to quantifiable efficiencies and the resource constraints of the Court. At the last session of the Assembly, the States Parties emphasized the need for the Court to renew efforts on efficiencies and to include in its Proposed Programme Budget document “what efficiencies have been identified or what can be stopped to offset any additional costs”.¹⁴ In the light of that, and having considered the work to date on synergies, the Steering Group considered that a more focused approach was needed to synergies which will concentrate primarily on those which will result in quantifiable efficiencies.

225. The inter-organ synergies project has led to many sections and units identifying possible improvements and understanding the importance of efficiencies in their day-to-day activities. The Court has identified the following possible efficiencies throughout this exercise.

226. The main quantified efficiencies leading to total savings of €330,400 are described in the aforementioned synergies reports and can be summarized as follows:

- (a) Improved distribution of the analysis function across organs;
- (b) Further coordination of the human resources function ;
- (c) Language support processes;
- (d) Sharing of public information, knowledge and training; and
- (e) Improved coordination of information management and information technology support.

¹² *Official Records ... Fourteenth session ... 2015* (ICC-ASP/14/20), vol. I, part III, ICC-ASP/14/Res. 1, J, para. 4.

¹³ Report of the Court on Inter-Organ Synergies, CBF/26/13, Second report of the Court on Inter-Organ Synergies, CBF/27/8.

¹⁴ *Official Records ... Fourteenth session ... 2015* (ICC-ASP/14/20), vol. I, Part III, ICC-ASP/14/Res 1, J, para.4(d)

227. For the most part, other efficiencies identified can be defined as freeing-up resources in order to do more with the same resources. The inter-organ review of possible synergies also proved to be a very useful Court-wide exercise that confirmed that most inter-organ processes are already streamlined and as efficient as they can be. To find more concrete efficiencies, the focus of the exercise in 2017 will shift from the inter-organ review of possible synergies to a coordinated Court-wide exercise to improve efficiency and identify savings.

IV. Budgetary performance 2016

A. Overview of the budgetary performance of the Court

228. The actual implementation rate for the Court in the programme budget is 96.1 per cent, or €134.21 million, against the approved budget of €139.59 million, with a residual balance of €5.38 million. The Court's implementation rate has decreased by 1.0 per cent, compared to the previous year's implementation rate of 97.1 per cent.

229. As per Resolution 1 of the Assembly's fourteenth session,¹⁵ the permanent premises cost overrun of €1.75 million should be covered by the €0.55 million interest accrued over the years on the funds of the Permanent Premises Project and any existing surplus in the Court's programme budget. Therefore, the residual balance of €5.38 million in the programme budget will be reduced to €4.18 million by the remaining balance of the permanent premises cost overrun in the amount of €1.20 million.

230. The Court submitted a total of three notifications to the Committee for potential access to the Contingency Fund pending full utilization of the Court's programme budget, in a total amount of €4.19 million. However, on 10 November 2016, the Court submitted to the Committee a notification for the revised estimate of resource requirements regarding the Georgia situation, resulting in the total revised notification amount of €3.01 million, a decrease of €1.18 million. The revision was the result of freezing the recruitment of a number of GTA investigative, language and prosecution positions and reduced investigation and victim-related activities in the Georgia situation. At year-end, the revised Contingency Fund notifications were implemented at 86.4 per cent, or a total of €2.60 million, against the revised Contingency Fund notification of €3.01 million. The Contingency Fund notifications are detailed in paragraphs 261 to 267.

231. On a consolidated basis, the Court implemented the budget at a rate of 95.9 per cent, or €136.82 million, against the consolidated budget amount of €142.60 million, including the total revised Contingency Fund notification of €3.01 million. Of the approved budget of €139.59 million, the expenditure of €136.82 million equates to 98.0 per cent implementation, with a residual balance of €2.78 million. As per the Resolution referred to above, the residual balance of €2.78 million will be reduced to €1.58 million by the remaining balance of the permanent premises cost overrun of €1.20 million. The Court expects to absorb all additional expenditure included in the revised Contingency Fund notifications and the permanent premises cost overrun within its programme budget, subject to completion of the external audit certification.

B. Budget performance for the programme budget

232. Table 1 below provides a summary of the implementation of the programme budget by major programme and programme. Details of implementation of the programme budget by commitment item under each major programme and sub-programme are provided in Annex XVII, as requested by the Assembly.¹⁶

¹⁵ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), vol. I, part III, ICC-ASP/15/Res.1, H, paras.1 and 2.

¹⁶ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), vol. I, part III, ICC-ASP/15/Res.1, M, para.9.

Table 1: Budget Performance in 2016 by Major Programme and Programme (amounts in thousands of euros)

<i>Major Programme / Programme</i>	<i>Approved Budget 2016</i>	<i>Actual Expenditure* 2016</i>	<i>Variance</i>	<i>Implementation rate in %</i>
	[1]	[2]	[3]=[1]-[2]	[4]=[2]/[1]
<i>Major Programme I</i>				
<i>Judiciary</i>	12,430.6	11,121.8	1,308.8	89.5
Presidency	1,267.9	1,204.9	63.0	95.0
Chambers	10,792.8	9,563.2	1,229.6	88.6
Liaison Offices	369.9	353.8	16.1	95.6
<i>Major Programme II</i>				
<i>Office of the Prosecutor</i>	43,233.7	40,947.6	2,286.1	94.7
Prosecutor	9,586.9	8,517.3	1,069.6	88.8
Jurisdiction, Complementarity and Cooperation Division	4,048.0	3,711.9	336.1	91.7
Investigation Division	17,873.8	18,352.6	-478.8	102.7
Prosecution Division	11,725.0	10,365.8	1,359.2	88.4
<i>Major Programme III</i>				
<i>Registry</i>	72,759.2	71,693.5	1,065.7	98.5
Office of the Registrar	1,399.6	1,718.1	-318.5	122.8
Division of Management Services	18,255.2	18,607.7	-352.5	101.9
Division of Judicial Services	31,517.9	32,720.4	-1,202.5	103.8
Division of External Operations	21,586.5	18,647.4	2,939.1	86.4
<i>Major Programme IV</i>				
<i>Secretariat of the Assembly of States Parties</i>	2,808.8	2,741.5	67.3	97.6
<i>Major Programme V</i>				
<i>Premises</i>	2,824.6	2,824.6	0.0	100.0
<i>Major Programme VI</i>				
<i>Secretariat of the Trust Fund for Victims</i>	1,884.5	1,640.7	243.8	87.1
<i>Major Programme VII-1</i>				
<i>Project Director's Office</i>	451.8	264.9	186.9	58.6
<i>Major Programme VII-2</i>				
<i>Permanent Premises Project – Interest</i>	2,200.5	2,185.7	14.8	99.3
<i>Major Programme VII-5</i>				
<i>Independent Oversight Mechanism</i>	315.1	182.1	133.0	57.8
<i>Major Programme VII-6</i>				
<i>Office of Internal Audit</i>	681.8	611.2	70.6	89.6
Total ICC	139,590.6	134,213.6	5,377.0	96.1
<i>Cost overrun of the Permanent Premises</i>			-1,200.0	
Total ICC reduced by Cost overrun of the Permanent Premises			4,177.0	

* Expenditure 2016 is based on preliminary, unaudited figures which are subject to change.

233. The Judiciary's implementation rate was 89.5 per cent, or €11.12 million, against the approved budget of €12.43 million, a decrease of 1.1 per cent compared to the previous year's implementation rate of 90.6 per cent. The major underspend in Chambers is attributable to: (i) the slow pace of the recruitment process, as well as the large number of applications that required vetting; and (ii) incumbents being on Special Leave Without Pay (SLWOP) or reassigned to another organ.

234. The OTP implemented its approved budget at 94.7 per cent, a decrease of 2.2 per cent compared to the previous year's implementation rate of 96.9 per cent. The corresponding actual expenditure was €40.95 million, against the approved budget of €43.23 million. The savings generated in staff costs for established posts and GTA, implemented at 94.8 per cent and 90.5 per cent, respectively, were partially redeployed to cover the following non-staff costs: (i) mission travel mainly in relation to activities in the CAR as transfers and accommodation costs were significantly higher than budgeted in the ID; (ii) general operating expenses to cover field operation activities in relation to missions and witness-related expenditure; and (iii) furniture and equipment as well as supplies and specific licences and licence renewal for the Analysis Section, Investigations Teams and Forensics Section, in line with the ID strategy to equip staff with reliable and up-to-date equipment to facilitate their investigations.

235. The Registry budget implemented at a rate of 98.5 per cent, or €71.69 million, against an approved budget of €72.76 million. This is a decrease of 1.4 per cent compared to the previous year's implementation rate of 99.9 per cent. The savings in the Division of External Operations (DEO) are largely due to (i) the delay in recruiting for posts for victim and witness protection activities and the significantly fewer than planned number of OTP referrals; (ii) the significant reduction in the Court's activities in the Kenya Field Office following the judicial decisions in *Ruto and Sang*; and (iii) delays in recruitment which affected outreach activities, as well as changes in planned field support activities due to political circumstances and changes in the assumptions in the Côte d'Ivoire Field Office. These savings were redeployed to cover (i) hiring GTA and short-term staff to support activities; (ii) expenditures related to the UN Common System SAP-related projects; (iii) HRS's hiring of short-term staff for increased recruitment activities; (iv) organizing additional management and leadership training; (v) the Court's new website and web streaming for simultaneous trials; (vi) post-move migration of infrastructure and additional purchases of ICT supplies and equipment for the courtrooms and field offices; and (vii) recruitment of freelance interpreters for simultaneous trials.

236. The implementation rate of the Secretariat of the Assembly of States Parties was 97.6 per cent, or €2.74 million, against the approved budget of €2.81 million. Savings in staff costs as a result of delays in recruitment to established posts and GTA, resulting in implementation rates of 79.5 per cent and 65.0 per cent, respectively, were redeployed to TAM to engage freelance translators and to contractual services to cover the need to outsource translation services as a result of an increase in the volume of work related to the Assembly session.

237. Major Programme V - Premises accounts for payments for the rental of the interim premises and maintenance of the permanent premise. The budget of €2.82 million was fully implemented.

238. The implementation rate of the Secretariat of the TFV was 87.1 per cent, or €1.64 million, against the approved budget of €1.88 million, an increase of 2.1 per cent compared to the implementation rate of 85.0 per cent in 2015. The low implementation rate is attributable to an underspend in the following areas: (i) outstanding recruitment of GTA from the ongoing *ReVision* process to be finalized in February 2017; (ii) development of the reparation order in *Lubanga* and other reparation orders; (iii) the suspension of several activities and missions to the field, resulting in an underspend in travel; (iv) reduced use of consultancy services due to delays in country situation assessment and the shift of STFV priorities as a result of several reparation orders, including a delay in engaging consultants for visibility and communication relating to private and public fundraising; and (v) funds budgeted under general operating expenses not being used in order to prioritize reparation activities.

239. Following completion of the Permanent Premises Project, and with the new building in operation from January 2016, the Project Director's Office (PDO) focused on finalizing the administration and management of the general contractor's contract and all related construction project tasks. At year-end, the PDO had implemented its budget at a rate of 58.6 per cent, or €0.26 million, against the approved budget of €0.45 million. Major costs budgeted under contractual services, such as project management and the preparation of tenders for Total Costs of Ownership (TCO) main contractor facility management contracts, and allowances for other costs related to the premises and not covered by either the

Construction or Transition budgets, were not used in 2016. Most of the tenders will be finalized in 2017 under the control of GSS, which will assume management of the premises following the closure of the PDO at the end of 2016.

240. Permanent Premises Project – Interest – accounts for the payment of accrued interest related to the Permanent Premises Project. Payment was effected in full in February 2016. It was implemented at 99.3 per cent, or €2.19 million, against the approved budget of €2.20 million.

241. The permanent Head of the Independent Oversight Mechanism (IOM) had been in the process of recruiting for vacant established posts since joining the Court in October 2015. However, there were significant delays in recruitment during the year and the three posts remained vacant until late 2016 or early 2017. Consequently, the planned activities could not be carried out and this resulted in a significant underspend in non-staff costs. At year-end, the budget had been implemented at 57.8 per cent, or €0.18 million, against the approved budget of €0.32 million.

242. The Office of Internal Audit (OIA) implemented its approved budget at 89.6 per cent, or €0.61 million, against the approved budget of €0.68 million. Following the departure of the ICT Auditor at the end of August 2015, the OIA urgently needed to recruit a replacement. However, while the GTA position was budgeted for 12 months, it was only filled in August 2016, resulting in an overall underspend.

243. Table 2 below provides a summary of the Court's budget performance by item of expenditure.

Table 2: Budget performance in 2016 by item by expenditure (amounts in thousands of euros)

<i>Items</i>	<i>Approved Budget 2016</i>	<i>Actual Expenditure* 2016</i>	<i>Variance</i>	<i>Implementation rate in %</i>
	[1]	[2]	[3]=[1]-[2]	[4]=[2]/[1]
Judges	5,369.1	5,265.5	103.6	98.1
<i>Subtotal judges</i>	<i>5,369.1</i>	<i>5,265.5</i>	<i>103.6</i>	<i>98.1</i>
Staff costs	74,232.4	70,756.2	3,476.2	95.3
General temporary assistance	19,919.6	17,305.0	2,614.6	86.9
Temporary assistance for meetings	1,156.5	1,639.0	-482.5	141.7
Overtime	412.9	512.7	-99.8	124.2
<i>Subtotal staff costs</i>	<i>95,721.4</i>	<i>90,212.9</i>	<i>5,508.5</i>	<i>94.2</i>
Travel	5,097.2	5,035.6	61.6	98.8
Hospitality	31.1	44.1	-13.0	141.9
Contractual services	4,078.5	3,670.6	407.9	90.0
Training	749.2	873.2	-124.0	116.5
Consultants	441.5	679.5	-238.0	153.9
Counsel for defence	4,521.4	4,950.0	-428.6	109.5
Counsel for victims	1,963.2	1,344.6	618.6	68.5
General operating expenses	19,761.2	18,104.2	1,657.0	91.6
Supplies and materials	844.8	1,249.6	-404.8	147.9
Furniture and equipment	1,012.0	2,783.6	-1,771.6	275.1
<i>Subtotal non-staff costs</i>	<i>38,500.1</i>	<i>38,735.2</i>	<i>-235.1</i>	<i>100.6</i>
Total	139,590.6	134,213.6	5,377.0	96.1

* Expenditure 2016 is based on preliminary, unaudited figures which are subject to change.

244. The Judges' budget implemented at 98.1 per cent, or €5.27 million, against the approved budget of €5.37 million.

245. The Court's staff costs for established posts implemented at a rate of 95.3 per cent, or €70.76 million, against the approved budget of €74.23 million, a decrease of 2.8 per cent from 98.1 per cent in 2015. The Court's annual average vacancy rate was 19.7 per cent, in line with the previous year's annual average vacancy rate of 19.3 per cent, due mainly to the high vacancy rate in the Registry. The Judiciary's annual average vacancy rate increased to 13.5 per cent compared to 4.2 per cent in 2015, and its corresponding staff costs implementation rate fell to 86.0 per cent, a decrease of 6.3 per cent compared to 92.3 per cent the previous year. The average vacancy rate for the OTP increased to 12.7 per cent, compared to 8.3 per cent in 2015. The high vacancy rate can be attributed to the conversions from GTA-funded positions to established posts which became effective July 2016. At the end of the year the vacancy rate fell to 9.6%. The implementation rate for staff costs fell to 94.8 per cent, a decrease of 3.0 per cent compared to 97.8 per cent in 2015. As a result of intensive recruitment activities, the Registry's average vacancy rate decreased from 22.0 per cent, compared to the previous year's vacancy rate of 23.9 per cent, with a spot vacancy rate of 12.3 per cent as at 31 December 2016. Staff costs were implemented at 97.0 per cent, a decrease of 3.0 per cent from the previous year's implementation rate of 100.0 per cent.

246. The GTA budget implemented at a rate of 86.9 per cent, or €17.31 million, against the approved budget of €19.92 million, a decrease of 10.6 per cent compared to 97.5 per cent in 2015. Judiciary implemented at 72.1 per cent, a decrease of 22.0 per cent compared to the previous year's implementation rate of 94.1 per cent, due to delays in recruitment. While there were delays in recruitment, the OTP's implementation rate was 90.5 per cent, an increase of 3.0 per cent over the previous year's implementation rate of 87.5 per cent. Delays in recruitment also accounted for the Registry's implementation rate of 86.8 per cent (129.4 per cent in 2015), the SASP implementation rate of 65.0 per cent and the OIA implementation rate of 47.7 per cent. The STFV under implemented its budget at 44.3 per cent due to the delay in putting its new structure into effect.

247. The implementation under TAM of 141.7 per cent, or €1.64 million, against the approved budget of €1.16 million, is attributable mainly to the recruitment of freelance interpreters to complement in-house English/French interpretation teams for two simultaneous trials, as well as to the recruitment of freelance interpreters for situation languages (Liberian English, Arabic and Sango). The SASP also overspent at a rate of 221.8 per cent as a result of hiring additional freelance translators to cope with an increased workload for the Assembly session.

248. The overtime budget implemented at a rate of 124.2 per cent, or €0.51 million, against the approved budget of €0.41 million. While the OTP does not budget for overtime, following a Court-wide agreement, staff in ID who had accumulated Compensatory Time Off as a result of the high workload related to active investigations were paid overtime. In the Registry, the overspend was required to cover: (i) the shortage of security officers in SSS during the first semester to operate the second courtroom, as a result of delayed recruitment; (ii) the high workload in 2015 in the Uganda Field Office; and (iii) drivers and administrative assistants supporting internal and external missions pending the recruitment of vacant posts in the DRC Field Office. In the STFV, funds were redeployed from staff costs for established posts to cover overtime as a result of the increased workload from activities related to reparation orders.

249. Travel has been implemented at a rate of 98.8 per cent, or €5.04 million, against the approved budget of €5.10 million. This is primarily due to the delay in recruitment which resulted in a reduction in the number of witness protection activities and several planned missions to the field offices and situation countries which did not take place due to the security situation and changes in operational priorities. The SASP and the STFV had savings with rates of 89.3 per cent and 76.5 per cent, respectively. The SASP under implemented due to the cancellation of planned inspection visits to the field offices while under the STFV, several missions to the field did not materialize as priority was given to activities relating to reparation orders. In contrast, as a result of investigation missions in the CAR, the OTP implemented its travel budget at 125.5 per cent, a trend continued over several years due to the increase in activities in the CAR investigations.

250. Hospitality implemented at a rate of 141.9 per cent, or €0.04 million, against the approved budget of €0.03 million. The OTP used funds to cater for special visits of high-level officials to the Court. The Registry catered for Court-wide events such as the launch of the Court's website and the International Criminal Court Bar Association (ICCBA) conference.

251. Contractual services implemented at 90.0 per cent, or €3.67 million, against the approved budget of €4.08 million. The Registry's implementation rate of 91.5 per cent resulted from the following: (i) lower negotiated premiums for commercial insurance for the permanent premises building and for property and vehicles which has been charged under general operating expenses in GSS; (ii) a reduction in the level of outsourced transcription services in English and French in CMS due to the change in the number of trial days; (iii) outreach activities and outsourced services not materializing as planned in the DRC and Côte d'Ivoire Field Offices; and (iv) a significant reduction in activities in the Kenya Field Office following judicial decisions in *Ruto and Sang*. The OTP underspent with an implementation rate of 44.1 per cent as resources for outsourced transcriptions and translations were not utilized as planned as the demands of the teams were met with inhouse resources. The PDO underspent its budget at 34.3 per cent as most of the TCO main contractors tenders will be conducted and signed in 2017.

252. The training budget was implemented at 116.5 per cent, or €0.87 million, against the approved budget of €0.75 million, attributable mainly to additional Court-wide management and leadership training in the Registry. The overspend was reduced by savings under other Major Programmes such as the OTP, with an implementation rate of 78.8 per cent due to operational demands that hindered training plans, and the STFV with an implementation rate of 33.0 per cent due to the prioritization of activities for reparation orders.

253. The consultancy budget implemented at 153.9 per cent, or €0.68 million, against the approved budget of €0.44 million. Savings were generated in the OTP, with an implementation rate of 57.1 per cent, from consultancy services provided on a pro bono basis, and the STFV, with an implementation rate of 45.2 per cent, due to the reduced use of consultancy services. These savings partially offset the overspend in Registry, with an implementation rate of 272.1 per cent, due mainly to the following: (i) fees for projects such as the SAP Success Factors Implementation project in HRS and the ongoing Business Control System project in the Budget Section; (ii) reassessment of the Court's legal aid system; and (iii) fees for legal representatives in the OPCV for victims in accordance with Chamber decisions.

254. Overall, legal aid was within its budget with an implementation rate of 97.1 per cent, or €6.29 million, against the approved budget of €6.48 million. The budget for defence counsel teams was implemented at a rate of 109.5 per cent, while the budget for victims' counsel teams was implemented at a rate of 68.5 per cent. Resources were redeployed from victims' teams to defence teams as a result of additional resources being granted to the defence teams for Ongwen, Ntaganda and Gbagbo. Legal aid required for victims' teams was less for *Banda* in the situation in Sudan, *Bemba* in the situation in the CAR and *Sang* in the situation in Kenya.

255. General operating expenses implemented at a rate of 91.6 per cent, or €18.10 million, against the approved budget of €19.76 million, with a residual balance of €1.66 million. Savings were realized in the Registry, with an implementation rate of 88.3 per cent and a residual balance of €1.66 million, arising from lower usage of operational utilities in the new premises and a decrease in victim and witness protection activities as a result of significantly fewer referrals made by the OTP than planned. These savings partially offset the IMSS overspend attributable to the migration of ICT infrastructure following the move to the permanent premises. The OTP overspent at a rate of 117.5 per cent, or €0.51 million, against the approved budget of €0.43 million, to support field operation activities in relation to missions and to cover witness-related expenditure such as meeting room rentals, witness transportation and maintenance of OTP field offices.

256. The implementation rate in supplies and materials was 147.9 per cent, or €1.25 million, against the approved budget of €0.84 million. The spend in the Registry, with an implementation rate of 156.0 per cent, or €1.15 million, against the approved budget of

€0.74 million, was mainly due to additional needs for courtroom supplies and replacement of VHF radios in the field offices. The OTP has a slight overspend with an implementation rate of 110.9 per cent due to the purchase of consumable forensics supplies, replacement of communications cards, drone batteries, etc.

257. Furniture and equipment over implemented at 275.1 per cent, or €2.78 million, against the approved budget of €1.01 million. Due to operational needs, the Registry, with an implementation rate of 295.7 per cent, or €2.56 million, against the approved budget of €0.87 million, purchased vehicles to begin replacing the aging fleet at Headquarters and the field offices; upgraded ICT and video conferencing equipment in the field offices for witness testimony; upgraded the satellite for the DRC Field Offices; purchased necessary storage space; and replaced obsolete hardware. The OTP had an overspend with an implementation rate of 182.5 per cent for the purchase of safe equipment used by investigators in the field, remote digital recording interview systems and Wi-Fi access points.

258. Table 5 provides an overview of the programme budget broken down by basic and situation-related expenditure. The basic component shows a 102.8 per cent implementation rate, whereas the situation-related component shows a 91.2 per cent implementation rate. From the 2017 programme budget onward, there will be no breakdown of the budget by basic and situation-related expenditure as both will be merged into one basic budget.

Table 5: Budget performance in 2016 by basic and situation-related expenditure (amounts in thousands of euros)

Major Programme / Programme	Basic			Situation-related (SRF)		
	Approved Basic Budget 2016	Actual Expenditure* 2016	Implementation rate in %	Approved SRF Budget 2016	Actual SRF Expenditure* 2016	Implementation rate in %
	[1]	[2]	[3]=[2]/[1]	[4]	[5]	[6]=[5]/[4]
<i>Major Programme I</i>						
Judiciary	9,934.9	9,439.2	95.0	2,495.7	1,682.6	67.4
Presidency	1,267.9	1,204.9	95.0			
Chambers	8,297.1	7,880.6	95.0	2,495.7	1,682.6	67.4
Liaison Offices	369.9	353.8	95.6			
<i>Major Programme II</i>						
Office of the Prosecutor	6,801.0	6,193.2	91.1	36,432.7	34,754.4	95.4
Prosecutor	3,808.7	3,320.0	87.2	5,778.2	5,197.3	89.9
Jurisdiction, Complementarity and Cooperation Division	1,216.9	1,055.9	86.8	2,831.1	2,656.0	93.8
Investigation Division	510.8	663.3	129.9	17,363.0	17,689.3	101.9
Prosecution Division	1,264.6	1,153.9	91.2	10,460.4	9,211.9	88.1
<i>Major Programme III</i>						
Registry	32,730.4	35,882.5	109.6	40,028.8	35,811.0	89.5
Office of the Registrar	1,370.2	1,718.1	125.4	29.4		
Division of Management Services	16,571.2	17,497.2	105.6	1,684.0	1,110.5	65.9
Division of Judicial Services	12,162.8	13,737.1	112.9	19,355.1	18,983.3	98.1
Division of External Operations	2,626.2	2,930.2	111.6	18,960.3	15,717.2	82.9
<i>Major Programme IV</i>						
Secretariat of the Assembly of States Parties	2,808.8	2,741.5	97.6			

<i>Major Programme V Premises</i>	2,824.6	2,824.6	100.0			
<i>Major Programme VI Secretariat of the Trust Fund for Victims</i>	808.0	921.0	114.0	1,076.5	719.7	66.9
<i>Major Programme VII-1 Project Director's Office</i>	451.8	264.9	58.6			
<i>Major Programme VII-2 Permanent Premises Project – Interest</i>	2,200.5	2,185.7	99.3			
<i>Major Programme VII-5 Independent Oversight Mechanism</i>	315.1	182.1	57.8			
<i>Major Programme VII-6 Office of Internal Audit</i>	681.8	611.2	89.6			
Total	59,556.9	61,245.9	102.8	80,033.7	72,967.7	91.2

* Expenditure 2016 is based on preliminary, unaudited figures which are subject to change.

1. Field activity

259. Table 6 provides a summary of actual expenditure for field operations by situation. In 2016, the Court was investigating nine situations: Uganda (UGA), the Democratic Republic of the Congo (DRC), Sudan (SUD), the Central African Republic (CAR), Kenya (KEN), Libya (LBY), Côte d'Ivoire (CIV), Mali (MLI) and Georgia (GEO). Operational support is for all situations taken together, rather than for specific situations. The total actual expenditure for all the situations was €72.97 million, which is 91.2 per cent of the approved situation-related budget of €80.03 million. Of the total actual expenditure of €72.97 million, €34.75 million was spent by the OTP and €35.81 million by the Registry, leaving a balance of €2.40 million spent by other programmes: €1.68 million by the Judiciary and €0.72 million by the Secretariat of the TFV.

Table 6: Actual expenditure in 2016 for field operations by situation (amounts in thousands of euros)

	<i>UGA situation</i>	<i>DRC situation</i>	<i>SUD situation</i>	<i>CAR situation</i>	<i>KEN situation</i>	<i>LBY situation</i>	<i>CIV situation</i>	<i>MLI situation</i>	<i>GEO situation</i>	<i>Operational Support</i>	<i>Total</i>
Chambers										1,682.6	1,682.6
Judiciary										1,682.6	1,682.6
Immediate Office Prosecutor			12.7			7.0			0.2	78.6	98.6
Services Section	378.8	433.7	22.3	293.4	113.7	52.9	67.4	84.9	47.2	3,604.6	5,098.7
Prosecutor	378.8	433.7	35.0	293.4	113.7	59.9	67.4	84.9	47.4	3,683.3	5,197.3
Jurisdiction, Compl. and Coop. Division	109.4	121.4	10.0	128.0	92.5	75.9	34.6	121.9		1,962.4	2,656.0
JCCD	109.4	121.4	10.0	128.0	92.5	75.9	34.6	121.9		1,962.4	2,656.0
Investigation Division	1,201.7	1,832.5	161.7	3,604.5	622.1	276.5	2,414.6	1,775.5	16.2	5,784.0	17,689.3
Investigation Division	1,201.7	1,832.5	161.7	3,604.5	622.1	276.5	2,414.6	1,775.5	16.2	5,784.0	17,689.3
Prosecution Division	621.1	1,485.5	394.9	1,947.2	1,135.1	109.8	1,462.6	506.1		1,549.6	9,211.9
Prosecution Division	621.1	1,485.5	394.9	1,947.2	1,135.1	109.8	1,462.6	506.1		1,549.6	9,211.9
Office of the Prosecutor	2,311.0	3,873.1	601.5	5,973.2	1,963.3	522.1	3,979.2	2,488.3	63.6	12,979.3	34,754.4

	<i>UGA</i>	<i>DRC</i>	<i>SUD</i>	<i>CAR</i>	<i>KEN</i>	<i>LBY</i>	<i>CIV</i>	<i>MLI</i>	<i>GEO</i>	<i>Operational</i>	<i>Support</i>	<i>Total</i>
	<i>situation</i>	<i>Support</i>	<i>Total</i>									
General Services Section				9.7							444.2	453.9
Security and Safety Section	3.5	1.7		44.2	1.9						605.4	656.6
Division of Management Services	3.5	1.7		53.8	1.9						1,049.6	1,110.5
Office of the Director											227.6	227.6
Court Mgt. Section		2.9		3.5			9.4				2,363.0	2,378.9
Information Management Services Section	9.9	66.3		9.3	0.9		10.3	16.3	7.1		2,758.5	2,878.5
Detention Section											211.6	211.6
Language Services Section	93.7	1,770.9	10.5	241.2	1.2		221.2	79.0	11.0		1,804.0	4,232.7
Victim Part and Rep Section	16.1	5.0		16.4	1.2		7.5	15.7	0.2		796.9	858.9
Counsel for Defence								9.1			288.6	297.7
Counsel for Victims	6.6	504.6					72.5				790.8	1,374.4
Counsel Support Section	667.0	1,715.0	123.2	2,019.7	266.9	8.4	1,080.3	414.6			228.4	6,523.6
Division of Judicial Service	793.3	4,064.7	133.7	2,290.1	270.1	8.4	1,401.2	534.7	18.2		9,469.4	18,983.9
Office of the Director					5.0						10.7	15.7
External Operations Support Section	21.1	155.9		169.7	4.9		59.4				1,565.7	1,976.7
Victims Witnesses Section	313.2	1,421.0	32.9	124.9	1,314.3	56.3	485.2	206.2	7.1		3,242.7	7,203.9
Public Information & Outreach Section	0.1	9.0		116.1	142.9		156.1	27.6	0.4		191.2	643.4
Field Offices	1,009.6	2,083.9		771.1	781.0		565.3	567.9			97.8	5,876.8
Division of External Operations	1,344.1	3,669.8	32.9	1,181.9	2,248.1	56.3	1,266.0	801.7	7.5		5,108.2	15,716.6
<i>Registry</i>	<i>2,140.9</i>	<i>7,736.2</i>	<i>166.6</i>	<i>3,525.8</i>	<i>2,520.2</i>	<i>64.8</i>	<i>2,667.2</i>	<i>1,336.4</i>	<i>25.7</i>		<i>15,627.2</i>	<i>35,811.0</i>
Secretariat TFV	178.2	30.4									511.1	719.7
<i>Secretariat TFV</i>	<i>178.2</i>	<i>30.4</i>									<i>511.1</i>	<i>719.7</i>
Total	4,630.1	11,639.7	768.1	9,499.0	4,483.4	586.8	6,646.4	3,824.7	89.3		30,800.2	72,967.7

* Expenditure 2016 is based on preliminary, unaudited figures which are subject to change.

2. Unliquidated obligations

260. As requested by the Committee,¹⁷ Annex XV provides the total number of outstanding unliquidated obligations (ULOs) and the total amount due as at 31 December of the 2016 financial year, as well as the updated figures for the same period as at 31 December 2015.

¹⁷ *Official Records ... Twelfth session ... 2013* (ICC-ASP/12/20), vol. II, part B.2, para. 111.

3. Recruitment

261. Table 7 provides a summary of staffing by Major Programme. As at 31 December 2016, a total of 783¹⁸ posts (87.3 per cent) were filled, against the approved total of 897, excluding three elected officials.

Table 7: Staffing – Approved versus filled posts by post type (P and G staff)

	<i>Approved</i>	<i>Filled</i>	<i>Recruitment completed</i>	<i>Under recruitment</i>	<i>Advertised not under recruitment</i>	<i>Vacant not advertised</i>
	[1]	[2]	[3]	[4]	[5]	[6]
Judiciary						
Major Programme I	52	45	1	5		1
Office of the Prosecutor						
Major Programme II	237	214	1	10	4	8
Registry						
Major Programme III	578	507	6	46	4	15
Secretariat of the ASP						
Major Programme IV	10	5		5		
Secretariat of the TFV						
Major Programme VI	9	6				3
Project Director's Office						
Major Programme VII-1	3					3
Independent Oversight Mechanism						
Major Programme VII-5	4	2	1	1		
Office of Internal Audit						
Major Programme VII-6	4	4				
Total	897	783	9	67	8	30

4. Budget performance for Contingency Fund notifications

262. In 2016, the Court submitted the following three notifications to the Committee, in the total amount of €4,188,400. On 10 November 2016, the Court submitted to the Committee a revised notification for resources for the Georgia situation, resulting in a decrease in the total notification amount from €4,188,400 to €3,009,900. During the course of the year, the Court had been making substantial efforts to optimize the utilization of existing resources to reduce its financial requirements. The notifications are as follows:

(a) Notification of 9 August 2016 for €1,358,900 in the case of *Dominic Ongwen* in the situation in Uganda;

(b) Notification of 9 August 2016 for €313,000 in the case of *Lubanga* in the situation in the Democratic Republic of the Congo;

(c) Notification of 20 September 2016 for €2,516,500 for the new situation in Georgia in which the OTP opened its investigation on 27 January 2016. On 10 November 2016, the notification amount was reduced to €1,338,000.

5. Budget performance for total Contingency Fund notifications

263. Table 8 below provides a summary of overall budget performance for a total of three Contingency Fund notifications submitted to the Committee. Overall actual implementation at year-end in 2016 is 86.4 per cent, or €2.60 million, against the total revised Contingency Fund notification amount of €3.01 million.

¹⁸ Seven posts in MP III are reported as filled in the month of December. This is due to the fact that these vacant posts in the Kenya Field Office will be abolished in 2017 and are blocked for recruitment. The number of filled and vacant posts in MP III and ICC has been updated respectively.

Table 8: Overall budget performance in 2016 for the three Contingency Fund notifications by item of expenditure (amounts in thousands of euros)

<i>Expenditure Item</i>	<i>Total Revised Contingency Fund Notification</i>	<i>Total Actual Expenditure*</i>	<i>Total Implementation rate in %</i>
	[1]	[2]	[3]=[2]/[1]
General temporary assistance	1,177.3	899.8	76.4
Temporary assistance for meetings		69.2	
Overtime		9.8	
<i>Subtotal staff costs</i>	<i>1,177.3</i>	<i>978.8</i>	<i>83.1</i>
Travel	386.4	302.7	78.3
Contractual services	394.8	332.6	84.2
Training	8.0	13.7	171.7
Consultants	110.0	100.7	91.5
General operating expenses	148.1	138.5	93.5
Supplies and materials		6.9	
Furniture and equipment	785.3	727.8	92.7
<i>Subtotal non-staff costs</i>	<i>1,832.6</i>	<i>1,622.9</i>	<i>88.6</i>
Total	3,009.9	2,601.7	86.4

* Expenditure 2016 is based on preliminary, unaudited figures which are subject to change.

264. The budget performance for each Contingency Fund notification is detailed below in the order of the notifications to the Committee.

265. Table 9 below shows budget performance in respect of the Contingency Fund notification for the case of *Dominic Ongwen* in the situation in Uganda. The funds were implemented at 88.8 per cent, or €1.21 million, against the notification amount of €1.36 million. Savings were achieved in the GTA category as two out of four requested para-professional interpreters for the Acholi language started work in August instead of July. Funds were redeployed from GTA to TAM to engage freelance interpreters for Acholi, as they were required immediately. In addition, due to a delay in recruitment for the GTA positions experienced by VPRS, the GTA category implemented its requested amount at 55.9 per cent. There was an overspend in general operating expenses as a result of support to more than 150 missions provided by the Uganda Field Office; the funds were redeployed from travel and contractual services within the Uganda Field Office.

Table 9: Budget performance in 2016 in respect of the Contingency Fund notification for the case of *Dominic Ongwen* in the situation in Uganda by item of expenditure (amounts in thousands of euros)

<i>Expenditure Item</i>	<i>Contingency Fund Notification</i>	<i>Actual Expenditure*</i>	<i>Implementation rate in %</i>
	[1]	[2]	[3]=[2]/[1]
General temporary assistance	498.5	278.6	55.9
Temporary assistance for meetings		69.2	
Overtime		9.1	
<i>Subtotal staff costs</i>	<i>498.5</i>	<i>356.9</i>	<i>71.6</i>
Travel	230.9	211.5	91.6
Contractual services	303.0	276.0	91.1
Consultants	33.0	31.4	95.1

General operating expenses	75.5	110.7	146.6
Supplies and materials		3.5	
Furniture and equipment	218.0	216.2	99.2
<i>Subtotal non-staff costs</i>	<i>860.4</i>	<i>849.2</i>	<i>98.7</i>
Total	1,358.9	1,206.1	88.8

* Expenditure 2016 is based on preliminary, unaudited figures which are subject to change.

266. Table 10 below shows budget performance in respect of the Contingency Fund notification for the case of *Thomas Lubanga Dyilo* in the situation in the DRC. At year-end, the fund had been implemented at 53.8 per cent, or €0.17 million, against the notification amount of €0.31 million. Savings were achieved in the GTA category owing to a delay in recruitment by VPRS and the fact that it proved unnecessary to recruit two field assistants as a result of developments in the DRC Field Office. Savings were achieved in the non-staff costs category by OPCV since its mandate was confirmed by the Trial Chamber in October instead of July, and some missions were cancelled due to the security and logistical situation in the field.

Table 10: Budget performance in 2016 in respect of the Contingency Fund notification for the case of *Thomas Lubanga Dyilo* in the situation in the Democratic Republic of the Congo by item of expenditure (amounts in thousands of euros)

<i>Expenditure Item</i>	<i>Contingency Fund Notification</i>	<i>Actual Expenditure*</i>	<i>Implementation rate in %</i>
	[1]	[2]	[3]=[2]/[1]
General temporary assistance	164.2	67.1	40.9
<i>Subtotal staff costs</i>	<i>164.2</i>	<i>67.1</i>	<i>40.9</i>
Travel	44.3	30.0	67.7
Contractual services	12.5	6.9	55.4
Consultants	77.0	58.0	75.3
General operating expenses	15.0	6.2	41.5
<i>Subtotal non-staff costs</i>	<i>148.8</i>	<i>101.1</i>	<i>68.0</i>
Total	313.0	168.2	53.8

* Expenditure 2016 is based on preliminary, unaudited figures which are subject to change.

267. Table 11 below shows budget performance in respect of the Contingency Fund notification for the new situation in Georgia in which the OTP opened its investigation on 27 January 2016. On 10 November 2016, a revised notification for resources was submitted to the Committee as a result of the freezing of a number of GTA positions and a reduction in investigative missions in the OTP, which consequently reduced the level of resources in witness-related activities in the Registry. This resulted in the revised notification amount at €1.34 million, a decrease of €1.18 million from the original notification amount of €2.52 million.

268. The fund was implemented at 91.7 per cent, or €1.23 million, against the revised notification amount of €1.34 million. The revised notification in the OTP was almost fully implemented at 95.0 per cent, or €0.72 million, against the revised notification amount of €0.76 million. The Registry's implementation rate of 87.4 per cent was due to the reduced victim and witness application-related activities budgeted under travel and general operating expenses, carried out as a result of a decrease in the activities of the OTP.

Table 11: Budget performance in 2016 in respect of the Contingency Fund notification for the new situation in Georgia by item of expenditure (amounts in thousands of euros)

<i>Expenditure Item</i>	<i>Revised Contingency Fund Notification</i>	<i>Actual Expenditure*</i>	<i>Implementation rate in %</i>
	[1]	[2]	[3]=[2]/[1]
General temporary assistance	514.6	554.1	107.7
Overtime		0.6	
<i>Subtotal staff costs</i>	<i>514.6</i>	<i>554.7</i>	<i>107.8</i>
Travel	111.2	61.2	55.0
Contractual services	79.3	49.7	62.7
Training	8.0	13.7	171.7
Consultants		11.3	
General operating expenses	57.6	21.6	37.5
Supplies and materials		3.5	
Furniture and equipment	567.3	511.7	90.2
<i>Subtotal non-staff costs</i>	<i>823.4</i>	<i>672.6</i>	<i>81.7</i>
Total	1,338.0	1,227.4	91.7

* Expenditure 2016 is based on preliminary, unaudited figures which are subject to change.

6. Consolidated Budget Performance of the Court – Programme budget and Contingency Fund notifications

269. Table 12 below shows the Court's consolidated budget performance, taking together the programme budget and the total Contingency Fund notifications. The Court's actual expenditure, including Contingency Fund expenditure, is €136.82 million, against the consolidated budget of €142.60 million including the revised Contingency Fund notification of €3.01 million. This represents a 98.0 per cent implementation rate and 95.9 per cent of the approved budget of €139.59 million, with a residual balance of €2.78 million. The final residual balance will be €1.58 million once reduced by the cost overrun of the permanent premises in the amount of €1.20 million that the Court needs to absorb in its 2016 programme budget.

Table 12: Court consolidated budget performance in 2016 by item of expenditure (amounts in thousands of euros)

<i>Items</i>	<i>Approved Budget 2016</i>	<i>Total Revised Contingency Fund (CF) Notification 2016</i>	<i>Total Consolidated Budget and Revised CF Notification 2016</i>	<i>Actual Expenditure* 2016</i>	<i>Actual Expenditure* for CF 2016</i>	<i>Total Actual Expenditure incl CF 2016</i>	<i>Total Actual incl CF Implementation rate 2016 against Approved Budget in %</i>	<i>Total Actual incl CF Implementation rate 2016 against Total Consolidated Budget and Revised CF Notification in %</i>
	[1]	[2]	[3]=[1]+[2]	[4]	[5]	[6]=[4]+[5]	[7]=[6]/[1]	[8]=[6]/[3]
Judges	5,369.1	-	5,369.1	5,265.5	-	5,265.5	98.1	98.1
<i>Subtotal judges</i>	<i>5,369.1</i>	<i>-</i>	<i>5,369.1</i>	<i>5,265.5</i>	<i>-</i>	<i>5,265.5</i>	<i>98.1</i>	<i>98.1</i>
Staff costs	74,232.4	-	74,232.4	70,756.2	-	70,756.2	95.3	95.3
General temporary assistance	19,919.6	569.9	20,489.5	17,305.0	530.6	17,835.6	89.5	87.0
Temporary assistance for meetings	1,156.5	-	1,156.5	1,639.0	69.2	1,708.2	147.7	147.7
Overtime	412.9	-	412.9	512.7	9.8	522.5	126.5	126.5
Short term assistant		607.4	607.4	-	369.2	369.2	-	60.8
<i>Subtotal staff costs</i>	<i>95,721.4</i>	<i>1,177.3</i>	<i>96,898.7</i>	<i>90,212.9</i>	<i>978.8</i>	<i>91,191.7</i>	<i>95.3</i>	<i>94.1</i>
Travel	5,097.2	386.4	5,483.6	5,035.6	302.7	5,338.3	104.7	97.4

<i>Items</i>	<i>Approved Budget 2016</i>	<i>Total Revised Contingency Fund (CF) Notification 2016</i>	<i>Total Consolidated Budget and Revised CF Notification 2016</i>	<i>Actual Expenditure* 2016</i>	<i>Actual Expenditure* for CF 2016</i>	<i>Total Actual Expenditure incl CF 2016</i>	<i>Total Actual incl CF Implementation rate 2016 against Approved Budget in %</i>	<i>Total Actual incl CF Implementation rate 2016 against Total Consolidated Budget and Revised CF Notification in %</i>
	[1]	[2]	[3]=[1]+[2]	[4]	[5]	[6]=[4]+[5]	[7]=[6]/[1]	[8]=[6]/[3]
Hospitality	31.1	-	31.1	44.1	-	44.1	141.9	141.9
Contractual services	4,078.5	394.8	4,473.3	3,670.6	332.6	4,003.2	98.2	89.5
Training	749.2	8.0	757.2	873.2	13.7	886.9	118.4	117.1
Consultants	441.5	110.0	551.5	679.5	100.7	780.2	176.7	141.5
Counsel for defence	4,521.4	-	4,521.4	4,950.0	-	4,950.0	109.5	109.5
Counsel for victims	1,963.2	-	1,963.2	1,344.6	-	1,344.6	68.5	68.5
General operating expenses	19,761.2	148.1	19,909.3	18,104.2	138.5	18,242.7	92.3	91.6
Supplies and materials	844.8	-	844.8	1,249.6	6.9	1,256.5	148.7	148.7
Equipment incl furniture	1,012.0	785.3	1,797.3	2,783.6	727.8	3,511.4	347.0	195.4
<i>Subtotal non-staff costs</i>	<i>38,500.1</i>	<i>1,832.6</i>	<i>40,332.7</i>	<i>38,735.2</i>	<i>1,622.9</i>	<i>40,358.1</i>	<i>104.8</i>	<i>100.1</i>
Total ICC	139,590.6	3,009.9	142,600.5	134,213.6	2,601.7	136,815.3	98.0	95.9

* Expenditure 2016 is based on preliminary, unaudited figures which are subject to change.

270. Table 13 provides a summary of the status of trust funds at year-end in 2016. It is followed by a brief description of each trust fund. The statement of financial performance by segment for the trust funds at year-end in 2016 to be disclosed in the financial statements is provided in tables 13 and 14 below.

Table 13: Performance of trust funds in 2016

<i>Trust Fund</i>	<i>Balances brought forward</i>	<i>Contributions</i>	<i>Contribution transfers between projects</i>	<i>Financial/ other revenue</i>	<i>Total Expense*</i>	<i>Balance carried forward</i>
General Trust Fund	100,670	-	(40,641)	55	-	60,084
Ceremony of Official Opening of New Premises, 2016	-	27,000	-	-	27,000	-
Moot Court Competition, 2016	-	-	1,144	-	1,144	-
Building Legal Expertise and Fostering Cooperation, 2015-2016	346,514	-	-	1,113	347,627	-
Building Legal Expertise and Fostering Cooperation, 2016-2017	-	508,790	-	593	509,383	-
Launch Event OTP Policy on Children, 2016	-	13,500	-	-	13,133	367
Development of Interns and Visiting Professionals, 2016-2018	-	138,037	39,497	36	-	177,570
Special Fund for Relocations	980,405	254,545	-	981	13,499	1,222,432
Regional Seminar	62,445	-	-	56	26,039	36,462
Focal Points Seminar, 2014	2,361	-	-	-	2,361	-
Family Visits for Indigent Detainees	9,873	34,750	-	9	11,555	33,077
Least Developed Countries	16,261	5,000	-	14	15,989	5,286
Programme Support	43,701	-	-	211	(44,122)	88,034
Total	1,562,230	981,622	-	3,068	923,608	1,623,312

* Expenses in 2016 are based on preliminary, unaudited figures which are subject to change.

Table 14: Statement of Financial Performance for Trust Funds for the year ended 31 December 2016 (in euros)

	<i>General trust fund</i>	<i>Ceremony of official opening of new premises, 2016</i>	<i>Moot court competition, 2016</i>	<i>Building legal expertise and fostering cooperation, 2015-2016</i>	<i>Building legal expertise and fostering cooperation, 2016-2017</i>	<i>Launch event OTP policy on children, 2016</i>	<i>Development of interns and visiting professionals, 2016-2018</i>	<i>Special fund for relocations</i>	<i>Regional seminar</i>	<i>Focal points seminar, 2014</i>	<i>Family visits for indigent detainees</i>	<i>Least developed countries</i>	<i>Programme support</i>	<i>Total</i>
Revenue														
Contributions	-	27,000	-	-	508,790	13,500	138,037	254,545	-	-	34,750	5,000	-	981,622
Contribution transfers between projects	(40,641)	-	1,144	-	-	-	39,497	-	-	-	-	-	-	-
Financial / other revenue	55	-	-	1,113	593	-	36	981	56	-	9	14	211	3,068
Total revenue	(40,586)	27,000	1,144	1,113	509,383	13,500	177,570	255,526	56	-	34,759	5,014	211	984,690
Expenses														
Employee benefit expenses	-	-	1,144	119,326	127,872	-	-	-	-	-	-	-	21,989	270,331
Travel and hospitality	-	-	-	89,789	218,707	-	-	-	-	-	11,555	11,738	-	331,789
Contractual services	-	26,272	-	40,151	129,195	13,133	-	-	-	-	-	-	-	208,751
Operating expenses	-	728	-	98,311	33,549	-	-	13,499	26,039	2,361	-	3,989	(67,872)	110,604
Supplies and materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Financial expenses	-	-	-5060	-	-	-	-	-	-	262	1,761	2,133
Total expenses	-	27,000	1,144	347,627	509,383	13,133	-	13,499	26,039	2,361	11,555	15,989	(44,122)	923,608
Surplus/(deficit) for the period	(40,586)	-	-	(346,514)	-	367	177,570	242,027	(25,983)	(2,361)	23,204	(10,975)	44,333	61,082

271. *The General Trust Fund* relates to projects which are currently on hold.

272. *The Ceremony of Official Opening of New Premises* took place on 19 April 2016 and was attended by around 350 guest guests representing States, NGOs, academia and journalists. Honoured guests were the Secretary General of the United Nations, the President of the Assembly of States Parties as well as several Ministers of States Parties and the Major of The Hague. The event was mainly funded by the Government of the Netherlands.

273. *The Moot Court Competition*: in 2016 the Municipality of The Hague, as the International City of Peace and Justice and a continuous supporter of the ICC Moot Court competitions, made funds available to the Court to cover the costs of the Russian interpreters for the final round of the Moot Court competition.

274. *The Building Legal Expertise and Fostering Cooperation Fund 2015-2016* financed by the European Commission and other donors, supports the Legal Tools website, the counsel seminar and training as well as seminars for fostering cooperation. The project implementation period is from January 2015 to March 2016.

275. *The Building Legal Expertise and Fostering Cooperation Fund 2016-2017* financed by the European Commission and other donors, supports the Legal Tools website, the counsel seminar and training as well as seminars for fostering cooperation. The project implementation period is from April 2016 to March 2017.

276. The official event of the Trust Fund entitled *Launch Event OTP Policy on Children* took place on 16 November 2016 and marked the official launch of the Prosecutor's Policy on Children. The Policy was set to guide the Office's ongoing efforts to address international crimes under the Rome Statute against and affecting children, as well as in its child-sensitive approach to engaging with children in the course of its work, bearing in mind their rights and best interests.

277. The Trust Fund for the *Development of Interns and Visiting Professionals* has been established to provide funded internship and visiting professional opportunities to nationals from developing countries that are States Parties to the Rome Statute. The programme provides participants with an opportunity for intellectual growth, to develop knowledge and

skills specific to a career or career setting, and to acquire transferable professional skills. Funding is provided by interested States Parties.

278. *The Special Fund for Relocations* assists States which are willing but do not have the capacity to enter into relocation agreements with the Court with cost neutral solutions. It aims at increasing the number of effective relocations and building local capacity to protect witnesses. The trust fund is funded by willing States Parties.

279. *The East-Asian and Pacific Regional Seminar*, originally planned in Phnom Penh (Cambodia), is currently on hold and might take place in another francophone country in the region.

280. *The Trust Fund for Family Visits for Indigent Detainees* was established within the Registry by the Assembly by resolution ICC-ASP/8/Res.4.¹⁹ The purpose of the fund is to fund family visits for indigent detainees through voluntary contributions.

281. *The Trust Fund for Least Developed Countries* was established by resolution ICC-ASP/2/Res.6²⁰ and amended by ICC-ASP/4/Res.4.²¹ It is managed by the Secretariat of the Assembly of States Parties and promotes the participation of delegates of the least developed countries and other developing countries in the work of the Assembly of States Parties by covering their travel costs to the Assembly as determined by the Fund.

¹⁹ *Official Records ... Eighth session ... 2009* (ICC-ASP/8/20), vol. I, part II, Resolution ICC-ASP/8/Res. 4.

²⁰ *Official Records ... Second session ... 2003* (ICC-ASP/2/10), part IV, Resolution ICC-ASP/2/Res. 6.

²¹ *Official Records ... Eighth session ... 2009* (ICC-ASP/8/20), vol. I, part II, Resolution ICC-ASP/8/Res. 4.

Annex I

Major Programme I – Judiciary

A. Programme 1100: The Presidency

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Objectives 1- 3 (POs 1.1.1, 1.1.2 and 2.6.3)			
1. Provide effective Presidency planning and support for the efficient management of judicial proceedings, making best use of new facilities in the permanent premises	<ul style="list-style-type: none"> • Potential issues identified and effectively managed • Quality of preparation and support for Presidency and Judges’ meetings • Efficient management of applications/filings before the Presidency • Timeliness and quality of advice to the President and Vice-Presidents on administrative and managerial issues 	<ul style="list-style-type: none"> • 100% • Fully satisfactory • All decisions issued within agreed timeline • Fully satisfactory 	<ul style="list-style-type: none"> • 100% • Full Implementation • Full Implementation • Full Implementation
2. Continue the “lessons learnt” review of judicial processes, consulting stakeholders as appropriate, with emphasis on changes not requiring amendments to the Rules of Procedure and Evidence	<ul style="list-style-type: none"> • Number of specific areas in which improvements are agreed 	<ul style="list-style-type: none"> • 5 	<ul style="list-style-type: none"> • 5
3. Develop appropriate performance indicators for judicial processes and relevant judicial support	<ul style="list-style-type: none"> • New performance indicators implemented for both Court-wide and Judiciary purposes 	<ul style="list-style-type: none"> • By end of 2016 	<ul style="list-style-type: none"> • Assembly Report with new PIs and some measuring results issued Nov 2016
Objective 4 (PO 2.1.2)		•	
1. Effective resource management including identification and implementation of possible further efficiency measures	<ul style="list-style-type: none"> • Impact/effectiveness of Chambers staffing changes introduced by 2016 Budget • Improvements in timeliness of judicial proceedings through implementation of “lessons learned” changes • Number of areas where further efficiencies can be achieved 	<ul style="list-style-type: none"> • 100% • Measurable improvements • 1 	<ul style="list-style-type: none"> • 90 % • Full Implementation • Full Implementation
Objective 5 (PO 2.6.1)		•	
1. Improve existing system for expenditure forecasting	<ul style="list-style-type: none"> • More timely and accurate forecasts 	<ul style="list-style-type: none"> • First quarter 2016 	<ul style="list-style-type: none"> • Full Implementation (March 2016)
Objective 6 (PO 2.6.2)		•	
1. Further development of Court-wide risk management system, in cooperation with the other organs	<ul style="list-style-type: none"> • New risk management process agreed and implemented on a Court-wide basis 	<ul style="list-style-type: none"> • Progressively with effect from 1 January 2016 	<ul style="list-style-type: none"> • 70% (some delay incurred)
Objective 7 (PO 2.3.1)		•	
1. Further improve management of staff performance	<ul style="list-style-type: none"> • Full MP1 compliance with the Court’s performance appraisal system, including appropriate input from line managers and judges 	<ul style="list-style-type: none"> • 100% by end of 2016 	<ul style="list-style-type: none"> • 100%

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Objective 8(PO 3.1.1)			
1. Transparent and effective communication and information exchange between Judiciary and Working Groups of the Assembly	<ul style="list-style-type: none"> • Number of HWG / SGG meetings attended by a Presidency or Chambers representative • Provision of requested reports and information in a timely and transparent manner 	<ul style="list-style-type: none"> • Representation at every meeting • 100% 	<ul style="list-style-type: none"> • 100% • 100%
Objective 9 (POs 3.2.1, 3.5.2)			
1. Strengthened trust, commitment and support among the Court's external stakeholders through information-sharing at meetings, conferences etc.	<ul style="list-style-type: none"> • Number of high-level meetings held with States, international organizations and civil society by the President/Presidency • Presidency participation in Assembly, HWG, SGG and Committee meetings, diplomatic and NGO briefings etc. 	<ul style="list-style-type: none"> • 100 • Whenever desirable 	<ul style="list-style-type: none"> • 130 meetings. • Full implementation
2. Further accessions to/ratifications of the Rome Statute and enhanced communication and cooperation of non-States Parties with the Court		<ul style="list-style-type: none"> • At least 1 new accession 	<ul style="list-style-type: none"> • Not met
3 Conclusion of further relocation, sentence enforcement and interim release/acquittal agreements with States		<ul style="list-style-type: none"> • 2 	<ul style="list-style-type: none"> • 1 (Conclusion of further sentence enforcement agreement)

B. Programme 1200: Chambers

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

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Objective 5 (PO 2.5.1)			
1. Efficient use of Chambers staff resources through central management and flexible deployment to meet changing case workload needs	<ul style="list-style-type: none"> • Effective central management by new P-5 Head of Chambers 	<ul style="list-style-type: none"> • Individual workloads well balanced 	<ul style="list-style-type: none"> • Full Implementation
Objective 6 (PO 3.1.1)			
1. Further improve the management of staff performance	<ul style="list-style-type: none"> • Full compliance with the Court's staff appraisal system, including appropriate input from line managers and judges 	<ul style="list-style-type: none"> • 100% by end 2016 	<ul style="list-style-type: none"> • 85%

C. Programme 1300: Liaison Offices – the New York Liaison Office

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Objective 1-3 (POs 3.1.1, 3.2.1, 3.2.2, 3.5.1, 3.5.2, 3.6.2)			
1. Effective communication and cooperation with the United Nations and its agencies, with national delegations (both States Parties and non-States Parties) and civil society representatives in New York; and provision of logistical support to the Assembly and its subsidiary bodies	<ul style="list-style-type: none"> • Pursue all requests by the Court for cooperation with relevant interlocutors at the UN until completion of requests 	<ul style="list-style-type: none"> • 100%. 	<ul style="list-style-type: none"> • 100%
	<ul style="list-style-type: none"> • Organize briefings for States in New York. 	<ul style="list-style-type: none"> • 5 	<ul style="list-style-type: none"> • 7
	<ul style="list-style-type: none"> • Provide support to visiting Court officials 	<ul style="list-style-type: none"> • All visits 	<ul style="list-style-type: none"> • All visits (11 official visits, over 100 meetings supported)
	<ul style="list-style-type: none"> • Monitor and participate in relevant UN meeting, follow up issues bilaterally and provide regular reports for the Court 	<ul style="list-style-type: none"> • Weekly and ad hoc reports 	<ul style="list-style-type: none"> • 80%
	<ul style="list-style-type: none"> • Provide input for UN reports and resolutions on Court-related subjects 	<ul style="list-style-type: none"> • 5-8 resolutions 	<ul style="list-style-type: none"> • 4 resolutions, 1 report
	<ul style="list-style-type: none"> • Participate and intervene in seminars and workshops on Court-related subjects 	<ul style="list-style-type: none"> • 5 seminars/ workshops 	<ul style="list-style-type: none"> • 8 seminars/ workshops
<ul style="list-style-type: none"> • Provide logistical support to the Assembly, the Bureau and the New York Working Group of States Parties 	<ul style="list-style-type: none"> • 15-20 meetings 	<ul style="list-style-type: none"> • 100% 	

NYLO Lease of suite 556, 866 UN Plaza, New York

<i>Term</i>	<i>Annual Fixed Rent</i>	<i>Monthly Fixed Rent</i>
02/01/2017 – 1/31/2018	\$96,972.00	\$8,081.00
02/01/2018 – 1/31/2019	\$99,881.16	\$8,323.43
02/01/2019 – 1/31/2020	\$102,877.56	\$8,573.13
02/01/2020 – 1/31/2021	\$105,963.84	\$8,830.32
02/01/2021 – 1/31/2022	\$109,142.76	\$9,095.23
02/01/2022 – 1/31/2023	\$104,431.60	\$8,702.63
02/01/2023 – 1/31/2024	\$107,564.52	\$8,963.71
02/01/2024 – 1/31/2025	\$110,791.44	\$9,232.62
02/01/2025 – 1/31/2026	\$114,115.20	\$9,509.60
02/01/2026 – 1/31/2027	\$117,538.68	\$9,794.89

Annex II

Major Programme II – Office of the Prosecutor

<i>Strategic goal</i>	<i>Objective 2016</i>	<i>Performance indicator</i>	<i>Achievements</i>
Strategic Goal 1: Conduct impartial, independent, high-quality preliminary examinations, investigations and prosecutions			
1. Conduct the planned preliminary examinations, investigations, trials and appeals	1. To produce the yearly defined level of activities in light of the allocated budget	<ul style="list-style-type: none"> • Milestones per core activity: planned vs actual • Pattern of judicial findings on how preliminary examinations, investigations and prosecutions are conducted • Compliance with OTP policies and standards • Quality of interactions with the OTP • Lessons learnt implemented • Prosecutorial results in terms of perpetrators <p>Warrants of arrest/summonses to appear granted/requested:</p> <ul style="list-style-type: none"> • Persons confirmed/charged • Persons convicted/charged • Counts granted/counts charged at stage of warrant of arrest, confirmation, trial 	<ul style="list-style-type: none"> • 10 preliminary examinations conducted vs. 8 assumed • 5 active investigations; support to 4 trials; maintenance of 8 cases pending arrest • Litigated 7 cases at trial vs. 5 cases assumed (<i>Ruto and Sang</i> (Kenya), <i>Bemba</i> (CAR), <i>Bemba et al.</i> (CAR article 70), <i>Al Mahdi</i> (Mali), <i>Ntaganda</i> (DRC), <i>Gbagbo and Blé Goudé</i> (CIV), <i>Ongwen</i> (Uganda)) • 2 cases at final appeals (<i>Bemba</i> main case and <i>Bemba et al.</i>) and 4 at reparations (<i>Lubanga</i>, <i>Katanga</i>, <i>Al Mahdi</i>, <i>Bemba</i>) • This indicator will be evaluated at the end of the strategic plan cycle • Fully achieved. For instance, regular reviews are being performed on investigation plans, trial cases, and security standards • PEACE-model training on interviewing vulnerable witnesses implemented; timely response to requests from witnesses organized • Fully achieved • 100% • 100% • 100% • WA: n/a • Confirmation hearing: 100% • Trial: 75%
Strategic Goal 2: Continue to integrate a gender perspective into all areas of the Office's work and to pay particular attention to SGBC and crimes against and affecting children			
2.. Continue to integrate a gender perspective into all areas of the Office's work and to pay particular attention to SGBC and crimes against and affecting children	1. SGBC Policy implemented as planned	<ul style="list-style-type: none"> • Milestones: planned versus actual 	<ul style="list-style-type: none"> • Policy implementation on track. A specific strategy to collect evidence of SGBC crimes was defined for all active investigations and is reviewed regularly. Of the 23 measures envisaged, 18 are in place, 2 partially, and 3 remain to be implemented

<i>Strategic goal</i>	<i>Objective 2016</i>	<i>Performance indicator</i>	<i>Achievements</i>
	<p>2. Specialized training provided for relevant staff on interviewing vulnerable witness</p> <p>3. Children's Policy and implementation plan adopted</p>	<ul style="list-style-type: none"> • Impact of improvement projects on effectiveness, operational and management excellence 	<ul style="list-style-type: none"> • SGBC charges included in 4 cases under investigation • SGBC charges included in 3 active trials, including victim and expert testimonies • Gender Analysis Guidelines issued in October 2016 for mandatory implementation across Divisions and situations • Gender analysis developed for 3 active investigations • Fully achieved: all relevant staff trained • Launch of Children's Policy in November
Strategic Goal 3: Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions			
3. Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions	<ul style="list-style-type: none"> • Preliminary examinations <ol style="list-style-type: none"> 1. Define possibilities to further integrate investigative needs and start-up in the preliminary examination phase 2. Further increase communication in relation to preliminary examinations 3. Further develop the ability to mount an early response to unrest or serious risks of violence • Investigations <ol style="list-style-type: none"> 1. Implement selected improvement projects in priority areas: closing time gaps, science and technology, analysis, investigative standards, financial investigations and field presence 	<ul style="list-style-type: none"> • Milestones: planned versus actual • Impact of improvement projects on effectiveness, operational and management excellence 	<ul style="list-style-type: none"> • 10 preliminary examinations conducted vs. 8 assumed • Yearly report on PE activities published on 14 November 2016 • 18 interviews on PE-related activities given to press • 5 preventive statements issued • As stipulated in the OTP policy paper on case selection and prioritisation, as each new situation is opened for investigation, the Office will develop a Case Selection Document based on the conclusions from the preliminary examination stage, including the potential cases identified therein • ID had 24 improvement projects and initiatives across its 4 sections, structured around the OTP strategic goals. For example, training in investigative standards was implemented, guidelines and SOPs were established for policies or specific activities and the OTP Gateway was created. Other notable development projects and initiatives involved the development of a new field presence model, defining a response to a variety of security challenges and implementing new types of technology in its investigative, forensic and analytical activities. The quality, flexibility and timeliness of the work done by the ID have been confirmed through (1) results in court, (2) pattern of judicial findings, (3) objective data and (4) ID performance survey. • IDT training on investigative standards delivered; several SOPs under development

<i>Strategic goal</i>	<i>Objective 2016</i>	<i>Performance indicator</i>	<i>Achievements</i>
	<p>Prosecutions and appeals</p> <p>1. Implement selected improvement projects in priority areas: internal processes, management capabilities, case design, case review process, technology, key competences</p> <p>Cooperation</p> <p>1. Assessment of the quality of internal cooperation and selected improvement projects implemented</p>		<ul style="list-style-type: none"> • Factual Analysis Database (FAD) established for all current investigations • Source Evaluation Guidelines implemented • Gateway established in CAR cases (pilot) • New field presence model implemented where feasible (100%) • Online investigations standards developed. Implemented where relevant (100%) <p>Prosecutions:</p> <ul style="list-style-type: none"> • Members of the Prosecution Division participated in OTP and Court-wide working groups on process improvement and on selected topics. The Division has established internal working groups • The Prosecution Division continued the Management Development Programme in 2016, including 360-degree feedback. The programme will continue in 2017 • The Division ensured ongoing training in existing and new IT tools. Furthermore, the use of technology in the court room is enhanced with the use of 360-degree crime scene image presentation, video links, interactive digital presentation of evidence, and an Trial Director enterprise licence
Strategic Goal 4: Further adapt the Office's investigative and prosecutorial capabilities and network to the scientific and technological environment in which it operates			
4. Further adapt the Office's investigative and prosecutorial capabilities and network to the evolving scientific and technological environment in which it operates	1. All relevant staff trained in the basics of online investigations and handling of electronic evidence	• Milestones: planned versus actual	• Online investigations e-training developed in 2016, made available in January 2017
	2. Capability to use technology to present evidence in court strengthened	• Impact of improvement projects on effectiveness, operational and management excellence	• Fully achieved. In 2016, an enterprise licence for Trial Director has been obtained; most cases at trial have used 360-degree presentations of the crime sites and video links for testimonies from witnesses at another location. In addition, for one case specifically, an interactive digital platform for the presentation of evidence has been created
Strategic Goal 5: Achieve a basic size which is able to respond to the demands placed upon the Office with the required quality, effectiveness and efficiency			
5. Achieve a basic size which is able to respond to the demands placed upon the Office with the required quality,	1. Implement the approved resource evolution and adapt the output accordingly	• Milestones: planned versus actual	• Not achieved: the resources are below what the basic size model predicates
	2. Present the impact of the identified efficiency gains on	• Impact of improvement projects on effectiveness,	• Fully achieved: Efficiency gains identified in 2016 have been

<i>Strategic goal</i>	<i>Objective 2016</i>	<i>Performance indicator</i>	<i>Achievements</i>
effectiveness and efficiency	the budget proposal for 2017	operational and management excellence	incorporated in the 2017 budget proposal. An Office-wide exercise is ongoing to identify efficiencies
	3. Review the continuum of services and the possible synergies and efficiencies between the Registry and OTP	<ul style="list-style-type: none"> Yearly achieved efficiency gains 	<ul style="list-style-type: none"> Partially achieved: OTP contributed to two Committee reports on synergies and efficiencies. Exercise will finish in 2017
Strategic Goal 6: Contribute to strengthening cooperation and promoting general support for the mandate and activities of the Office.			
6. Contribute to strengthening cooperation and promoting general support for the mandate and activities of the Office	1. Cooperation plans for critical support to investigations implemented as planned	<ul style="list-style-type: none"> Milestones: planned versus actual 	<ul style="list-style-type: none"> All cooperation plans were developed and submitted to ExCom
	2. Expansion of network of operational focal points to three partners	<ul style="list-style-type: none"> Impact of improvement projects on effectiveness, operational and management excellence 	<ul style="list-style-type: none"> Cooperation network was expanded as planned
	3. Communication to stakeholders implemented as planned		<ul style="list-style-type: none"> Communication to stakeholders was implemented as planned
Strategic Goal 7: Adapt the Office's protection strategies to new security challenges			
7. Adapt the Office's protection strategies to new security challenges	1. Establish partnerships with two key partners in relation to cyber and information security	<ul style="list-style-type: none"> Milestones :planned versus actual 	<ul style="list-style-type: none"> Fully achieved
	2. Establish a coordinated security-related intelligence cycle with partners within and outside the Court	<ul style="list-style-type: none"> Impact of improvement projects on effectiveness, operational and management excellence 	<ul style="list-style-type: none"> Fully achieved
	3. Update of the fieldcraft requirements finalized		<ul style="list-style-type: none"> Fully achieved
	4. Review of existing protocols with the security entities within Registry		<ul style="list-style-type: none"> Delayed due to: (1) ongoing recruitment within VWS and (2) unforeseen workload
Strategic Goal 8: Ensure professional, transparent and efficient management of the Office			
8. Ensure professional, transparent and efficient management of the Office	1. Improved gender and nationality balance	<ul style="list-style-type: none"> Evolution of the overall gender and nationality balance per year 	<ul style="list-style-type: none"> Partially achieved: overall OTP gender balance is positive, Improvements have been made for the regional balance but targets have not been met
	2. All training and performance appraisals implemented	<ul style="list-style-type: none"> Implementation of training program per year: planned versus actual 	<ul style="list-style-type: none"> Ongoing: training is implemented and awareness-raising exercises are being organized
	3. Values embedment program implemented	<ul style="list-style-type: none"> Working climate survey (incl. values) 	
	4. Working climate recommendation implemented	<ul style="list-style-type: none"> Working climate survey (incl. values) 	<ul style="list-style-type: none"> Working climate survey conducted for ID and PD indicate positive working climate
	5. Occupational hazard review performed	<ul style="list-style-type: none"> Occupational hazard review performed Evolution of fitness for work 	<ul style="list-style-type: none"> Not achieved Working group has performed a first review. IMC recruited to finalize the exercise
	6. Review of information management strategy and	<ul style="list-style-type: none"> Impact of improvement projects on effectiveness, 	<ul style="list-style-type: none"> 94% (see details under 2120)

<i>Strategic goal</i>	<i>Objective 2016</i>	<i>Performance indicator</i>	<i>Achievements</i>
	structure	operational and management excellence	
	7. Systems for performance indicators, risk management and lessons learnt established	<ul style="list-style-type: none"> • Systems for performance indicators, risk management and lessons learnt established • Yearly implementation rate of the budget • Implementation rate of measures to control priority risks on the OTP risk register • Milestones: planned versus actual 	<ul style="list-style-type: none"> • Partially achieved: performance indicators system set up for the Office; Office-wide risk management system partially set up; lessons learnt process fully set up

Strategic Goal 9: Develop with partners a coordinated investigative and prosecutorial strategy

9. Develop with partners a coordinated investigative and prosecutorial strategy	1. Consultations on the content, conditions and implications of a coordinated investigative and prosecutorial strategy assessed and OTP's contribution identified	<ul style="list-style-type: none"> • Milestones: planned versus actual • Impact of improvement projects on effectiveness, operational and management excellence 	<ul style="list-style-type: none"> • Fully achieved
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A. IOP and LAS

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</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 SAS urging Preliminary Examinations, and by the Appeals Section in respect of situations and cases • Explain and raise awareness of the activities of the Office through public information • ExCom frequency and decisions 	<ul style="list-style-type: none"> • Provide legal research and advice as requested • Conduct interviews, prepare opinion pieces, press releases statements etc. 	<ul style="list-style-type: none"> • Ongoing • Ongoing
OTP Strategic Goal 2 Continue to integrate a gender perspective into all areas of the Office's work and to pay particular attention to SGBC and crimes against and affecting children	<ul style="list-style-type: none"> • Development of the Implementation plan for SGBC Policy • Development of the Children's Policy • Raise public awareness on SGBC through public information 	<ul style="list-style-type: none"> • Implementation Plan finalized for implementation by teams • Conduct interviews, prepare opinion pieces, press releases, statements, etc. 	<ul style="list-style-type: none"> • In the process of finalization • Ongoing
OTP Strategic Goal 3 Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions	<ul style="list-style-type: none"> • Contributions to legal research and advice to SAS during Preliminary Examinations, and by the Appeals Section in respect of situations and cases 	<ul style="list-style-type: none"> • Policy finalized, adopted and presented • Provide legal research and advice as requested 	<ul style="list-style-type: none"> • Achieved: launch of Policy on 11 November 11 2016 • Ongoing
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"> • Explain, raise awareness, and build support and cooperation for the activities of the Office through missions undertaken by the Prosecutor, and public information • Communication to stakeholders 	<ul style="list-style-type: none"> • Support the Prosecutor's missions, conduct interviews, prepare opinion pieces, press releases, statements, etc • Further development of academic network, including through the organization of Guest Lectures 	<ul style="list-style-type: none"> • Ongoing • Ongoing

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
	implemented as planned	<ul style="list-style-type: none"> • Contribution to public information and external representation of the Office • Further development and management of the Legal Tools Project 	<ul style="list-style-type: none"> • Ongoing • Ongoing
Managerial Objectives 2.1, 2.2, 2.3 and 2.4			
OTP Strategic Goal 8 Ensure professional, transparent, and efficient management of the Office	<ul style="list-style-type: none"> • Provision of legal advice and drafting with regard to individual administrative matters • Development of the Office's internal regulatory framework • Contribution to development of the Court's internal regulatory framework • Development of strategic policies for the Office • Implementation of the Lessons Learnt Project • Development of assurance system to monitor compliance • In liaison with HR, delivery of the annual OTP training plan for staff • Liaising with HRS, finalize policies with respect to teleworking, and other policies relating to staff • Improved gender and nationality balance in the OTP workforce • Key working climate issues within OTP's control addressed • Finalize and implement the Office's core values project • OTP internal structure reviewed in order to increase its effectiveness and efficiency and ensure enhanced quality assurance 	<ul style="list-style-type: none"> • Minimize litigation, and satisfactory outcomes whenever litigation is inevitable • Operations Manual reviewed and updated as and when needed • Timely contributions provided; satisfactory representation of Office views and interests • Implementation plan for SGBC Policy adopted; Policy on Crimes against Children adopted • Project implemented, electronic system operational, and Lessons Learnt incorporated into general Office practice • Framework for OTP assurance system defined and being implemented 	<ul style="list-style-type: none"> • Ongoing • Ongoing • Ongoing • In the process of finalization • Achieved: launched on 11 November 2016 • Ongoing

B. Services Section

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Managerial Objectives 2.1, 2.4 and 2.6			
OTP Strategic Goal 8 Ensure professional, transparent, and efficient management of the Office	<ul style="list-style-type: none"> • Budget implementation rate 	<ul style="list-style-type: none"> • 100%<rate<98% 	<ul style="list-style-type: none"> • Not achieved. Requests to create surplus to absorb extra-budgetary elements as well as delays in recruitment and procurement led to a lower implementation rate. Judicial developments such as the expedited proceedings in the CAR article70 case, the vacation of the Kenya II trial, and the guilty plea in the Mali trial, freed resources that could be redeployed to other situations and reduced the urgency to fill vacancies. In addition, some vacancies were filled by internal candidates. This led to a domino effect – one post was filled, but another one was vacated – and created additional recruitment needs. As 90% of the resources are

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
			made up of Staff Costs, the Office must improve its focus on the recruitment process and more accurate estimates on EOD must be provided. A lessons learnt exercise on 2016 budget implementation has been started
	<ul style="list-style-type: none"> Contingency Fund implementation rate 	<ul style="list-style-type: none"> Rate > 75% 	<ul style="list-style-type: none"> Partially achieved. Implementation of the Uganda CF was 99%. The Georgia CF was revised downward following the cuts recommended by the Committee for the 2017 budget. Recruitment of resources that were identified for deployment in 2016 and extension in 2017 had to be postponed and staggered in 2017. This affected the implementation of the staffing part of the Georgia CF
	<ul style="list-style-type: none"> Reconciliations (percentage and time) 	<ul style="list-style-type: none"> Travel claims 95% within 60 day 	<ul style="list-style-type: none"> Partially achieved. Based on data collected, all received claims were processed on time. However, the total number of TERs closed by travellers within 60 days after the end of the trip corresponds to 77%. SS/GAU is working with team leaders to ensure timely submission is achieved
		<ul style="list-style-type: none"> Field Office expenses 100% within 30 days 	<ul style="list-style-type: none"> At year-end, all the amounts have been reconciled. 87% of funds advanced for field operational expenditures and witness-related activities have been settled, while 13% are 60 days past due
	<ul style="list-style-type: none"> Procedures/process(update) 	<ul style="list-style-type: none"> Complete the analysis of the Section's procedures, work flows and processes with the assistance of OIA 	<ul style="list-style-type: none"> Internal procedures were drafted and/or updated, such as HR Administration, OTP Operational Funds, Procurement, and Travel. Due to limitation in resources, OIA could not assist the Section in the second phase of the analysis. This will be performed by internal resources in 2017
		<ul style="list-style-type: none"> Upgrade Staff HR system to include cost per case 	<ul style="list-style-type: none"> The existing Position Management Database was upgraded to incorporate the desired information. However, further improvements of the project were later put on hold because, after consultation with the Registry, it was deemed that the Court-wide project on Budget Planning and Control - that encompasses HR data as well - will provide the required information in a more structured and consistent way
	<ul style="list-style-type: none"> Timely and efficient provision of services to the OTP (variance compared to expected time and effort foreseen in the agreed processes and procedures) 	<ul style="list-style-type: none"> Complete the review of the organization of the Units to ensure structures are capable of providing services to the OTP in a timely and efficient manner (minimize variances: < 5%) 	<ul style="list-style-type: none"> The review of the Section - coupled with the analysis of the workload increase linked to new cases - was performed. Budget constraints led to limiting the requests for addition to the minimum. For 2016 priority was given to IEU and KBU. The assessment, however, shows that GAU requires more resources to cope with the increased needs of the Office
			<ul style="list-style-type: none"> Fully achieved. All requests processed and in accordance with internal framework of the Court
	<ul style="list-style-type: none"> Performance Appraisal (planned versus actual). Discuss complicated recruitment cases as well as set timelines to decide the way forward 	<ul style="list-style-type: none"> 100% of PAF completed on time 	<ul style="list-style-type: none"> Completion was high but below target (87%)

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Managerial Objective 2.3			
OTP Strategic Goal 3 - Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions * provide effective and timely support for evidence registration * provide effective and timely support for disclosure * provide effective and timely guidance for information management projects across the Office * provide effective and timely guidance for data management across the Office * provide effective and timely language support to integrated teams in field missions * provide effective and timely language support to integrated teams for transcription and translation of evidence and documents relevant to the Office's operations and activities	<ul style="list-style-type: none"> Planned versus actual 	<ul style="list-style-type: none"> 95% or more of the evidence registered within two days (non-electronic) or three days (electronic) Disclosure errors < 3% Present project for information management design to ExCom by end of June 2016 Language support provided as per agreed schedule 98% of time 	<ul style="list-style-type: none"> Fully achieved Fully achieved ExCom assigned the project to the Information Management Coordinator Fully achieved

C. Jurisdiction, Complementarity and Cooperation Division

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Judicial and Prosecutorial Objective 1.2			
OTP Strategic Goal 1 Conduct impartial, independent, high-quality preliminary examinations, investigations and prosecutions	<ul style="list-style-type: none"> Milestones: planned versus actual 	<ul style="list-style-type: none"> Conduct nine preliminary examinations 	<ul style="list-style-type: none"> 10 preliminary examinations conducted v. 8 assumed
Judicial and Prosecutorial Objective 1.2,1.3			
OTP Strategic Goal 3 Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions	<ul style="list-style-type: none"> Milestones: planned versus actual Impact of improvement projects on effectiveness, operational and management excellence 	<i>Preliminary examination</i> <ul style="list-style-type: none"> Define possibilities to further integrate investigative needs and start-up in the preliminary examination phase Further increase communication in relation to preliminary examinations Further develop the ability to mount an early response to unrest or serious risks 	<ul style="list-style-type: none"> Yearly report on PE activities published on 14 November 2016 18 interviews on PE-related activities given to press 5 preventive statements issued As stipulated in the OTP policy paper on case selection

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
		of violence	and prioritisation, as each new situation is opened for investigation, the Office will develop a Case Selection Document based on the conclusions from the preliminary examination stage, including the potential cases identified therein
		<p><i>Cooperation</i></p> <ul style="list-style-type: none"> • Assessment of the quality of internal cooperation and selected improvement projects implemented. 	<ul style="list-style-type: none"> • Assessment of the quality and improvement projects are ongoing and will continue to 2017
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	<ul style="list-style-type: none"> • Milestones: planned versus actual • Impact of improvement projects on effectiveness, operational and management excellence 	<ul style="list-style-type: none"> • Cooperation plans for critical support to investigations implemented as planned • Expansion of network of operational focal points to three partners • Communication to stakeholders implemented as planned • Implement cooperation plans for the critical support needed for the Office's investigations 	<ul style="list-style-type: none"> • All cooperation plans were developed and submitted to ExCom • Cooperation network was expanded as planned • Communication to stakeholders was implemented as planned • Cooperation plans were implemented
OTP Strategic Goal 9 Develop and manage, together with ID, a coordinated investigative and prosecutorial strategy to further close the impunity gap for crimes within the Court's jurisdiction	<ul style="list-style-type: none"> • Milestones: planned versus actual • Impact of improvement projects on effectiveness, operational and management excellence 	<ul style="list-style-type: none"> • Consolidate and further expand the Office's network of general and operational focal points and judicial actors, and streamline and standardize processes and interactions with partners (States, international and regional organizations, NGOs) • Improve quality of judicial assistance requests to States and international organizations to enable effective investigations and prosecutions • Increased range of judicial assistance measures requested • Improved response rates and results from assistance requests • In support of other divisions, assist in implementation of further consultations on the content, conditions and implications of a coordinated investigative and prosecutorial strategy, assess findings and identify the Office's contribution 	<ul style="list-style-type: none"> • Cooperation network was expanded • Improvement projects are ongoing and will continue to 2017 • New types of judicial assistance measures with regard to alternative forms of evidence in line with OTP Strategic Plan were requested • Response rate remained at the same level • Contribution to Office's efforts to develop content, conditions and support to the SG 9 in context of meetings with partners, law enforcement and other networks, the Assembly and other stakeholders

D. Investigation Division

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Judicial and Prosecutorial Objective 1.3			
OTP Objective 1 Conduct five full investigations, investigative support to five trials and maintain nine investigations in hibernation until arrest	<ul style="list-style-type: none"> • Number of investigations • Planned investigative steps versus executed 	<ul style="list-style-type: none"> • 5+5+9 • 80% or more of the investigative steps within the ID control on track 	<ul style="list-style-type: none"> • 5 active investigations; support to 4 trials; maintenance of 8 cases pending arrest
Judicial and Prosecutorial Objectives 1.2, 1.3			
OTP Strategic Goal2 Continue to integrate a gender perspective into all areas of work and to pay particular attention to SGBC and crimes against and affecting children	<ul style="list-style-type: none"> • Milestones: planned versus actual 	<ul style="list-style-type: none"> • Integrate SGBC and crimes against children charges in investigations, wherever applicable, implementing the guidelines contained in the relevant OTP policies 	<ul style="list-style-type: none"> • A specific strategy to collect evidence of SGBC crimes was defined for all active investigations and is reviewed regularly • SGBC charges included in 4 cases under investigation • Gender Analysis Guidelines issued in October 2016 for mandatory implementation across Divisions and situations • Gender analysis developed for 3 active investigations • Cooperation with UN Women expert seconded to support ID in SGBC matters
Judicial and Prosecutorial Objective 1.3			
OTP Objective 3 Roll-out and training on investigative standards and initial development phase for certification	<ul style="list-style-type: none"> • Planned versus actual 	<ul style="list-style-type: none"> • 80% or more of the steps within ID control on track 	<ul style="list-style-type: none"> • All training on investigative standards part of the investigation plan implemented throughout the year • IDT training on investigative standards delivered; several SOPs under development
Enhance analysis by roll-out of a FAD and full implementation of Source Evaluation Guidelines	<ul style="list-style-type: none"> • Planned versus actual 	<ul style="list-style-type: none"> • FAD established, Source Evaluation Guidelines implemented 	<ul style="list-style-type: none"> • FAD established for all current investigations • Source Evaluation Guidelines issued, training given, monitoring of implementation organized
Creation of an OTP online Gateway to facilitate crime reporting	<ul style="list-style-type: none"> • Planned versus actual 	<ul style="list-style-type: none"> • Gateway established for active investigations 	<ul style="list-style-type: none"> • Gateway established in CAR cases (pilot)
New field presence model implemented for each new investigation	<ul style="list-style-type: none"> • Planned versus actual 	<ul style="list-style-type: none"> • 80% of Investigations have new model implemented 	<ul style="list-style-type: none"> • New field presence model implemented where feasible (100%)
Enhance the collection of alternative forms of evidence through development of standards for performing online investigations	<ul style="list-style-type: none"> • Planned versus actual 	<ul style="list-style-type: none"> • 80% of Investigations have new model implemented 	<ul style="list-style-type: none"> • Online investigations standards developed. Implemented where relevant (100%)
Judicial and Prosecutorial Objective 1.3			
OTP Objective 4 All relevant staff trained in the basics of online investigations and handling of electronic evidence	<ul style="list-style-type: none"> • Planned versus actual 	<ul style="list-style-type: none"> • 80% of relevant staff trained 	<ul style="list-style-type: none"> • Ongoing: e-training developed in December 2016 and made available in January 2017

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Judicial and Prosecutorial Objective			
OTP Objective 7 Establish a partnership with two key partners in relation to cyber and information security	• Planned versus actual	• Partnerships established	• Fully achieved: partnership with Berkeley Human Rights Centre i.e. on cyber; partnership with host State information security actors
Establish a coordinated security-related intelligence cycle with partners within and outside the Court	• Planned versus actual	• Cycles established	• Fully achieved: annual security review cycle in coordination with Registry
Update of the fieldcraft requirements finalized	• Impact of improvement projects on effectiveness, operational and management excellence	• Update finalized	• Fully achieved: fieldcraft policy (internal) finalized; training delivered to investigators
Review of existing protocols with the security entities within Registry	• Planned versus actual	• Protocols reviewed	• Ongoing: review completed with regard to hostage-taking and ad hoc trial-related issues
Judicial and Prosecutorial Objective 1.3			
OTP Objective 8 Efficiency gain through process review identified and achieved	• Identified efficiency gains	• Priority areas for efficiency gains and potential gains identified	• Ongoing: 2016 efficiencies incorporated into 2017 budget proposal. Identification exercise is ongoing

E. Prosecution Division

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Judicial and Prosecutorial Objective 1.3			
OTP Strategic Goal 1 Conduct impartial, independent, high-quality preliminary examinations, investigations and prosecutions	• Number of trials	• Be ready to litigate five trials (actual number depending on the availability of courtrooms and judges)	• Fully achieved: Litigated 7 cases at trial
Judicial and Prosecutorial Objectives 1.2, 1.3			
OTP Strategic Goal 2 Continue to integrate a gender perspective into all areas of work and to pay particular attention to SGBC and crimes against and affecting children	• Milestones: planned versus actual	• Integrate SGBC and crimes against children charges in prosecution of cases, wherever applicable, implementing the guidelines contained in the relevant OTP policies	• Fully achieved
Judicial and Prosecutorial Objective 1.3			
OTP Strategic Goal 3 Further improve the quality and efficiency of preliminary examinations, investigations and prosecution	• Rate of acceptance of submissions and granting of requests by the Chambers.	• $\geq 80\%$	• 85%
	• Rate of acceptance of charges presented to Chambers at Confirmation of Charges	• $>90\%$	• Fully achieved (100%)
	• Review by independent panel performed for each case	• 100% of cases reviewed	• Fully achieved

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
ICC Judicial and Prosecutorial Objective 1.3			
<p>OTP Strategic Goal 4</p> <p>Further adapt the Office's investigative and prosecutorial capabilities and network to the scientific and technological environment in which it operates</p>	<ul style="list-style-type: none"> • Training programmes • Improvement projects 	<ul style="list-style-type: none"> • Revised training programme for prosecutors defined in annual Training Plan and implemented • Implement the selected improvement projects related to the priority areas: internal processes, management capabilities, case design, case review process, technology, key competences 	<ul style="list-style-type: none"> • Fully achieved • Fully achieved: Members of the Prosecution Division participated in OTP and Court-wide working groups on process improvement and on selected topics, the division has established internal working groups • In 2016, the Prosecution Division continued the Management Development Programme, including 360-degree feedback. The programme will continue in 2017 • The Division ensured ongoing training in existing and new IT tools. Furthermore, the use of technology in the courtroom is enhanced with the use of 360-degree presentation of crime sites, video links, interactive digital presentation of evidence, and an enterprise licence for Trial Director.

Annex III

Office of the Prosecutor: Information with regard to the number of missions and the number of documents and pages filed in 2016

A. Number of missions

1. A total of 1,200 missions by all OTP staff and non-staff were covered by the 2016 regular budget and by Contingency Funds for Uganda and Georgia:

- (a) Situation-related missions: 1,086 (for staff and non-staff);
- (b) Basic (non-situation-related) missions: 114 (for staff and non-staff);
- (c) IOP: 59 (44 for staff and 15 for non-staff);
- (d) Services Section: 160 (36 for staff and 124 for non-staff);
- (e) Investigation Division: 726 (658 for staff and 68 for non-staff);
- (f) Prosecution Division: 93 (91 for staff and 2 for non-staff);
- (g) JCCD: 119 (119 for staff and 0 for non-staff); and
- (h) JCCD: 43 preliminary examination-related missions (43 for staff and 0 for non-staff).

B. Number of documents/pages filed

<i>Situation / Case Code</i>	<i>Situation / Case</i>	<i>Filings</i>	<i>Pages</i>
ICC-01/04-00/00	DRC Situation Only Records	2	34
ICC-01/04-01/07	<i>The Prosecutor v. Germain Katanga</i>	3	21
ICC-01/04-02/06	<i>The Prosecutor v. Bosco Ntaganda</i>	308	3,090
ICC-01/05-01/08	<i>The Prosecutor v. Jean-Pierre Bemba Gombo</i>	98	1,491
ICC-01/05-01/13	<i>The Prosecutor v. Jean-Pierre Bemba Gombo, Aimé Kilolo Musamba, Jean-Jacques Mangenda Kabongo, Fidèle Babala Wandu and Narcisse Arido</i>	161	1,877
ICC-01/09-01/11	<i>The Prosecutor v. William Samoei Ruto and Joshua Arap Sang</i>	12	101
ICC-01/11-01/11	<i>The Prosecutor v. Saif Al-Islam Gaddafi</i>	4	22
ICC-01/12-00/00	Republic of Mali Situation Records Only	4	47
ICC-01/12-01/15	<i>The Prosecutor v. Ahmad Al Faqi Al Mahdi</i>	81	917
ICC-02/04-01/15	<i>The Prosecutor v. Dominic Ongwen</i>	104	1,274
ICC-02/11-01/15	<i>The Prosecutor v. Laurent Gbagbo and Charles Blé Goudé</i>	115	963
	Totals	892	9,837

C. Submissions by Situation

<i>Situation/Case Code</i>	<i>Situation / Case</i>	<i>Filings</i>	<i>Pages</i>
ICC-01/04-00/00	DRC Situation	313	3,145
ICC-01/05-00/00	CAR Situation	259	3,368
ICC-01/09-00/00	Kenya Situation	12	101
ICC-01/11-00/00	Libya Situation	4	22
ICC-01/12-00/00	Republic of Mali Situation	85	964
ICC-02/04-00/00	Uganda Situation	104	1,274
ICC-02/11-00/00	Republic of Côte d'Ivoire Situation	115	963
	Totals	892	9,837

D. Additional activities performed by the Office

2. In 2016, the Office received 47,019 communications. The breakdown is as follows:

(a) New article 15 communications: 593 new communications related to article 15 of the Rome Statute, of which 410 were manifestly outside the Court's jurisdiction; 42 were unrelated to current situations and warranted further analysis; 98 were linked to a situation already under analysis; and 43 were linked to an investigation or prosecution;

(b) Additional information (correspondence processed and added to existing article 15 communications): 1,984; and

(c) General correspondence (information that does not meet the minimum requirements to be registered as an article 15 communication, or that is related to different topics): 44,442 (total number of -emails: 42,415; number of postal mail: items 2,027).

Annex IV

Major Programme III – Registry

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Objective 2.1.1			
1. Fully implement the outcome of the Registry <i>ReVision</i> project	<ul style="list-style-type: none"> • Finalization of recruitment • Implementation of <i>ReVision</i> recommendations 	<ul style="list-style-type: none"> • Finalization of recruitment by June 2016 • Plan implementation of the recommendation on a section-by-section basis and identify short-term, medium-term and long-term planning 	<ul style="list-style-type: none"> • The target set for 2016 was reached. As of 31 December 2016, Registry had a vacancy rate (spot check) of 12.3%. • All Plans completed in December 2016 with section-by-section short-term, medium-term and long-term goals identified
Objective 2.1.2			
1. Decentralize activities from HQ to the field offices to achieve efficiencies and greater coordination	<ul style="list-style-type: none"> • Linkage to <i>ReVision</i> project 	<ul style="list-style-type: none"> • Main part to be achieved by the end of March 2016 	<ul style="list-style-type: none"> • Done, with some delay due to staggered recruitment. As of March 2017, Chiefs of Field Offices are in place in four field offices, covering six situation countries (DRC, CAR, Côte d'Ivoire, Mali, Uganda and Kenya). The Chiefs of Field Offices are in a position to oversee the effective and efficient functioning of the field offices and their staff, while ensuring active coordination with counterparts at Headquarters
2. Establish field presence in Bamako, Mali	<ul style="list-style-type: none"> • Cooperation with authorities in Mali 	<ul style="list-style-type: none"> • Full set up of an adequate field presence 	<ul style="list-style-type: none"> • Done
Objective 2.1.3			
1. Enhance accountability through empowerment and delegation of authority to divisions and sections	<ul style="list-style-type: none"> • Frequency of meetings of Registry chiefs and directors 	<ul style="list-style-type: none"> • Weekly meetings 	<ul style="list-style-type: none"> • Done
2. Enhance use of Sharepoint workspaces and documents and databases	<ul style="list-style-type: none"> • Number of Sharepoint workspaces in use 	<ul style="list-style-type: none"> • 30 new workspaces with regular visits and users (cross-sections) 	<ul style="list-style-type: none"> • Done
Objective 2.1.4			
1. Support the OTP in implementing the recruitment plan	<ul style="list-style-type: none"> • Bi-weekly meetings with the OTP to coordinate and monitor the related recruitment activities: Determination of the OTP's needs and continued/improved/adjusted ways to provide the required support • Discuss complicated recruitment cases as well as set timelines to decide the way forward 	<ul style="list-style-type: none"> • Assessment of final delivery of performance indicators and targets set for 2014/2016 • Issuance of "lessons learnt" for future similar cases 	<ul style="list-style-type: none"> • Close cooperation and regular meetings took place in 2016 between HRS and the OTP HR Liaison to coordinate recruitment and other HR activities • 37 recruitments for OTP established posts were completed in 2017, (recruitment target met) • Due to the high recruitment volume in 2016, short-term staff were engaged to support OTP recruitments • No "lessons learnt" was issued

A. Division of Management Services

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Objective 2.1.2			
1. Further development of analytical accountability function	<ul style="list-style-type: none"> # of years consistently analysed 	<ul style="list-style-type: none"> Reviewed and improved analysis including financial data 	<ul style="list-style-type: none"> Although the Court has gained experience in its ability to provide information on the average cost of each step in the judicial process of specific past cases, as requested by the Committee, this has come about through organization-wide projects not directly focused on developing analytical accountability. Because of resource constraints, the Court has focused its analytical accountability activities on improving its budget process, under the guidance of the Committee, and on finalizing its analysis of the impact of the OTP Basic Size exercise. Both activities have improved the visibility of Court-wide cost drivers. The Court will continue its efforts in this direction, with due consideration of its limited resources and competing priorities
Objective 2.1.3			
1. Enhanced accountability through empowerment and delegation of authority to Divisions and sections	<ul style="list-style-type: none"> % of compliance with the accountability framework once it becomes operational 	<ul style="list-style-type: none"> 95-100% 	<ul style="list-style-type: none"> Continuation of frequent meetings of Registry Directors and Chiefs Further the implementation of the new management architecture, which includes regular meetings of the Registry Management Team, Division Management Team and at the section level
Objective 2.3.1			
1. Monitor compliance with the Court's performance appraisal system (PAS) with a view to improving empowerment and accountability of staff and managers	<ul style="list-style-type: none"> Provide statistics on compliance rate 	<ul style="list-style-type: none"> Improved compliance Court-wide 	<ul style="list-style-type: none"> Statistics and Court-wide compliance rate for the 2015-16 cycle provided in the Court's report on human resources management. The compliance rate for the 2015-16 cycle was 65%, which is a small improvement from 64% for the 2014-15 cycle
Objective 2.3.2			
1. Increased participation of women in recruitment through gender-neutral vacancy announcement and through increased inclusion in selection rounds	<ul style="list-style-type: none"> Provide statistics on gender balance 	<ul style="list-style-type: none"> Improved gender balance at all levels 	<ul style="list-style-type: none"> Gender balance at the Court is overall good with female staff representing 46% at the Professional and Higher categories. The percentage of female staff decreased slightly from 47.9% on 31 December 2015 to 45.6% on 31 December 2016. Gender imbalance occurs at the P-4 and higher levels. At the P-4 and P-5 levels, 35% are women and at the Director's level, 11%
2. Improved recruitment and advertising in countries less represented	<ul style="list-style-type: none"> # of targeted outreach initiatives 	<ul style="list-style-type: none"> Three targeted campaigns 	<ul style="list-style-type: none"> In 2016, a targeted Geographical Balance Recruitment project was initiated, where the Court with the use of LinkedIn and Indeed will target non- and under-represented countries, in particular the five biggest gap countries During 2016, the Court liaised with the embassies of the five biggest gap countries to better target outreach initiatives In 2016, the Court participated in career

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
			fairs in the Republic of Korea and Germany
Objective 2.4.1			
1. Prepare and issue priority policies crucial for ensuring a proper regulatory framework on key HR issues such as staff selection, reclassification, consultants and individual contractors, temporary appointments and retiree health insurance	<ul style="list-style-type: none"> Promulgation of key policies 	<ul style="list-style-type: none"> Policy gap reduced 	<p>The following priority policies were promulgated in 2016:</p> <ul style="list-style-type: none"> Administrative Instruction on Consultants and Individual Contractors Administrative Instruction on Short-Term Appointments Amended provisional Staff Rules Administrative Instruction on Mobility and Hardship Scheme Administrative Instruction on Special Entitlements for Staff Members serving at Designated Duty Stations Administrative Instruction on Dependency Status and Allowances Administrative Instruction for Transitional Measures for implementing the new Common System Package
Objective 2.4.2			
1. Linkage between performance and career development plans	<ul style="list-style-type: none"> Development of career development framework linked to performance management and learning and development programmes 	<ul style="list-style-type: none"> Development will be initiated in 2016 and pilot projects launched 	<ul style="list-style-type: none"> A training and development plan was prepared and executed in 2016 based on a comprehensive training needs analysis. The Court provided a total of 700 training days to staff in 2016, of which approximately 20% were delivered using in-house resources A career development framework is yet to be implemented
2. Increased staff satisfaction	<ul style="list-style-type: none"> Staff surveys 	<ul style="list-style-type: none"> Improved staff satisfaction 	<ul style="list-style-type: none"> No Court-wide staff survey was launched in 2016
3. Proper management of staff expectations with regard to career development	<ul style="list-style-type: none"> Onboarding programmes will clarify career opportunities 	<ul style="list-style-type: none"> Overhaul of the onboarding programme will be initiated 	<ul style="list-style-type: none"> The Court's onboarding system underwent an overhaul during 2016 and in November 2016, the Court launched a new onboarding system and process. 2016 satisfaction rating was 4.5 out of 5
Objective 2.5.3			
1. Reflect priority objectives specifically for Budget and Human Resources Sections in SAP, and resolve critical production issues	<ul style="list-style-type: none"> Acceptance and sign off for respective change requests 	<ul style="list-style-type: none"> 90-100 	<ul style="list-style-type: none"> 90% of target achieved. Next to daily operational support, the SAP-team has supported HRS to implement the ICSC compensation package and the Budget Section to implement a new budget preparation tool. Progress on bringing down the number of open change requests lagged behind
2. Support preparation and delivery of training programmes on budget and disbursement processes	<ul style="list-style-type: none"> Availability of SAP staff and training system during scheduled training days 	<ul style="list-style-type: none"> 95-100 	<ul style="list-style-type: none"> 60% of target achieved. SAP training programmes and system preparation is in progress. First training sessions are delayed and planned for April 2017
Objective 2.6.1			
1. Enhanced transparency and predictability of the budgetary process	<ul style="list-style-type: none"> Increased number of budget stakeholders expressing satisfaction with the quality of 	<ul style="list-style-type: none"> 95-100 	<ul style="list-style-type: none"> Changes recommended by the Committee¹ and the Assembly² were implemented to improve the budgetary process

¹ *Official Records ... Fourteenth session ... 2015* (ICC-ASP/14/15), vol. I, part B.3, para.27.

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
	the budget documents provided		
.2. Regular awareness and training programmes on budget and disbursement processes	<ul style="list-style-type: none"> • Assistance provided to clients on application of Financial Regulations and Rules, policies and procedures • Increased awareness of Certifying Officers with regard to disbursement processes 	<ul style="list-style-type: none"> • 90% (percentage of client representatives expressing satisfaction with the quality of assistance received) • Two training sessions 	<ul style="list-style-type: none"> • 100%. No instances of client dissatisfaction with the quality of assistance received • 100%. Two training sessions for certifying officers were conducted in 2016
3. Further develop dedicated systems for performance reporting, regular income and expenditure forecasting, cash flow analysis and ad hoc reporting	<ul style="list-style-type: none"> • Absence of significant adverse audit observations relating to financial management and control 	<ul style="list-style-type: none"> • No significant adverse audit observations 	<ul style="list-style-type: none"> • 100%. No significant audit observations relating to financial management were received
Objective 2.6.2			
1. Further implementation of high-level risk management system	<ul style="list-style-type: none"> • Implementation of the full-scale risk management framework as presented to CoCo 	<ul style="list-style-type: none"> • Organ –specific review implemented • First Court-wide compilation of organ-specific review implemented, using formalized and regular risk management standards • 50% of remediation activities for all risks implemented and 80% monitored 	<ul style="list-style-type: none"> • Not implemented. Review expected in 2017 • Not implemented. Formalized standards expected to be implemented in 2017 • Not implemented. Implementation expected in 2017
Objective 2.6.3			
1. Introduce new IPSAS compliant policies	<ul style="list-style-type: none"> • Incorporation of IPSAS-based financial statements and management information in the regular management of the Court 	<ul style="list-style-type: none"> • Development of management information sourced from the IPSAS compliant accounting records 	<ul style="list-style-type: none"> • Management information is sourced from the IPSAS compliant records
Objective 2.7.2			
1. Plan for the adjustments needed to accommodate changes to the Court's structure and operations, such as Registry ReVision, OTP new strategy or parallel trials	<ul style="list-style-type: none"> • % of necessary changes complete 	<ul style="list-style-type: none"> • By the end of 2016, complete all minor adjustments needed at the new premises to accommodate changes in the structure of the Court 	<ul style="list-style-type: none"> • No structural adjustments were necessary in 2016. Changes were made to seating arrangements to accommodate the changes in Registry
Objective 2.8.3			
1. Security risk assessment updated and measures reviewed yearly or when required	<ul style="list-style-type: none"> • Security risk assessment reviewed and updated 	<ul style="list-style-type: none"> • Court-wide review conducted 	<ul style="list-style-type: none"> • Security risk assessment for the Headquarters and the Netherlands was conducted as part of the annual UN SRM process • In the field locations, the Court took part

² *Official Records ... Fourteenth session ... 2015* (ICC-ASP/14/15), vol. I, part III, ICC-ASP/14/Res.1, J.

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
2. Completion of UN MOSS self-assessment for all field offices and update Court-specific SRA	<ul style="list-style-type: none"> • Completion of the self-assessment and % of compliance with local standards 	<ul style="list-style-type: none"> • 90% 	<p>in the country-wide assessment process. The analytical capacity was substantially improved as a result of the establishment of terms of references for the Joint Analytical Cell (JAC) and the Joint Threat Assessment Group (JTAG)</p> <ul style="list-style-type: none"> • The self-assessments were not conducted due to information security concerns. The Court maintained its compliance at approx. 92-94% rate (same level as before with no notable shortcomings or improvements in 2016)

B. Division of Judicial Services

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Objective 1.1.2			
1. Develop appropriate performance indicators for judicial processes	<ul style="list-style-type: none"> • Participate in and contribute to establishing strategies and vision for the management of overall performance of the Registry • Monitor all judicial cases and raise any issue which may impact on the overall performance of the Registry with the RMT for discussion and recommend solutions 	<ul style="list-style-type: none"> • Ensure the provision of judicial support to facilitate fair, efficient and expeditious proceedings • Provide strategic advice to the Registry sections and coordinate the work performed by them to ensure delivery of services in accordance with our mandates • Continue to monitor implementation of judicial decisions/orders and ensure that judicial deadlines are met • Endeavour to achieve expeditious proceedings by, <i>inter alia</i>, putting in place an adequate legal aid system and monitoring the quality of representation by counsel • Endeavour to adopt framework agreement to facilitate the work of the Registry • Plan implementation of the recommendation on a section-by-section basis and identify short-term, medium-term and long-term planning 	<ul style="list-style-type: none"> • OPCs participation in Presidency's dedicated discussion of performance indicators with the Defence and Victims teams and civil society • An assessment of the Court's legal aid policy has been produced and a new policy will be drafted
Objective 1.4.1-1.4.2			
Objective 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	<ul style="list-style-type: none"> • Report on the functioning of the legal aid system to the Bureau. Based on the findings of the report, the Court may propose adjustments to the legal aid system • Achieve adequate and sustainable representation of indigent defendants in a manner that is economically efficient for 	<ul style="list-style-type: none"> • Registry reports to Assembly biannually as instructed • Registry considers amendments to the legal aid system 	<ul style="list-style-type: none"> • An assessment of the Court's legal aid policy has been produced and a new policy will be drafted • OPCD participation in legal aid discussions with consultant

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
	the Court		
Objective 1.4.2 Provide focused training for counsel admitted to the Court's list of counsel	<ul style="list-style-type: none"> • Ensure access for suspects and accused to informed and experienced counsel in order to ensure their right to fair and impartial proceedings • Provide all possible resources, including legal and technical support, to the external defence teams to ensure the right of each suspect/accused to have adequate time and facilities for the preparation of his/her defence • Organization of successful regional seminars and training for legal professionals 		<ul style="list-style-type: none"> • Appointment of 48 persons to provide legal assistance or advice under the Statute and the Rules • Achieved in the framework of the legal aid policy and other assistance as required by the needs of the cases • A regional seminar of counsel was held in Tanzania in February 2016, and a training session was provided in June 2016 for persons on the list of counsel, focusing particularly on assistance to suspects and witnesses • OPCD provided two trainings dedicated to Defence issues as well as a half-day of discussion on defence offices in ICL (International Criminal Law) celebration of 10 years of OPCD • OPCD provided all possible resources, including legal and technical support, to the external defence teams to ensure the right of each suspect/accused to have adequate time and facilities for the preparation of his/her defence
Objective 1.5			
1. Ensure adequate and meaningful participation and representation of victims	<ul style="list-style-type: none"> • Registry facilitation of the victims' participation process for as many qualifying victims as possible • Registry neutral reporting and service provision to Chambers on issues linked to victims' participation in the proceedings • Legal representation of victims in the Court proceedings 	<ul style="list-style-type: none"> • Registry organizes efficient and meaningful participation of victims in the proceedings • Registry organizes victim consultations on common legal representation • Registry files quality and timely reports on issues linked to victims' participation in the proceedings • Registry is able to adapt and follow the OTP's timeline • Victims are regularly informed • OPCV acting as an independent office provides in-house legal representation of victims in different situations/cases when appointed as legal representative • Registry provides support and assistance to external legal 	<ul style="list-style-type: none"> • VPRS fully complied with Chambers' orders in processing and analysing victim application forms in the time allotted • 100% response rate to substantive requests from legal representatives • Successful facilitation of victims' communications in terms of legal representation to the Chamber • No delay in submitting all filings as requested by the Chambers • Registry provided information regarding victim application forms to their legal representative

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
		representatives of victims. Assessment of final delivery of performance indicators and targets set for 2014/2016	
Objective 1.5.3.			
1. Implement the revised legal aid system relating to victims	<ul style="list-style-type: none"> • Provision of legal aid in accordance with decisions by Chambers 	<ul style="list-style-type: none"> • Registry efficiently manages legal aid for victims 	<ul style="list-style-type: none"> • An assessment of the Court's legal aid policy has been produced and a new policy will be drafted
Objective 1.6			
1. Ensure meaningful reparations and successful implementation of reparation orders including coherent principles for victim reparations	<ul style="list-style-type: none"> • Registry facilitation of the victims' reparations process for as many qualifying victims as possible • Registry neutral reporting and service provision to Chambers on issues linked to reparations • Representation of victims interests in reparation proceedings 	<ul style="list-style-type: none"> • Registry cooperates fully with the TFV and the LRV in order to ensure that potential qualifying victims are identified • Registry organizes victim consultations on common legal representation for reparations proceedings • Registry files quality and timely reports on issues linked to reparations • Victims are regularly informed • OPCV acting as an independent office provides in-house legal representation of victims in reparation proceedings when appointed as legal representative • Registry provides support and assistance to external legal representatives of victims in reparation proceedings 	<ul style="list-style-type: none"> • VPRS, TFV and LRVs jointly created a reparation form in the <i>Lubanga</i> case • 100% response rate to any requests from TFV and legal representatives • 100% conformity with Chambers deadlines in submitting all relevant filings • Registry provided full briefing regarding victim application forms to their legal representatives • OPCV provided quality representation to applicants for reparations in different proceedings • OPCV was able to collect 250 applications for reparations in the <i>Lubanga</i> proceedings
Objective 1.6.1-1.6.2			
Objective 1.6.2 Apply and refine principles of victims' reparations established through the first proceedings of the Court	<ul style="list-style-type: none"> • Compliance with article 75(1) of the Statute through judicial clarification of principles relating to reparations • Establishment of coordination regime between the Court and the TFV with regard to decisions pursuant to article 75 of the Statute 	<ul style="list-style-type: none"> • Full cooperation between the TFV and the Registry on reparation matters • Enhance client satisfaction • Provide timely and quality information to Chambers whenever required. Effective network of ad hoc cooperation partners; speedy and efficient handling of requests requiring 	<ul style="list-style-type: none"> • Registry and TFV jointly established a reparation form used in the <i>Lubanga</i> case and shared the analysis of the reparation forms received with the TFV • 100% response rate in timely communication with Chambers on relevant matters • 100% compliance with coordination requests on inter-organ level

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
		coordination with the Prosecution and Defence	
Objective 1.6.2 Develop coordination mechanisms with the TFV for the implementation of the judicial decisions in relation to reparation	<ul style="list-style-type: none"> In the light of judicial decisions in the <i>Katanga</i> and <i>Lubanga</i> cases, establish a framework for the Registry's work on reparations and begin implementation, taking account of the separate roles and responsibilities of the TFV and Registry 		<ul style="list-style-type: none"> Communication between the TFV and Registry on reparations matters (case-specific)
Objective 2.1.2			
1. Effective resource management and identification and implementation of possible further efficiency measures	<ul style="list-style-type: none"> Court hearings are conducted properly Avoid delay and cancellation of court hearings and if incidents occur, 100% professional handling 	<ul style="list-style-type: none"> Avoid delay and cancellation of Court hearings. When incidents occur, they must be promptly recorded, reported, solved and avoided in the future (lessons learnt approach) 	<ul style="list-style-type: none"> Actual time deducted from hearings due to technical/other Registry support issues is 1 hour in total over 2016 (6 times, with average interruption or delay time 10 minutes)
Objective 2.1.5			
1. Improve judicial services performance	<ul style="list-style-type: none"> Develop comprehensive Court-wide database of case law 	<ul style="list-style-type: none"> Launch development of Court's case law database, requirements collection and development of a solution if possible 	<ul style="list-style-type: none"> OPCD participation in Case Law Database discussions and consultation with defence teams
Objective 2.2.1-2.2.2			
Priority Objective 2.2.1 Ensure high standards in recruitment	<ul style="list-style-type: none"> Implement ways to be more cost-effective in filling (temporary) staffing needs for interpretation and translation services 	<ul style="list-style-type: none"> Coordination of recruitment guidelines with HRS with regard for specific language requirements service international in line with other organizations 	<ul style="list-style-type: none"> The Administrative Instruction on the Recruitment of Language Staff is currently under HRS review OPCD has applied the highest standards in its 2016 recruitment
Priority Objective 2.2.2 Ensure compliance with the Court's regulatory framework governing staff conduct, including the Staff Rules, the Court-wide Code of Conduct for Staff Members and the Code of Conduct for the Office of the Prosecutor, and develop other codes of conduct, as necessary	<ul style="list-style-type: none"> Finalize Code of conduct for interpreters on mission 	<ul style="list-style-type: none"> Finalized version of the Code to be sent for review by internal clients and for comment by external partners 	<ul style="list-style-type: none"> The draft Code of Conduct for language staff was submitted for review to LASS. Drafting of a manual for interpreters on mission to be finalized in 2017
	<ul style="list-style-type: none"> Consolidate Standard Operating Procedures 	<ul style="list-style-type: none"> SOPs to be updated to reflect ReVision amendments 	<ul style="list-style-type: none"> All SOPs have been updated to reflect post-ReVision changes
Objective 2.5.1			
1. Review and update eCourt system to increase efficiency and productivity of eCourt processes	<ul style="list-style-type: none"> Well-functioning e-filing system Well-functioning evidence management and presentation 	<ul style="list-style-type: none"> All systems are updated and performing e-filing used by majority of filing submitters 	<ul style="list-style-type: none"> New release of e-filing developments bringing substantial improvements (e.g. filing of annexes simplified) Usage: e-filing system: successful implementation 100% of filing

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
	systems	<ul style="list-style-type: none"> Streamlined processes for e-evidence management and presentation Re-defining the Court-wide forum for the discussion of eCourt issues and improvements/enhancements (this entails the creation of a new forum for discussion with effective terms of reference) 	<ul style="list-style-type: none"> submitters using e-filing Evidence management and presentation system review: postponed (cf ODP – no resources available over 2016, or in CMS/IMSS) Re-defining Court-wide forum: postponed: AI on Information Management Governance Board was promulgated in January 2017. It governs the new structure to be implemented e-Filing enhancements delivered by IMSS OPCD participation in IT-related discussions to improve systems and consultation with defence teams
Objective 2.5.3			
1. Improve efficiency through technological developments	<ul style="list-style-type: none"> Monitor and supervise the services being provided by the sections to our clients and encourage the sections to understand their needs, monitor developments in the clients' environments, and be able to adapt swiftly to changes so as to protect and serve their interests 	<ul style="list-style-type: none"> Implement IMSS service catalogue Implement a global solution change requests system for the Court improved gender balance at all levels 	<ul style="list-style-type: none"> IMSS deployed updated IT Ticket System SolvIT in December 2016 which included an updated Service Catalogue with automated routing of requests IMSS implemented a Business Initiative Portal for requests for new systems and enhancements. IMSS then implemented an internal process to review requirements and determine impact to assign resources IMSS delivered the following solutions to clients in 2016: <ul style="list-style-type: none"> New Court website e-Filing enhancements for participants in the proceedings ECOS enhancements for Court Management Closed Network for VWS Acholi streaming for <i>Ongwen</i> case Anonymous web browsing for OTP Upgrade of video conferencing facilities in field offices for remote witness testimony Upgrade of satellite internet for Kinshasa and Bunia Field Offices Invoice management for Finance IPTV and multi-cast implementation at Headquarters Voice messaging system for Service Desk Public Records web service Titus, e-mail classification for OTP
Objective 2.7.1			
1. Organize smooth	<ul style="list-style-type: none"> Conduct smooth transition to 	<ul style="list-style-type: none"> Ensure adequate and 	<ul style="list-style-type: none"> All three courtrooms operational by

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
transition from the current to the new premises	<p>the new premises, without interruption to core business and ensuring optimal conditions for staff and other occupants</p> <ul style="list-style-type: none"> • Supervise the programme of transition to the new premises, in particular the finalization of the digitization of the archives and destruction of the archives in paper version - report to the Registrar on the status of the programme by the end of the third quarter of the year 	<p>effective technological support for judicial and administrative activities in the Court's new premises</p> <ul style="list-style-type: none"> • Maintain an uptime of 99.2% of all information systems • Deliver a new IMSS Strategic Plan for the period 2017-2019 • Continue to protect the ICT network from external threats • Complete the adaptation of the new infrastructure to fully support all business processed 	<p>March 2016. Courtroom availability met targets of 99.97%</p> <ul style="list-style-type: none"> • Uptime for all information systems 99.9% • High-level strategy plan completed in October 2017, five-year strategy completed and ready for endorsement by Information Management Governance Board (IMFB) February 2017 • Further enhancements to firewall and network to reduce phishing and spam e-mail leading to decline in malware and virus infections Information Security awareness programme launched • New infrastructure deployed and operational throughout 2016 with 99.97% uptime. New infrastructure leveraged to provide secure closed networks for VWS and OTP

C. Division of External Operations

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Objective 1.1.2			
1 Participate in and contribute to establishing strategies and vision for the management of overall performance of the Registry	<ul style="list-style-type: none"> • Participate in and contribute to establishing strategies and vision for the management of overall performance of the Registry • Monitor all cooperation cases and raise any issue which may impact on the overall performance of the Registry with the RMS for discussion and recommend solutions 	<ul style="list-style-type: none"> • Contribute to fair and expeditions trials by ensuring cooperation with States, establishing and/or developing partnership with NGOs and other external stakeholders and by ensuring that more States adopt an implementing legislation • Ensure developing synergies with the Presidency and the OTP 	<ul style="list-style-type: none"> • 266 primary requests for cooperation transmitted to States and international organizations on behalf of Chambers, the Defence or on its own account. Continued and enhanced interaction with States, particularly on non-cooperation matters. Additionally, continued engagement with NGOs and other external stakeholders, including regarding new situations and specific priority areas, such as witness protection and financial investigations; active engagement and participation in activities to ensure adoption of implementing legislation • Achieved through the submission of the Report of the Court on Inter-Organ Synergies - CBF/26/13, 6 April 2016, presented to the Committee at its twenty-sixth session (ERSCU)

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Objective 1.7.1			
1. Conduct effective outreach to and communication with victims and affected communities in accordance with the Court's relevant strategic documents	<ul style="list-style-type: none"> • Best practices of outreach methods are implemented successfully, leading to improved communications with external and internal stakeholders • Same or increased capacity among the local populations to follow judicial developments of relevant cases in offices with Registry field presence • Increased understanding of the Court's mandate and proceedings among victims and affected communities 	<ul style="list-style-type: none"> • New public information and outreach monitoring and reporting system in place by the end of 2016 • Number of radio broadcasts in concerned countries is the same or increased compared to 2015 • Higher percentage of questions showing that the level of understanding of participants in outreach sessions has become more sophisticated than in 2015 	<ul style="list-style-type: none"> • The new database for the monitoring and evaluation of outreach activities was introduced in 2016 • There were 415 hours of radio broadcasts in 2016, compared with 347 hours in 2015 • In DRC: questions related in particular to the reparations phase in the <i>Lubanga</i> case • In Uganda: questions related in particular to the judicial developments in the <i>Ongwen</i> case • In CAR: questions related in particular to judicial developments in the <i>Bemba</i> and <i>Bemba et al.</i> cases
Objective 2.1.1			
1. Re-examine and adapt the structure, staffing and resources of the Court in the light of practical experience, promoting efficiency and effectiveness while ensuring the capacity to deliver on the organs' respective mandates and responsibilities	<ul style="list-style-type: none"> • As recommended in the Registry <i>ReVision</i> project, elaborate with DER Section Chiefs a detailed division of tasks and related decision-making responsibilities as well as reporting requirement • Implementation of improved efficiency strategy • Enhanced accountability through empowerment and delegation of authority to sections • Liaise with the other two Divisions in better forecasting budget and determination of financial and staff resources required • Development of a functional Case Management System for witnesses, including possible review of ICCPP cases 	<ul style="list-style-type: none"> • Division of tasks and decision-making responsibilities to be in place and implemented in 2016 • Regular liaison with the two other divisions to be in place as of 2016 • Case Management System to be fully operational and functional by end of 2016 	<ul style="list-style-type: none"> • Division of tasks and reporting requirements communicated and enforced by Director towards Section Chiefs • Regular interaction at both Director and support staff levels • Case Management System fully operational
Objective 2.1.2			
1. Effective resource management and identification and implementation of possible further efficiency measures	<ul style="list-style-type: none"> • Implement Registry <i>ReVision</i> project • Implement improved efficiency strategy • Decentralization of activities from Headquarters to the field offices to achieve efficiencies and greater 	<ul style="list-style-type: none"> • To be fully achieved by end of 2016 	<ul style="list-style-type: none"> • Implementation of VWS new structure. VWS field teams' efficiency enhanced leading to decrease in number of missions to the field as assessments can be completed directly in the field • CPU continued to provide support to field offices during the transition phase as envisaged by the <i>ReVision</i>. A series of trainings was organized at field

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
	<p>coordination</p> <ul style="list-style-type: none"> • Updated mission planning processes, exit strategy, field capacity model and standardized template for the setup of new field offices • Enhanced accountability through empowerment and delegation of authority to units and teams 		<p>offices as well as at Headquarters to enhance the capacity of field staff to deal with administrative issues previously dealt with by Headquarters staff, especially with regard to budget management, financial and procurement processes</p> <ul style="list-style-type: none"> • The mission planning workflow was adapted to the new structure of the Registry and CPU registered and supported, where applicable, missions in both situation and non-situation countries as envisaged by the <i>ReVision</i>. CPU is also currently working on mission planning software. • CPU is currently drafting guidelines on the life cycle of a field office
Objective 2.8.1-2.8.2-2.8.3			
<p>Priority Objective 2.8.1</p> <p>Ensure security and safety measures are tailored to the circumstances and facilitate the requisite operations of the Court while being included from the outset in the planning and execution of the Court's operations</p>	<ul style="list-style-type: none"> • Conduct yearly review of the state of readiness of the staff and witness protection • In-depth review of witness protection is undertaken 	<ul style="list-style-type: none"> • Completion of annual review by the end of each year. Avoid incidents and if incidents occur, 100% professional handling • 100% of field offices in compliance with UN MOSS 	<ul style="list-style-type: none"> • All field offices are MOSS compliant except the new Uganda Field Office which is under review to achieve compliance
<p>Priority Objective 2.8.2</p> <p>Improve governance, security and safety risk management mechanism for all countries of in which the Court operates, including non-situation countries, and for all stages of investigation and judicial process</p>	<ul style="list-style-type: none"> • Implementation of systematic security risk management process to all of the Court's activities at Headquarters and in the field • Security risk assessment updated and measures reviewed yearly or when required 		<ul style="list-style-type: none"> • Prevention and mitigation security measures were reviewed and updated regularly or when needed. According to UNDSS policy, the timeframe December 2015 - December 2016 represented the transition phase from the old to the new Security Risk Management concept, which was also implemented at the Court. However, while the new UNDSS e-tool is available on the UNDSS website, there are open issues regarding the confidentiality of information that need to be clarified before the tool can be used by the Court. Therefore, the security assessments were conducted with the old format template • The CPU/FS together with the FSOs conducted targeted security risk assessments or liaised with UNDSS for requested activities conducted in field locations, in both situation and non-situation countries
<p>Priority Objective 2.8.3</p> <p>Management of security and safety risks through a risk management process</p>	<ul style="list-style-type: none"> • Completion of UN MOSS self-assessment for all field offices and update Court-specific SRA 		<ul style="list-style-type: none"> • Under review at the new Uganda Field Office

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Objective 3.2.1-3.2.2			
Priority Objective 3.2.1 Promote information exchanges between the Court and States, international and regional organizations, NGOs and other stakeholders	<ul style="list-style-type: none"> Increased understanding regarding the Court's mandate and processes among influential stakeholders by addressing their information needs and concerns in a timely manner 	<ul style="list-style-type: none"> Diplomatic community in The Hague and New York as well as focal points of situation countries aware of mandate of the new Division 	<ul style="list-style-type: none"> Active participation in HWG and Assembly meetings; provision of briefings as requested by the facilitators; coordination of input for NYLO use at the NYWG; organization of a seminar for focal points of situation countries at the Court in 2016. Contacts established with analysis-related units of international and regional organizations for the purpose of sharing information
Priority Objective 3.2.2 Actively promote awareness among key stakeholders of the reforms being undertaken by the organs of the Court	<ul style="list-style-type: none"> Successful establishment of the Registry's new Division of External Relations 	<ul style="list-style-type: none"> Main NGOs aware of the mandate of the new Division Main UN partners aware of the mandate of the new Division 	<ul style="list-style-type: none"> Regular interaction with NGOs based in The Hague and Brussels; holding of two ICC-NGO roundtable meetings at the Court in 2016 as well as meetings with situation-specific NGOs Regular interaction with UN partners; meetings with high-level UN officials during Registrar's mission to NY, including in the situation countries with the UN missions
Objective 3.3.1-3.3.2-3.3.4			
Priority Objective 3.3.1 Make constructive contributions to the Assembly's discussions on cooperation issues, particularly on the review of the 66 recommendations on cooperation, arrest strategies and the review of non-cooperation procedures	<ul style="list-style-type: none"> Attendance at all facilitations on cooperation and non-cooperation as well as active engagement with the facilitators Development of an updated list of focal points of central authorities to discuss format of requests for assistance 	<ul style="list-style-type: none"> 100 % attendance at the facilitations and 100% replies to questions raised during facilitations One central registry for all focal points 	<ul style="list-style-type: none"> 100% achieved Under way, to be finalized by 2017
Priority Objective 3.3.2 Engage in constructive discussions with States to overcome obstacles and to promote best practices, such as consulting promptly with the Court in order to resolve any matter that has impeded or prevented the execution of requests	<ul style="list-style-type: none"> Development of manuals on cooperation procedures to facilitate work of focal points 	<ul style="list-style-type: none"> One cooperation manual available in both working languages 	<ul style="list-style-type: none"> 100% achieved
Priority Objective 3.3.4 Organize seminars on cooperation in different regions for key representatives of States and the Court	<ul style="list-style-type: none"> Development of systems enabling proper follow-up of cooperation seminars and sustainability of the exchanges 		
Objective 3.4.2			
1. Explore partnerships to assist States to conclude agreements of key importance to the Court, including relocation agreements	<ul style="list-style-type: none"> Conclusion of new agreements Advancement in 	<ul style="list-style-type: none"> Five new cooperation agreements Four negotiations 	<ul style="list-style-type: none"> Seminar on the "Protection of Witnesses in and from Hostile Environments" organized thanks to the European Commission grant in September 2016. Attended by representatives of witness protection agencies from 17 different countries Four new cooperation agreements

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
	negotiations with States Parties and other possible partner states	initiated	concluded (3 for witness relocation, 1 for enforcement of sentences); negotiations initiated regarding 4 new agreements; one relocation agreement at final stage of negotiation
	<ul style="list-style-type: none"> Refined strategy regarding States to be approached with ad hoc cooperation requests 		<ul style="list-style-type: none"> Strategy being implemented, in particular with respect to witness protection through organization of targeted seminar with pre-identified countries of interest
Objective 3.4.3			
1 Increase external and internal level of cooperation in relation to witness protection	<ul style="list-style-type: none"> Improved relations with the Prosecution and defence in the area of cooperation 	<ul style="list-style-type: none"> Reply provided within one month to all queries relating to the conclusion of an agreement 	<ul style="list-style-type: none"> 100% of queries related to relocation agreement addressed within the set time frame
Objective 3.6.2			
1. Promote engagement of development aid and rule of law actors in complementarity discussions Support, as appropriate, efforts of States and relevant intergovernmental and non-governmental organizations to encourage implementation of the principle of complementarity at the national level	<ul style="list-style-type: none"> Conclude agreements with partners that can support capacity building activities in target countries Identify new opportunities for partnerships that would reinforce the cooperation capacity of the Court 	<ul style="list-style-type: none"> One new agreement with relevant organization One new partner identified 	<ul style="list-style-type: none"> EOSS engaged for the first time with new partners, particularly the Council of Europe and Organisation for Security and Cooperation in Europe, in the context of regional cooperation seminars, to develop and mainstream Court-related issues in their respective rule of law programmes

Annex V

Registry: Consolidation of the number of defendants, victim applications, duration of stay of witnesses and stay per witness at Headquarters

A. Number of indigent defendants –request to CSS

2016		2015		2014		2013		2012		2011		2010		2009		2008		
Actual	Budget Assumption	Actual	Budget Assumption	Actual	Budget Assumption	Actual	Budget Assumption	Actual	Budget Assumption	Actual	Budget Assumption							
17	16	17	12	12	8	8	7	0 ¹	7	6	3	6	3	4	3	3	3	1

B. New victim participation applications VPRS

	2016	2015	2014	2013	2012	2011	2010	2009	2008
Uganda	2,017	2,040	60	90	24	27	311	272	216
DRC	0	427	259	1,682	0	1,160	47	331	270
Darfur, Sudan	0	0	0	1	2	5	63	118	0
CAR	0	0	11	64	170	3,065	1,761	34	133
Kenya	0	224	724	416	882	2,513	57	2	0

¹ In 2012, no defendants were found to be indigent. However, the Court provided services for a total of nine indigent defendants during that year, as they had been found to be indigent in previous years.

Libya	0	0	6	0	6	1	-	-	-
Côte d'Ivoire	1,002	257	249	112	203	-	-	-	-
Registered Vessels	0	259	92	137	-	-	-	-	-
Mali	19	19	119	-	-	-	-	-	-
Georgia	93	-	-	-	-	-	-	-	-
Total	3,131	3,226	1,520	2,502	1,287	6,771	2,239	757	619

C. New victim reparation applications VPRS

	2016	2015	2014	2013	2012	2011	2010	2009	2008
Uganda	2,095	2,000	60	9	24	25	381	24	0
DRC	236	442	296	1,593	0	1,160	36	107	4
Darfur, Sudan	0	0	0	1	2	54	76	7	0
CAR	0	0	12	188	206	2,936	321	23	1
Kenya	0	0	0	0	698	2,857	421	116	0
Libya	0	0	6	0	6	0	-	-	-
Côte d'Ivoire	2,153	256	250	113	210	-	-	-	-
Registered Vessels	0	260	99	141	-	-	-	-	-
Mali	142	19	212	-	-	-	-	-	-
Georgia	94	-	-	-	-	-	-	-	-
Total	4,720	2,977	935	2,045	1,146	7,032	1,235	277	5

D. Stay per witness at Headquarters (maximum duration)VWS

	2016		2015		2014		2013		2012		2011		2010		2009		2008	
	Actual	Budget Assumption																
DRC I	N/A	N/A	13	15	22	10	39	10	0	7								
DRC II	N/A	N/A	25	15	41	10	21	10	0	7								
CAR (Bemba et.al)	5	15	12	15	15	N/A	14	15	37	15	33	15	19	10	0	10	0	7
Ruto and Sang	N/A	N/A	N/A	15	15	15	18	15	N/A	N/A								
DRC VI (Ntaganda)	30	15	24	15	15	N/A	N/A	N/A										
CIV (Gbagbo and Blé Goudé)	22	15	2	15	15	N/A	N/A	N/A										

Annex VI

Major Programme IV – Secretariat of the Assembly of States Parties

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Objective 1			
Conference held as planned	<ul style="list-style-type: none"> • Meetings run smoothly, end on time and reports 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	<ul style="list-style-type: none"> • High-quality conference and meeting services were provided to the Assembly and its subsidiary bodies. All pre-session, in-session and post-session documents were edited, translated and made available to States in a timely manner • Positive feedback was received from participants
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	<ul style="list-style-type: none"> • For the twenty-sixth and twenty-seventh sessions of the Committee, a total of 2,120 pages were processed, as set out in the table below. For the three sessions of the Audit Committee, 1,648 pages were processed. For the fifteenth session of the Assembly, the Secretariat processed the pre-session, in-session and post-session documents set out in the table below (6, 869 pages)
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	<ul style="list-style-type: none"> • All available information and documentation sought regarding the work of the Assembly and the Court was provided upon request. States and Committee members were thus facilitated in fulfilling their roles • Positive feedback was received from participants
Objective 4			
Effective dissemination of documentation and information to States Parties via, <i>inter alia</i> , the internet	<ul style="list-style-type: none"> • Website and Assembly, Committee, Bureau and Oversight Committee Extranets are used frequently • Information and documentation can be accessed without delay 	• N/A	<ul style="list-style-type: none"> • All official documentation and useful information was use at all times by Assembly, Bureau and Committee members • The Secretariat distributed USB flash drives containing the majority of available pre-session documents to the delegations at the fifteenth session of the Assembly, reducing the 4,025 pages of printed documents normally distributed. This resulted in savings of approximately €40,000. The Secretariat will continue to adopt all means and measures to achieve efficiency in documentation • In connection with its recent mandate regarding complementarity, the Secretariat's activities included participating in relevant meetings, securing the engagement of stakeholders with each other, continuing to develop the Extranet and posting relevant information • Positive feedback was received from participants

¹ As of 2009, official documents for the Assembly are issued in four official languages only: Arabic, English, French and Spanish.

Number of documents and pages, produced in 2016

	English		French		Spanish		Arabic		Chinese		Russian		Total	
	Docs	Pages	Docs	Pages	Docs	Pages	Docs	Pages	Docs	Pages	Docs	Pages	Docs	Pages
Committee on Budget and Finance, 26 th session	34	435	34	435	0	0	0	0	0	0	0	0	68	870
Committee on Budget and Finance, 27 th session	75	625	75	625	0	0	0	0	0	0	0	0	150	1,250
<i>Committee on Budget and Finance: Total</i>	<i>109</i>	<i>1,060</i>	<i>109</i>	<i>1,060</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>218</i>	<i>2,120</i>
Audit Committee 1 st session	27	357	27	357	0	0	0	0	0	0	0	0	54	714
Audit Committee 2 nd session	36	394	36	394	0	0	0	0	0	0	0	0	72	788
Audit Committee 3 rd session	13	73	13	73	0	0	0	0	0	0	0	0	26	146
<i>Audit Committee total</i>	<i>76</i>	<i>824</i>	<i>76</i>	<i>824</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>152</i>	<i>1,648</i>
Assembly 15 th session: Pre-session documentation	48	1,046	44	995	43	992	43	992	0	0	0	0	178	4,025
In-session documentation	8	58	8	58	8	58	8	58	0	0	0	0	32	232
Post-session documentation	3	664	3	664	3	664	2	618	1	1	1	1	13	2,612
<i>Assembly 15th session: Total</i>	<i>59</i>	<i>1,768</i>	<i>55</i>	<i>1,717</i>	<i>54</i>	<i>1,714</i>	<i>53</i>	<i>1,668</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>223</i>	<i>6,869</i>
2016 Total	244	3,652	240	3,601	54	1,714	53	1,668	1	1	1	1	593	10,637

Annex VII

Major Programme VII-1 – Project Director’s Office (permanent premises)

Sub-programme 7110: Project Director’s Office

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Objective 2.7.1			
• Conduct a smooth transition to the new premises, without interruption to core business, ensuring optimal conditions for staff and other occupants	<ul style="list-style-type: none"> The administrative and financial reconciliation and closure of the construction and transition project as confirmed by Auditor’s report Ensure proper implementation of Courtys contract until its end which is one year after the completion date (September 2016) 	<ul style="list-style-type: none"> 100% 100% 	<ul style="list-style-type: none"> 100% 100%
Objective 2.7.2			
• Plan for the adjustments needed to accommodate changes to the Court’s structure and operations, such as Registry ReVision, OTP new strategy or parallel trials	<ul style="list-style-type: none"> Facilitation and involvement in the preparation of tender for main contractor facility management contracts to ensure that the Court selects the most appropriate facility management contractor 	<ul style="list-style-type: none"> 95-100% 	<ul style="list-style-type: none"> 100%

Annex VIII

Major Programme VI – Secretariat of the Trust Fund for Victims

<i>TFV Goal</i>	<i>Expected results</i>	<i>Achievements</i>
<p>Goal 1</p> <p>Victims and their families overcome harm, lead a dignified life, and contribute towards reconciliation and peace building within their communities as a result of support provided by the TFV through quality programmes that ensure strengthened local capacity through meaningful participation, strengthened systems, enhanced learning and innovation</p>	<ul style="list-style-type: none"> • Reparative value delivered to victims, their families and communities in response to harm resulting from crimes under the Court’s jurisdiction, through the provision of physical and psychological rehabilitation and material support (assistance mandate) 	<p>Under the assistance mandate in 2016:</p> <ul style="list-style-type: none"> • TFV provided physical rehabilitation services (including corrective surgery, bullet and bomb fragment removal, prosthetic and orthopaedic devices as well as treating gynaecological complications as a result of sexual violence) to 3,661 beneficiaries: 54% and 46% in Uganda and DRC respectively • 44,368 individuals were provided with psychological care (35,460 and 8,908 in DRC and Uganda respectively) • Of those victims receiving mental health support and follow-up within a 6-month period, 98% showed decrease in depression, 100% showed decrease in post-traumatic stress and 98% and 97% showed a decrease in anxiety and behaviour difficulties respectively • TFV supported 893 community dialogues with approximately 63,000 participants to promote culture of forgiveness, peace, unity and coexistence, as well as the fight against sexual violence • 216,663 community members attended public dialogue to promote peace and reconciliation • 38 public radio shows with “Heal our Wounds” as the central theme were sponsored in Northern Uganda and DRC. The shows are a channel by which to reach the wider audience in those affected communities to encourage them to seek psychological services • 585 individuals (community workers, village health teams, school teachers) were trained in psychosocial care; 263 in the DRC and 322 in Uganda • 6,360 community members were reached during recreational activity open day for peace building initiative through creative drama, football, music and dance. This was organized in conjunction with victims, local authorities, students, teachers and church leaders • In 2016, 4,325 TFV beneficiaries received training and start-up funding in the form of micro loans to start small business. This brings the total to 9,522 individuals participating in income generating activities • 2,389 children received education support including school fees and school materials • 1,659 adult learners received literacy training in TFV supported learning centres
	<ul style="list-style-type: none"> • Design and implementation of Court-ordered reparations to victims, in accordance with TFV implementation plans approved by the Court (reparations mandate) 	<p>Under the reparations mandate:</p> <p><i>Lubanga proceedings:</i></p> <ul style="list-style-type: none"> • Submitted victim identification and harm assessment reports to the Trial Chamber, asking for reconsideration of identification approach • Submitted and received approval for detailed project framework for symbolic reparations; launched partner selection procedure through competitive bidding <p><i>Katanga proceedings:</i></p> <ul style="list-style-type: none"> • Submitted observations regarding the potential costs associated with the harm at issue in this case

<i>TFV Goal</i>	<i>Expected results</i>	<i>Achievements</i>
		<i>Bemba and Al-Mahdi proceedings</i> <ul style="list-style-type: none"> Submitted filings on reparations procedure and related topics to Chambers
Goal 2 Public and private donors, as well as fines and forfeitures, provide the TFV with sufficient resources to operate its assistance and reparations programmes in situations before the Court	<ul style="list-style-type: none"> Level and predictability of voluntary contributions by States Parties Volume of private donations from mainly institutional donors Earmarked contributions for victims of SGBV and mental harm, and reparations 	<ul style="list-style-type: none"> Voluntary contributions by States Parties declined in 2016 to €1.7m compared to €2.9m in 2015 Due to capacity reasons, raising private donations remained at a very modest level Earmarked contributions amounted to €57,000
Goal 3 The TFV is a powerful advocate of the rights of victims and their families in the global justice system and humanitarian sector through the provision of Court-ordered reparations and assistance initiatives	<ul style="list-style-type: none"> Effective communications ensure TFV-specific advocacy for victims, increased TFV institutional visibility (including in relation to fundraising) and clarity about the TFV's mission, mandates and results 	<ul style="list-style-type: none"> Members of the TFV Board of Directors and the Secretariat increased their participation in a range of international meetings, conferences and public discussions, jointly with other actors of the Court, engaging with NGOs and civil society members, both internationally and operating in situation countries, as well as with government officials
Goal 4 The TFV, acting in a collaborative partnership with the Court, ensures good governance, accountability, and transparency throughout its activities while responding to the requirements of its mandates. States Parties ensure sufficient resources for the TFV Secretariat to fulfil its mandates	<ul style="list-style-type: none"> Good governance, accountability and transparency are ensured through the restructured TFV Secretariat, and effective collaboration with the Court's Registry Sufficient resources in the MP VI budget to sustain the core functionality of the TFV, including in the field, to respond to the exigencies of its mandates 	<ul style="list-style-type: none"> TFV structure approved and (mostly) funded by the Assembly, enabling administrative measures to manage the transition according to <i>ReVision</i> principles and to recruit new staff This paves the way for implementation in 2017 of related measures to improve effectiveness and accountability Delay of implementation of new structure caused structural lack of capacity at TFV Secretariat while facing significant increase of workload, especially in reparations, requiring prioritization and delay of planned activities

Annex IX

Major Programme VII-6 – Office of Internal Audit

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Objective 1 <ul style="list-style-type: none"> Contribute to the achievement of the Court's strategic and operational objectives by providing assurance to management on the effectiveness and efficiency of governance, internal controls frameworks and risk management through audit/advisory works 	<ul style="list-style-type: none"> Number of audits performed against the validated audit workplan 	<ul style="list-style-type: none"> 6 audits as a minimum 	<ul style="list-style-type: none"> 6 audits were performed: <ul style="list-style-type: none"> Mission planning Budget process Currency exchange management Security in the Field Offices Crisis management IT Operations: Governance and Strategy

Annex X

Major Programme VII-5 – Independent Oversight Mechanism

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2016</i>	<i>Achievements</i>
Objective 1 • To provide oversight of and assist in the efficiency and effectiveness of Court activities	<ul style="list-style-type: none"> Initial review and response to requests for inspection and evaluation work submitted to requestor within 15 working days Completion of inspection and evaluation activities to agreed timetables and budgets Availability of comprehensive and effective self-help inspection and evaluation guidance materials 	<ul style="list-style-type: none"> 90% 90% Basic information available 	<ul style="list-style-type: none"> All requests received were responded to within 15 working days No activities were scheduled to be completed in 2016 Met: basic information on intranet and communicated in Court-wide training activities
Objective 2 • To provide effective and efficient oversight of Court personnel through timely investigations into reports of misconduct	<ul style="list-style-type: none"> Promulgation of best practice IOM investigations Operations Manual and Standard Operating Procedures Response to and action on whistleblower reports and requests for protection from retaliation within 5 working days of receipt. Completion of preliminary reviews into reports received within 15 working days. Compliance with the IOM investigations Operations Manual. 	<ul style="list-style-type: none"> Draft Manual available 90% 90% 100% 	An Operations Manual has been completed and made available to all staff. 100% for requests for whistleblower advice. No formal requests for protection from retaliation received. • 85%. Two reports required additional examination • 100%

Annex XI

Procurement

A. Overview of procurement activities in 2016

	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>	<i>Jul</i>	<i>Aug</i>	<i>Sep</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>	<i>Total</i>
Number of Procurement Staff	7	7	7	7	7	7	7	7	7	7	7	7	
Purchase Orders (POs)													
No of POs in 2016	154	155	144	125	112	126	63	91	101	178	271	207	1727
No of POs previous year	213	155	148	112	122	109	114	96	106	123	132	95	1,525
Value of POs in 2016	4,907,166	3,067,331	2,265,905	1,391,541	1,389,604	1,917,326	621,303	979,613	4,449,256	3,272,902	3,247,271	6,290,703	33,799,921
Value of POs previous year	5,724,959	8,752,567	17,815,135	13,318,453	11,226,815	3,692,474	9,932,198	7,487,919	2,676,295	3,634,079	3,520,365	3,633,519	91,414,778
Procurement Review Committee (PRC)													
No of PRC in 2016	2	1	0	2	3	1	2	3	1	7	12	6	40
No of PRC previous year	1	1	1	4	1	3	6	6	1	4	5	0	33

B. Overview of total expenditure in 2016 by country

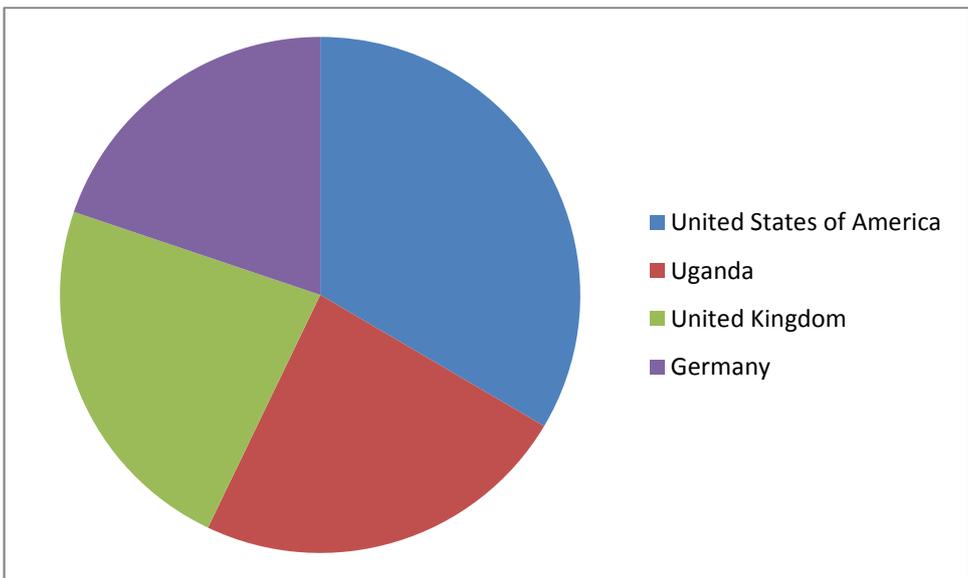
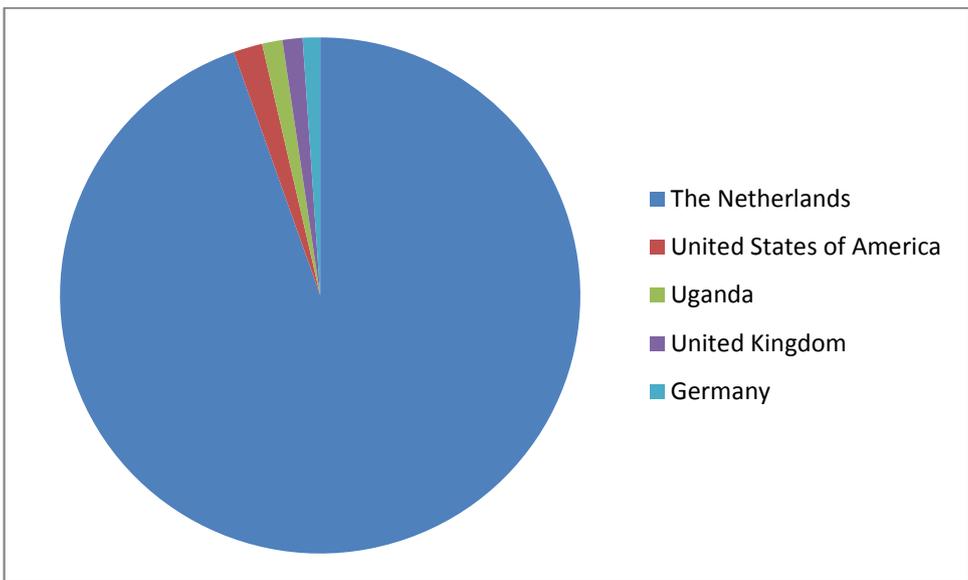
<i>Vendor country</i>	<i>2016 PO value (in euros)</i>	<i>Percentage</i>
Netherlands	25,321,708	74.17%
USA	1,430,476	4.19%
Uganda	1,337,299	3.92%
United Kingdom	1,106,546	3.24%
Belgium	778,339	2.28%
DR Congo	750,985	2.20%
France	589,461	1.73%
Switzerland	417,571	1.22%
Germany	409,936	1.20%
Central African Republic	281,380	0.82%
Côte d'Ivoire	225,424	0.66%
Spain	206,376	0.60%
Denmark	153,032	0.45%
South Africa	149,393	0.44%
Canada	140,764	0.41%
Kenya	121,626	0.36%
Portugal	114,943	0.34%
Norway	81,861	0.24%
Tanzania	72,753	0.21%
Trinidad and Tobago	48,372	0.14%
Estonia	48,125	0.14%
Ireland	48,107	0.14%
Argentina	36,000	0.11%
India	35,230	0.10%
Singapore	32,500	0.10%
Georgia	32,267	0.09%
Romania	29,284	0.09%
China	20,769	0.06%
Austria	17,407	0.05%
Italy	13,400	0.04%
Mali	13,264	0.04%
Luxembourg	12,291	0.04%
Israel	10,204	0.03%
Ethiopia	8,793	0.03%
Uruguay	8,150	0.02%
Morocco	7,000	0.02%
Hungary	5,500	0.02%

Egypt	3,000	0.01%
Republic of Serbia	3,000	0.01%
Afghanistan	2,944	0.01%
Cambodia	2,581	0.01%
Latvia	2,399	0.01%
Sweden	2,181	0.01%
Australia	2,036	0.01%
Russian Federation	1,852	0.01%
Congo	1,645	0.00%
Algeria	1,500	0.00%
Cameroon	670	0.00%
Malta	400	0.00%
Ukraine	349	0.00%

C. Main goods and services purchased in 2016 shown with country (top 20)

<i>Description</i>	<i>Value</i>	<i>Country</i>
1 Permanent premises costs	9,379,723	The Netherlands
2 Interim premises rent and maintenance	1,804,624	The Netherlands
3 Detention Centre - Cell rental in The Hague	1,677,000	The Netherlands
4 Judges' pension premiums	1,520,000	The Netherlands
5 Cleaning services	780,000	The Netherlands
6 Computer hardware	633,291	The Netherlands
7 Vehicles, domestic transportation	530,535	The Netherlands
8 Electricity	400,573	The Netherlands
9 Storage systems including SAN	399,989	The Netherlands
10 Humanitarian services	367,380	United States of America
11 Computer software maintenance	359,007	The Netherlands
12 Computer software	342,396	The Netherlands
13 Consultancy and software management	337,942	The Netherlands
14 Heating	286,816	The Netherlands
15 Assembly of States Parties conference services	266,326	The Netherlands
16 Humanitarian services	258,870	Uganda
17 Courtroom audio system	253,615	United Kingdom
18 Software maintenance	250,695	The Netherlands
19 Hardware maintenance	239,905	The Netherlands
20 Medical services for field offices	216,999	Germany
Total	20,305,686	

D. Diagrammatic representation of the top 20 expenditures in 2016 by country (including and excluding the Netherlands)



Annex XII

Liquid funds

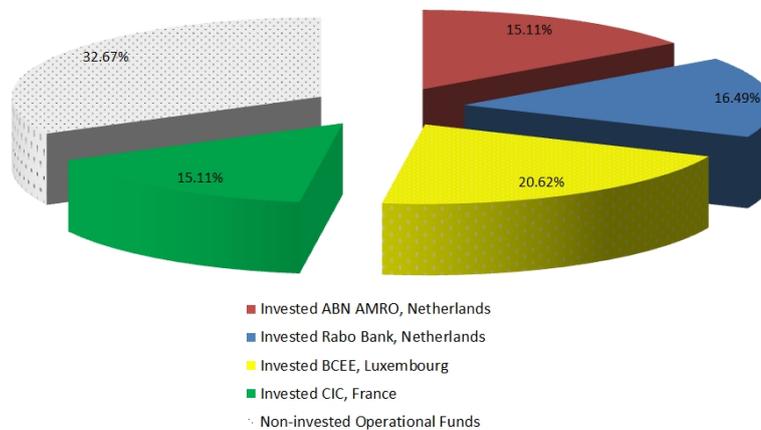
A. Sovereign Risk – Credit Ratings

Country	Moody's	S&P	Fitch
Netherlands	AAA	AAA	AAA
Germany	AAA	AAA	AAA
France	AA2	AA	AA
Luxembourg	AAA	AAA	AAA

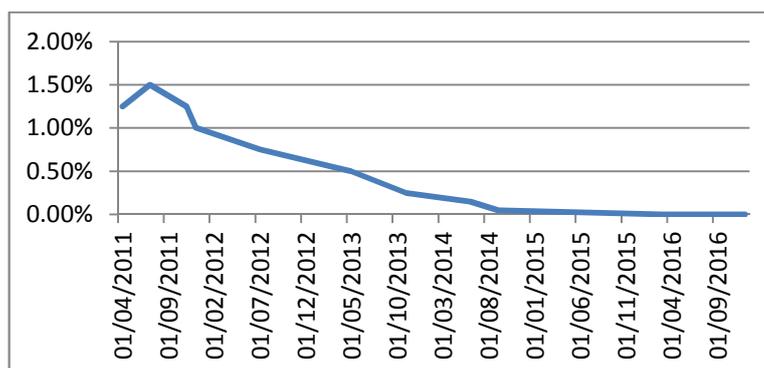
B. Banking Risk – Credit Ratings

Bank	Short-term rating			Long-term rating		
	Moody's	S&P	Fitch	Moody's	S&P	Fitch
ABN AMRO, Netherlands	P-1	A-1	F1	A1	A	A
Rabobank, Netherlands	P-1	A-1	F1+	Aa2	A+	AA-
BCEE, Luxembourg	P-1	A-1+	-	Aa2	AA+	-
CIC Paris	P-1	A-1	F1	Aa3	A	A+
Société Générale	P-1	A-1	F1	A2	A	A

C. Liquid Funds by Bank



D. European Central Bank Base Rates 2011-2016



Annex XIII

Status of Working Capital Fund and Contingency Fund as at 31 December 2016

<i>Status of Working Capital Fund</i>	2016	2015
Balance at beginning of financial period	1,615,124	7,286,473
Receipts from States Parties	364,492	119,696
Refunds to States Parties	(393,293)	(581)
Withdrawals	(3,873,292) ¹	(5,790,464)
Replenishments	5,885,484 ²	-
Balance as at 31 December	3,634,515	1,615,124
Established level	7,405,983	7,405,983
Due from States Parties	(29,196)	(395)
Funding shortage	(3,742,272)	(5,790,464)
Balance as at 31 December	3,634,515	1,615,124

<i>Status of Contingency Fund</i>	2016	2015
Balance at beginning of financial period	5,784,923	7,468,427
Receipts from States Parties	385	25,450
Withdrawals	-	(1,708,954)
Replenishments	-	-
Balance as at 31 December	5,785,308	5,784,923
Established level	7,000,000	7,000,000
Less: Due from States Parties	(5,738)	(6,123)
Funding shortage	(1,208,954)	(1,208,954)
Due from States Parties	5,785,308	5,784,923

¹ Relates to funding of Permanent Premises Project expenditure, as per ICC-ASP/14/Res.5, para.40.

² Includes €95,020 of 2014 Cash Surplus, as per ICC-ASP/14/Res.5, para.38-39.

Annex XIV

Realization of assumptions 2005-2016 OTP

<i>Financial year</i>	<i>Approved budget (in million euros)</i>	<i>Budget performance</i>	<i>Assumptions</i>	<i>Realization of assumptions</i>
2005	66.9	92.9%	<ul style="list-style-type: none"> - Eight situations being monitored: - Two situations at each of the pre-trial, trial and appeals phases - Two situations at the investigation phase 	<ul style="list-style-type: none"> - Monitored/analysed eight situations - Pre-trial proceedings and interlocutory appeals in three situations - Three situations at the investigation phase – Uganda, DRC I and Darfur (following Security Council referral)
2006	80.4	80.4%	<ul style="list-style-type: none"> - Up to eight situations being monitored - A fourth investigation opened - Start of two trials 	<ul style="list-style-type: none"> - Monitored/analysed five situations - Opening of fourth investigation – DRC II - Pre-trial proceedings and interlocutory appeals in Lubanga (DRC I) - Pre-trial proceedings in the other three investigations
2007	88.9	87.2%	<ul style="list-style-type: none"> - At least five situations being monitored - No new investigations into new situations - Within the four situations, investigation of at least six cases, including the two cases in which warrants of arrest have been issued 	<ul style="list-style-type: none"> - Five situations under preliminary/advanced analysis - One new investigation into a new situation opened (CAR) - Seven cases in four situations under investigation (DRC I and II, Darfur I and II, Uganda and CAR) - Continuation of pre-trial proceedings (confirmation of charges hearing) in Lubanga (DRC I)
2008	90.4	92.6%	<ul style="list-style-type: none"> - Monitoring of at least five situations - No new investigations into new situations - In four situations, pursuit of investigative steps in at least five cases, including the three cases in which warrants of arrest have been issued - At least one trial 	<ul style="list-style-type: none"> - Six situations under preliminary/advanced analysis - No new situations opened - Seven cases in four situations under investigation (Uganda, DRC I and II; Darfur I, II and III; and CAR) - Lubanga case before the Trial Chamber; proceedings stayed (DRC I) - Pre-trial proceedings (confirmation of charges hearing) in Katanga and Ngudjolo (DRC II) - Pre-trial hearings (status conferences) in Bemba (CAR)
2009	101.2	92.7%	<ul style="list-style-type: none"> - Five investigations in three existing situations - No new investigations into new situations - Analysis of up to eight other situations - Two trials. Not envisioned to start third trial in 2009 - Consecutive trials 	<ul style="list-style-type: none"> - Five active investigations conducted: DRC II (Katanga and Ngudjolo), DRC III (Kivus), CAR (Bemba), Darfur II (Al Bashir) and Darfur III (Haskanita) - One request for Judges' authorization to open an investigation in Kenya (proprio motu) - Situations under preliminary examination, including Kenya, Colombia, Afghanistan, Georgia, Guinea, Côte d'Ivoire and Palestine, have been made public. In order to increase impact, the OTP has systematized publicity of its monitoring activities. - Two trials: OTP presentation completed in Lubanga; OTP presentation commenced in Katanga and Ngudjolo - Confirmation of charges proceedings completed in two cases: Bemba and Abu Garda
2010	103.6	97.2%	<ul style="list-style-type: none"> - Five active investigations in three situations currently before the Court - Five residual 	<ul style="list-style-type: none"> - DRC III, IV and V (Kivus); Darfur III; and Kenya I and II - Residual investigations/witness management in cases where suspects

<i>Financial year</i>	<i>Approved budget (in million euros)</i>	<i>Budget performance</i>	<i>Assumptions</i>	<i>Realization of assumptions</i>
			investigations where either trial proceedings ongoing or where suspects are at large	are at large: Uganda and Darfur I and II; Residual investigations in support of cases at trial: DRC I and II and CAR
			- No new investigations into new situations	- Investigation in the new situation of Kenya authorized by the Pre-Trial Chamber on 31 March 2010 - Active investigation in two cases: Kenya I and II - Applications for summonses to appear made on 15 December 2010
			- Analysis of up to eight potential situations	- Nine situations under preliminary examination (phase 2b) – Afghanistan, Colombia, Côte d’Ivoire, Georgia, Guinea, Honduras, Nigeria, Republic of Korea and Palestine – have been made public. In order to increase impact, the OTP has systematized publicity of its monitoring activities
			- Up to three trials being held consecutively (parallel hearings over several weeks may occur)	- Confirmation of charges hearing completed in Banda and Jerbo – decision pending - Trials continued in Lubanga and Katanga and Ngudjolo – Prosecution cases concluded in both - The trial in Bemba commenced 22 November 2010 - Four months of parallel trials
2011	103.6	99.2%	- Four or five new investigations into cases, within existing or new situations, subject to external cooperation received	- DRC III and IV, Darfur III, Kenya I and II, Libya and Côte d’Ivoire
			- Maintain seven residual investigations (including providing support for three trials, subject to external cooperation received)	- Residual investigations/witness management in cases where suspects are at large: Uganda and Darfur I and II; residual investigations in support of cases at trial: DRC I and II, CAR
			- Analysis of up to eight potential situations	- Ten situations were under preliminary examination (phase 2b or later), of which Afghanistan, Colombia, Georgia, Guinea, Honduras, Nigeria, Republic of Korea and Palestine were public and two, Côte d’Ivoire and Libya, were brought to the investigation stage in 2011 - In order to increase impact, the OTP has systematized publicity of its monitoring activities, including through the issuance in December of a “Comprehensive Public Report on Preliminary Examinations”
			- At least four trials, subject to external cooperation received	- Confirmation of charges hearing completed for Ruto, Kosgey and Sang and for Muthaura, Kenyatta and Ali - Charges confirmed in Banda and Jerbo – trial date to be set - Charges declined in Mbarushima – OTP sought leave to appeal - Warrants of arrest requested and issued and initial hearing completed in Gbagbo - Warrants of arrest requested and issued for Muammar Gaddafi, Saif Al-Islam Gaddafi and Abdullah Al Senussi; case against Muammar Gaddafi terminated - Warrant of arrest requested for Abdel Raheem Muhammad Hussein - Trials continued in Lubanga, Katanga and Ngudjolo and Bemba
2012	108.8	96.6%	- Analysis of up to eight potential situations	- Nine situations were under preliminary examination (phase 2 or later) – Afghanistan, Colombia, Georgia, Guinea, Honduras, Mali, Nigeria, Republic of Korea and Palestine – of which two (Mali and Palestine) were completed. - In order to increase impact, the OTP has produced more in-depth public reporting of its monitoring activities, including through the issuance of an annual “Report on Preliminary Examinations” as well as

<i>Financial year</i>	<i>Approved budget (in million euros)</i>	<i>Budget performance</i>	<i>Assumptions</i>	<i>Realization of assumptions</i>
				situation-specific reports (Colombia, Mali)
				- The OTP conducted eight active investigations during 2012 – DRC IV, V and VI; Kenya I and II; Libya I and II; and Côte d’Ivoire
			- Maintain nine residual investigations (including providing support for three trials, subject to external cooperation)	- Residual investigations/witness management in cases where suspects are at large or where there are witness management issues: Uganda; Darfur I, II, III and IV; and DRC III. Residual investigations in support of cases at trial: DRC I and II and CAR
2013	115.1	95.8%	- Seven investigations in seven situation countries, including the recent situation in Côte d’Ivoire	- After opening an investigation in Mali, the OTP is operating in eight situation countries. The OTP was only able to conduct six active investigations. However, this was also because the OTP conducted three additional investigations related to article 70 offences
			- Continuation of current caseload of nine residual investigations	- The OTP maintained seven residual investigations (this figure does not include the investigative support given to ongoing trials)
			- Preliminary examination of at least eight situations	- Eight situations were under preliminary examination: Afghanistan, Colombia, Georgia, Guinea, Honduras, Nigeria, Republic of Korea and Registered Vessels of the Comoros, Greece and Cambodia - The OTP published a “Report on Preliminary Examination Activities 2013”, the OTP “Policy Paper on Preliminary Examinations” and the article 5 report on the situation in Nigeria. The Office further processed 627 new communications received pursuant to article 15, including 29 communications warranting further analysis and subject to a dedicated analytical report
2014	121.7	96.7%	- Four investigations in eight situation countries, including the recent situation in Mali	- The activities that had to be performed for unforeseen events (e.g.: CAR article 70 and Kenya article 70) as well as developments in the field of operations (e.g. surrender of Mr Blé Goudé, security issues in the north of Mali and health risks in western Africa) led to the original plans being modified. More investigations were eventually performed but at a different pace than had been planned
			- Continuation of current caseload of nine residual investigations	- As mentioned in the previous point, a few unforeseen developments led to a different mix of investigations in 2014. The addition of the article 70 cases, which required a rapid response, led to some delays and the postponement of certain activities. Consequently, the number of residual investigations increased
			- Preliminary examination of at least eight situations	- Eleven situations were under preliminary examination: Afghanistan, Colombia, Georgia, Guinea, Honduras, Nigeria, Republic of Korea, Iraq, CAR, Ukraine and the Registered Vessels - The Office concluded its preliminary examinations in the CAR and the Republic of Korea and with respect to the Registered Vessels. The OTP published its annual report on preliminary examination activities on 2 December 2014. The Office received 511 communications relating to article 15 of the Rome Statute, of which 392 were manifestly outside the Court’s jurisdiction, 43 warranted further analysis, 52 were linked to a situation already under analysis, and 24 were linked to an existing investigation or prosecution
2015	130.7	97.1%	- Four investigations in eight situation countries	- Additional investigative activities were required to complete the cases involving <i>Charles Blé Goudé</i> (CIV I), and <i>Bemba et al.</i> (CAR article 70). The surrender of former LRA commander Dominic Ongwen led to resuming and updating existing evidence as well as performing additional investigative activities in the Uganda situation. For these three cases the Court had to resort to the Contingency Fund
			- Continuation of current caseload of nine residual investigations pending arrest	
			- Preliminary examinations in nine situations	- The surrender of Al Mahdi, the main suspect in the case concerning the destruction of the shrines in Timbuktu (Mali), led to intensified work to prepare for the confirmation of charges hearings (initially scheduled for January 2016). The additional work following the suspect’s surrender was absorbed within the regular budget
				- The Court experienced attempts to tamper with witnesses in the

<i>Financial year</i>	<i>Approved budget (in million euros)</i>	<i>Budget performance</i>	<i>Assumptions</i>	<i>Realization of assumptions</i>
				<p><i>Ntaganda</i> trial, which has led to the need to perform unforeseen activities in relation to article 70 violations</p> <ul style="list-style-type: none"> - The Chambers requested the Office of the Prosecutor to reconsider its decision regarding the Registered Vessels (so-called flotilla) case and the OTP submitted its response, confirming its previous decision - On 1 January 2015, the Government of Palestine lodged a declaration under article 12(3) of the Rome Statute accepting the jurisdiction of the International Criminal Court over alleged crimes committed “in the occupied Palestinian territory, including East Jerusalem, since June 13, 2014”. On 2 January 2015, the Government of Palestine acceded to the Rome Statute by depositing its instrument of accession with the UN Secretary-General. Upon receipt of a referral or a valid declaration made pursuant to article 12(3) of the Rome Statute, the Prosecutor, in accordance with regulation 25(1)(c) of the Regulations of the Office of the Prosecutor, and as a matter of policy and practice, opens a preliminary examination of the situation at hand. Accordingly, on 16 January 2015, the Prosecutor announced the opening of a preliminary examination into the situation in Palestine in order to establish whether the Rome Statute criteria for opening an investigation are met. Nine situations were under preliminary examination: Afghanistan, Colombia, Georgia, Guinea, Honduras, Nigeria, Iraq, Ukraine and Palestine - The Office concluded its preliminary examination in Honduras - The Office published its annual report on preliminary examination activities on 12 November 2015. The Office also received new article 15 communications: 546 new communications related to article 15 of the Rome Statute, of which 400 were manifestly outside the Court's jurisdiction; 47 were unrelated to current situations and warranted further analysis; 74 were linked to a situation already under analysis; and 25 were linked to an investigation or prosecution
2016	139.6	96.1%	<ul style="list-style-type: none"> - Four and a half integrated teams to conduct investigations in eight situation countries - Continuation of current caseload of nine residual investigations pending arrest - Five trials - Preliminary examinations in nine situations 	<ul style="list-style-type: none"> - <i>CAR</i>: Mr. Bemba was found guilty on 21 March 2016 of two counts of crimes against humanity (murder and rape) and three counts of war crimes (murder, rape, and pillaging). Mr Bemba was found to be a person effectively acting as a military commander with effective authority and control over the forces that committed the crimes. Sentenced on 21 June 2016 to eighteen years of imprisonment - <i>Mali</i>: On 24 March 2016, Pre-Trial Chamber I confirmed against Ahmad Al Faqi Al Mahdi the war crime charge regarding the destruction of historical and religious monuments in Timbuktu (Mali), and committed Mr Al Mahdi to trial. On 1 March 2016, Mr Al Mahdi explicitly expressed before the judges of the Court and in the presence of his lawyers, his wish to plead guilty. The trial in the case of <i>The Prosecutor v. Ahmad Al Faqi Al Mahdi</i> took place on 22-24 August 2016. On 27 September 2016 he was found guilty beyond reasonable doubt and sentenced to nine years' imprisonment - <i>CAR article 70</i>: On 19 October 2016, the case of <i>The Prosecutor v. Jean-Pierre Bemba Gombo, Aimé Kilolo Musamba, Jean-Jacques Mangenda Kabongo, Fidèle Babala Wandu and Narcisse Arido</i> was concluded with a guilty verdict. The accused had been charged with offences against the administration of justice, including corruptly influencing witnesses in the <i>Bemba</i> case - <i>CIV I: The Prosecutor v. Laurent Gbagbo and Charles Blé Goudé</i> began on 28 January 2016 - <i>DRC 6: The Prosecutor v. Bosco Ntaganda</i>, opened on 2 September 2015, continued during 2016 - <i>Uganda</i>: The trial in the case of <i>The Prosecutor v. Dominic Ongwen</i> opened on 6 December 2016 before Trial Chamber IX - <i>Kenya 2</i>: On 5 April 2016, Trial Chamber V (A) decided to terminate the case against <i>William Samoei Ruto and Joshua Arap Sang</i>

<i>Financial year</i>	<i>Approved budget (in million euros)</i>	<i>Budget performance</i>	<i>Assumptions</i>	<i>Realization of assumptions</i>
				<ul style="list-style-type: none"> - The Office continued its investigation activities related to CIV 2 (anti-Gbagbo), CAR IIa (Séléka), CAR IIb (anti-balaka), and Uganda (Ongwen). In addition, investigative activities were conducted in support of ongoing trials and in relation to other existing cases (e.g.: Libya, Darfur, Mali, DRC, etc.) - <i>Burundi</i>: On 25 April 2016, the Prosecutor announced the opening of a preliminary examination into the situation in Burundi. The PE focuses on acts of killing, imprisonment, torture, rape and other forms of sexual violence, as well as cases of enforced disappearances that have been allegedly committed since April 2015 in Burundi. - The Office published its annual report on preliminary examination activities on 12 November 2016. The Office also received 593 new communications related to article 15 of the Rome Statute, of which 410 were manifestly outside the Court's jurisdiction; 42 were unrelated to current situations and warranted further analysis; 98 were linked to a situation already under analysis; and 43 were linked to an investigation or prosecution - Launch of the OTP Policy on Children, 16 November 2016. - <i>Georgia</i>: On 27 January 2016, Pre-Trial Chamber I authorized the Prosecutor to open an investigation <i>proprio motu</i> into the situation in Georgia. The Chamber noted that the representations by or on behalf of 6,335 victims on this matter, which it received on 4 December 2015, "overwhelmingly speak in favour of the opening of an investigation". The Court alerted the Committee of the need for additional resources in February 2016 and submitted a formal Contingency Fund notification in September 2016

Annex XV

Unliquidated obligations

A. Unliquidated obligations as at 31 December 2016 – unaudited figures (amounts in thousands of euros)

<i>Major Programme/ Programme</i>	<i>Open purchase orders</i>		<i>Open Trips</i>		<i>*Total Unliquidated Obligations</i>
	<i>Number of POs</i>	<i>Amount for POs</i>	<i>Number of trips</i>	<i>Amount for trips</i>	
	<i>[1]</i>	<i>[2]</i>	<i>[3]</i>	<i>[4]</i>	<i>[5]=[2]+[4]</i>
<i>Major Programme I - Judiciary</i>	7	247.4	8	26.2	273.5
Presidency	2	1.3	3	6.7	7.9
Chambers	3	233.0	5	19.5	252.5
Liaison Offices	2	13.1	0	0	13.1
<i>Major Programme II - Office of the Prosecutor</i>	76	422.2	194	389.3	811.5
Prosecutor	51	204.3	32	34.4	238.7
Jurisdiction, Complementary and Cooperation Division	3	89.3	14	8.8	98.3
Investigation Division	17	116.0	115	263.6	379.5
Prosecution Division	5	12.5	33	82.5	95.0
<i>Major Programme III - Registry</i>	479	5610.5	340	574.8	6185.3
Office of the Registrar	9	59.8	1	0.1	59.9
Division of Management Services	141	1705.6	16	28.5	1734.1
Division of Judicial Services	127	2154.8	166	241.5	2396.3
Division of External Operations	202	1690.3	157	304.7	1995.0

Major Programme/ Programme	Open purchase orders		Open Trips		*Total Unliquidated Obligations
	Number of POs	Amount for POs	Number of trips	Amount for trips	
	[1]	[2]	[3]	[4]	[5]=[2]+[4]
Major Programme IV - Secretariat of the Assembly of States Parties	45	122.4	34	39.1	161.5
Major Programme V - Interim Premises	4	842.3	0	0	842.4
Major Programme VI - Secretariat of the Trust Fund for Victims	16	5.3	6	8.0	13.3
Major Programme VII-1 - Project Director's Office	0	0	0	0	0
Major Programme VII-5 - Independent Oversight Mechanism	0	0	3	0.3	0.3
Major Programme VII-6 - Office of Internal Audit	0	0	2	1.9	1.9
Total Court	627	7250.1	587	1039.6	8289.7

* Total 2016 Unliquidated Obligations as at 28.03.2017 amounted to 4900.0 (thousands of euro).

B. Unliquidated obligations as at 31 December 2015 (amounts in thousands of euros)

Major Programme/ Programme	Open purchase orders		Open Trips		Total Unliquidated Obligations	Disbursed during 2015	Savings on ULOs
	Number of POs	Amount for POs	Number of trips	Amount for trips			
	[1]	[2]	[3]	[4]	[5]=[2]+[4]	[6]	[7]=[5]-[6]
Major Programme I - Judiciary	5	161.2	16	56.9	218.1	210.8	7.3
Presidency	2	51.0	5	4.5	55.5	51.5	4.0
Chambers	3	110.2	11	52.4	162.6	159.3	3.3
Liaison Offices	0	0	0	0	0	0	0
Major Programme II - Office of the Prosecutor	55	323.9	206	287.7	611.6	398.4	213.2
Prosecutor	39	169.9	46	46.8	216.7	187.7	29.0
Jurisdiction, Complementary and Cooperation Division	2	59.0	19	28.8	87.7	20.7	67.1
Investigation Division	11	77.2	124	190.1	267.3	159.8	107.5
Prosecution Division	3	17.8	17	22.0	39.8	30.2	9.6
Major Programme III - Registry	265	2569.1	390	672.8	3241.9	2638.2	603.7
Office of the Registrar	5	40.9	4	7.6	48.5	30.0	18.5
Division of Management Services	92	528.5	30	54.5	583.0	435.0	148.0
Division of Judicial Services	84	1008.4	189	324.8	1333.2	1130.2	203.0
Division of External Operations	84	991.3	167	285.9	1277.2	1043.0	234.2
Major Programme IV - Secretariat of the Assembly of States Parties	29	140.6	35	107.5	248.1	184.8	63.3
Major Programme V - Interim Premises	1	40.0	0	0	40.0	40.0	0
Major Programme VI - Secretariat of the Trust Fund for Victims	8	45.3	9	3.8	49.1	32.1	17.0
Major Programme VII-1 - Project Director's Office	5	21.1	0	0	21.1	13.3	7.8
Major Programme VII-5 - Independent Oversight Mechanism	0	0	1	9.9	9.9	0	9.9
Major Programme VII-6 - Office of Internal Audit	2	0.1	1	1.0	1.1	1.1	0
Total Court	370	3301.3	658	1139.6	4440.9	3518.7	922.2

Annex XVI

Judicial decisions with significant financial implications in 2016

<i>Judicial Decision</i>	<i>Financial Implication</i>	<i>Comments</i>
<i>The Prosecutor vs. Thomas Lubanga Dyilo (ICC-01/04-01/06)</i>		
ICC-01/04-01/06-3252-tENG Order relating to the request of the Office of Public Counsel for Victims of 16 September 2016 Dated 21 October 2016	€ 21,139 €65,258.78	Expenses for missions undertaken to identify potential beneficiaries of reparations Appointment of a field counsel Missions in the field, new form, processing of forms received from TFV and OPCV
ICC-01/04-01/06-3198-tENG Order instructing the Trust Fund for Victims to supplement the draft implementation plan Dated 9 February 2016		
<i>The Prosecutor v. Dominic Ongwen (ICC-02/04-01/15)</i>		
ICC-02/04-01/15-422-Conf Decision on the confirmation of charges against Dominic Ongwen Dated 23 March 2016	€197,684 €110,042.74 €112,000 €30,800	Cost of outsourcing part of the Decision to be translated into Acholi. Training of four para-professional Acholi interpreters (LSS) Missions in the field, hands on application process, victims interviewed by Registry staff, processing of more than 2,000 forms (VPRS)
ICC-02/04-01/15-476 Decision on Requests Concerning Organisation of Victim Representation Dated 17 June 2016	€64,399 €46,242 €14,999.50	Contract of field counsel, mission of field counsel to The Hague, missions in the field (OPCV) Acholi streaming (IMSS) Contract of Associate Counsel paid out of Legal Aid (CSS)
ICC-02/04-01/15-637-Conf Decision on the Defence Request to Order a Medical Examination of Dominic Ongwen Dated 16 December 2016		Expenses for missions undertaken to identify potential beneficiaries of reparations Appointment of a field counsel Psychiatric examination and report (paid out of CMS budget)
<i>The Prosecutor v. Jean-Pierre Bemba Gombo et al. (ICC-01/05-01/13)</i>		
ICC-01/05-01/13-1977 Decision on Bemba Defence Request for Provisional Legal Assistance Dated 30 August 2016	€ 86,373 +/-€26,550	<ul style="list-style-type: none"> • [...] The Single Judge accordingly orders the Registry to provide provisional legal aid to the Bemba Defence from 1 July 2016 until a final determination on Mr Bemba's financial status is issued by the Court. [...] • Rationale difference between no longer partially indigent following move to "counsel only-phase" and having to pay legal aid to Mr Bemba in the article 70 case • Legal aid from 06/2016 and 19/10: €46,143 (= 41,105 (5x€8,221) + 5,038 (pro rata €8,221 until 19/10)) • Legal from 19/10 – 31/12: €40,230 (=34,168 (2x€17,084) + 6,062 (pro rata €17,084 from 20/10 until 30/10)) • [...] "The Registry is ordered to provide all five defence teams with additional funds commensurate with what they would have received had their current monthly level of funding run from the issuance of the Judgment. [...]" • Rationale starting earlier with Appeals-package for Legal Aid (€17,084/month) instead of continuing with Counsel only (€8,221/month) until submission of Notice of Appeal • Difference between two packages = €8,863 = €295/day (month of 30 days) • Days between date of RS74-Judgement (19/10) and (majority) day of submission Notice of Appeal: 18 days • 18x295 = 5,310 x 5 (teams on legal aid in article 70) = €26,550
ICC-01/05-01/13-2063 Decision on Defence Request to Review and Vary the Registry's Scope of Legal Assistance Dated 25 November 2016		
<i>Georgia Situation (ICC-01/15)</i>		
ICC-01/15-12 Decision on the Prosecutor's request for authorization of an investigation Dated 27 January 2016	€5,611	Cost of outsourcing the Decision for translation into Georgian and Russian.
Total €781,099.02		

Annex XVII

Budget Performance 2016 by Sub-Programme, Programme and Major Programme and by Item

Table 1: The ICC

The Court	Approved Budget 2016 (thousands of euro)	Actual Expenditure 2016 (thousands of euro)	Variance (thousands of euro)	Implementation rate in %
Judges	5,369.1	5,265.5	103.6	98.1
Professional staff	50,824.4	No breakdown available		
General Service staff	23,408.0			
<i>Subtotal staff</i>	<i>74,232.4</i>	<i>70,756.2</i>	<i>3,476.2</i>	<i>95.3</i>
General temporary assistance	19,919.6	17,305.0	2,614.6	86.9
Temporary assistance for meetings	1,156.5	1,639.0	-482.5	141.7
Overtime	412.9	512.7	-99.8	124.2
<i>Subtotal other staff</i>	<i>21,489.0</i>	<i>19,456.7</i>	<i>2,032.3</i>	<i>90.5</i>
Travel	5,097.2	5,035.6	61.6	98.8
Hospitality	31.1	44.1	-13.0	141.9
Contractual services	4,078.5	3,670.6	407.9	90.0
Training	749.2	873.2	-124.0	116.5
Consultants	441.5	679.5	-238.0	153.9
Counsel for defence	4,521.4	4,950.0	-428.6	109.5
Counsel for victims	1,963.2	1,344.6	618.6	68.5
General operating expenses	19,761.2	18,104.2	1,657.0	91.6
Supplies and materials	844.8	1,249.6	-404.8	147.9
Furniture and equipment	1,012.0	2,783.6	-1,771.6	275.1
<i>Subtotal non-staff</i>	<i>38,500.0</i>	<i>38,735.2</i>	<i>-235.1</i>	<i>100.6</i>
Total	139,590.6	134,213.6	5,377.0	96.1

Table 2: Major Programme I – Judiciary

Judiciary	Approved Budget 2016 (thousands of euro)	Actual Expenditure 2016 (thousands of euro)	Variance (thousands of euro)	Implementation rate in %
Judges	5,369.1	5,265.5	103.6	98.1
Professional staff	4,442.3	No breakdown available		
General Service staff	913.6			
<i>Subtotal staff</i>	<i>5,355.9</i>	<i>4,606.4</i>	<i>749.5</i>	<i>86.0</i>
General temporary assistance	1,474.6	1,063.1	411.5	72.1
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>	<i>1,474.6</i>	<i>1,063.1</i>	<i>411.5</i>	<i>72.1</i>
Travel	99.6	90.9	8.7	91.3
Hospitality	12.0	10.6	1.4	88.1
Contractual services	5.0	0.1	4.9	1.0
Training	22.0	10.3	11.7	46.7
Consultants	10.0		10.0	
General operating expenses	77.4	73.1	4.3	94.5
Supplies and materials	5.0	1.9	3.1	37.9
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>231.0</i>	<i>186.8</i>	<i>44.2</i>	<i>80.9</i>
Total	12,430.6	11,121.8	1,308.8	89.5

Table 3: Major Programme I – 1100

The Presidency	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
<i>Judges</i>	28.0		28.0	
Professional staff	709.0	No breakdown available		
General Service staff	289.6			
<i>Subtotal staff</i>	998.6	985.6	13.0	98.7
General temporary assistance	119.6	125.4	-5.8	104.9
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>	119.6	125.4	-5.8	104.9
Travel	95.7	82.7	13.0	86.4
Hospitality	10.0	9.7	0.3	96.6
Contractual services		0.1	-0.1	
Training	6.0	1.4	4.6	23.5
Consultants	10.0	0.0	10.0	
General operating expenses				
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	121.7	93.8	27.9	77.1
Total	1,267.9	1,204.9	63.0	95.0

Table 4: Major Programme I – 1200

Chambers	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
<i>Judges</i>	5,341.1	5,265.5	75.6	98.6
Professional staff	3,530.6	No breakdown available		
General Service staff	549.1			
<i>Subtotal staff</i>	4,079.7	3,350.2	729.5	82.1
General temporary assistance	1,355.0	937.7	417.3	69.2
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>	1,355.0	937.7	417.3	69.2
Travel				
Hospitality	1.0	0.9	0.1	91.8
Contractual services				
Training	16.0	8.9	7.1	55.4
Consultants				
General operating expenses				
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	17.0	9.8	7.2	57.6
Total	10,792.8	9,563.2	1,229.6	88.6

Table 5: Major Programme I – 1310

New York Liaison Office	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
<i>Judges</i>				
Professional staff	202.7	No breakdown available		
General Service staff	74.9			
<i>Subtotal staff</i>	277.6	270.6	7.0	97.5
General temporary assistance				
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>				
Travel	3.9	8.2	-4.3	209.8
Hospitality	1.0		1.0	
Contractual services	5.0		5.0	
Training				
Consultants				
General operating expenses	77.4	73.1	4.3	94.5
Supplies and materials	5.0	1.9	3.1	37.9
Furniture and equipment				
<i>Subtotal non-staff</i>	92.3	83.2	9.1	90.1
Total	369.9	353.8	16.1	95.6

Table 6: Major Programme II – Office of the Prosecutor

Office of The Prosecutor	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	19,737.6	No breakdown available		
General Service staff	4,161.2			
<i>Subtotal staff</i>	23,898.8	22,659.5	1,239.3	94.8
General temporary assistance	15,309.0	13,854.2	1,454.8	90.5
Temporary assistance for meetings				
Overtime		17.6	-17.6	
<i>Subtotal other staff</i>	15,309.0	13,871.7	1,437.3	90.6
Travel	2,437.3	3,059.8	-622.5	125.5
Hospitality	5.0	8.0	-3.0	160.5
Contractual services	574.5	253.1	321.4	44.1
Training	300.5	236.8	63.7	78.8
Consultants	77.0	44.0	33.0	57.1
General operating expenses	430.6	505.9	-75.3	117.5
Supplies and materials	81.0	89.9	-8.9	110.9
Furniture and equipment	120.0	219.1	-99.1	182.5
<i>Subtotal non-staff</i>	4,025.9	4,416.4	-390.5	109.7
Total	43,233.7	40,947.6	2,286.1	94.7

Table 7: Major Programme II – 2100

The Prosecutor	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	3,384.3	No breakdown available		
General Service staff	1,809.2			
<i>Subtotal staff</i>	<i>5,193.5</i>	<i>4,600.1</i>	<i>593.4</i>	<i>88.6</i>
General temporary assistance	2,727.7	2,709.5	18.2	99.3
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>	<i>2,727.7</i>	<i>2,709.5</i>	<i>18.2</i>	<i>99.3</i>
Travel	507.7	538.7	-31.0	106.1
Hospitality	5.0	7.5	-2.5	150.0
Contractual services	574.5	200.9	373.6	35.0
Training	300.5	60.1	240.4	20.0
Consultants	77.0	0.8	76.2	1.1
General operating expenses		90.7	-90.7	
Supplies and materials	81.0	89.9	-8.9	110.9
Furniture and equipment	120.0	219.1	-99.1	182.5
<i>Subtotal non-staff</i>	<i>1,665.7</i>	<i>1,207.7</i>	<i>458.0</i>	<i>72.5</i>
Total	9,586.9	8,517.3	1,069.6	88.8

Table 8: Major Programme II – 2110

Immediate Office of the Prosecutor	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	1,341.8	No breakdown available		
General Service staff	280.4			
<i>Subtotal staff</i>	<i>1,622.2</i>	<i>1,548.7</i>	<i>73.5</i>	<i>95.5</i>
General temporary assistance	355.9	159.1	196.8	44.7
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>	<i>355.9</i>	<i>159.1</i>	<i>196.8</i>	<i>44.7</i>
Travel	181.6	143.5	38.1	79.0
Hospitality	5.0	7.5	-2.5	150.0
Contractual services	25.0	34.3	-9.3	137.1
Training	300.5	41.8	258.7	13.9
Consultants	77.0	0.7	76.3	0.9
General operating expenses				
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>589.1</i>	<i>227.8</i>	<i>361.3</i>	<i>38.7</i>
Total	2,567.2	1,935.7	631.5	75.4

Table 9: Major Programme II – 2120

Services Section	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	2,042.5	No breakdown available		
General Service staff	1,528.8			
<i>Subtotal staff</i>	<i>3,571.3</i>	<i>3,051.4</i>	<i>519.9</i>	<i>85.4</i>
General temporary assistance	2,371.8	2,550.3	-178.5	107.5
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>	<i>2,371.8</i>	<i>2,550.3</i>	<i>-178.5</i>	<i>107.5</i>
Travel	326.1	395.2	-69.1	121.2
Hospitality				
Contractual services	549.5	166.6	382.9	30.3
Training		18.3	-18.3	
Consultants		0.1	-0.1	
General operating expenses		90.7	-90.7	
Supplies and materials	81.0	89.9	-8.9	110.9
Furniture and equipment	120.0	219.1	-99.1	182.5
<i>Subtotal non-staff</i>	<i>1,076.6</i>	<i>979.8</i>	<i>96.8</i>	<i>91.0</i>
Total	7,019.7	6,581.6	438.1	93.8

Table 10: Major Programme II – 2200

Jurisdiction, Complementarity and Cooperation Division	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	2,234.7	No breakdown available		
General Service staff	133.0			
<i>Subtotal staff</i>	<i>2,367.7</i>	<i>2,125.4</i>	<i>242.3</i>	<i>89.8</i>
General temporary assistance	1,219.9	1,242.5	-22.6	101.9
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>	<i>1,219.9</i>	<i>1,242.5</i>	<i>-22.6</i>	<i>101.9</i>
Travel	460.4	333.4	127.0	72.4
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>460.4</i>	<i>344.0</i>	<i>116.4</i>	<i>74.7</i>
Total	4,048.0	3,711.9	336.1	91.7

Table 11: Major Programme II – 2300

Investigation Division	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	8,669.7	No breakdown available		
General Service staff	1,687.2			
<i>Subtotal staff</i>	<i>10,356.9</i>	<i>10,491.6</i>	<i>-134.7</i>	<i>101.3</i>
General temporary assistance	5,905.5	5,244.9	660.6	88.8
Temporary assistance for meetings				
Overtime		17.6	-17.6	
<i>Subtotal other staff</i>	<i>5,905.5</i>	<i>5,262.5</i>	<i>643.0</i>	<i>89.1</i>
Travel	1,180.8	1,995.0	-814.2	169.0
Hospitality		0.5	-0.5	
Contractual services		1.7	-1.7	
Training		144.9	-144.9	
Consultants		41.3	-41.3	
General operating expenses	430.6	415.2	15.4	96.4
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>1,611.4</i>	<i>2,598.5</i>	<i>-987.1</i>	<i>161.3</i>
Total	17,873.8	18,352.6	-478.8	102.7

Table 12: Major Programme II – 2400

Prosecution Division	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	5,448.9	No breakdown available		
General Service staff	531.8			
<i>Subtotal staff</i>	<i>5,980.7</i>	<i>5,442.4</i>	<i>538.3</i>	<i>91.0</i>
General temporary assistance	5,455.9	4,657.2	798.7	85.4
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>	<i>5,455.9</i>	<i>4,657.2</i>	<i>798.7</i>	<i>85.4</i>
Travel	288.4	192.7	95.7	66.8
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>288.4</i>	<i>266.2</i>	<i>22.2</i>	<i>92.3</i>
Total	11,725.0	10,365.8	1,359.2	88.4

Table 13: Major Programme III – Registry

Registry	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	24,405.7	No breakdown available		
General Service staff	17,663.6			
<i>Subtotal staff</i>	<i>42,069.3</i>	<i>40,813.5</i>	<i>1,255.8</i>	<i>97.0</i>
General temporary assistance	2,023.9	1,757.1	266.8	86.8
Temporary assistance for meetings	1,016.5	1,328.6	-312.1	130.7
Overtime	374.9	449.1	-74.2	119.8
<i>Subtotal other staff</i>	<i>3,415.3</i>	<i>3,534.8</i>	<i>-119.5</i>	<i>103.5</i>
Travel	1,964.6	1,383.4	581.2	70.4
Hospitality	4.0	19.7	-15.7	492.4
Contractual services	2,466.4	2,257.8	208.6	91.5
Training	367.2	593.5	-226.3	161.6
Consultants	209.5	570.1	-360.6	272.1
Counsel for defence	4,521.4	4,950.0	-428.6	109.5
Counsel for victims	1,963.2	1,344.6	618.6	68.5
General operating expenses	14,171.2	12,507.5	1,663.7	88.3
Supplies and materials	740.1	1,154.8	-414.7	156.0
Furniture and equipment	867.0	2,563.9	-1,696.9	295.7
<i>Subtotal non-staff</i>	<i>27,274.6</i>	<i>27,345.2</i>	<i>-70.6</i>	<i>100.3</i>
Total	72,759.2	71,693.5	1,065.7	98.5

Table 14: Major Programme III – 3100

Office of the Registrar	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	1,199.3	No breakdown available		
General Service staff	144.2			
<i>Subtotal staff</i>	<i>1,343.5</i>	<i>1,298.3</i>	<i>45.2</i>	<i>96.6</i>
General temporary assistance		259.2	-259.2	
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>		<i>259.2</i>	<i>-259.2</i>	
Travel	40.7	44.6	-3.9	109.5
Hospitality	4.0	19.1	-15.1	477.9
Contractual services	5.0	55.6	-50.6	1,112.0
Training	6.4		6.4	
Consultants		40.0	-40.0	
General operating expenses				
Supplies and materials		1.3	-1.3	
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>56.1</i>	<i>160.5</i>	<i>-104.4</i>	<i>286.2</i>
Total	1,399.6	1,718.1	-318.5	122.8

Table 15: Major Programme III – 3110

Immediate Office of the Registrar	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	579.9	No breakdown available		
General Service staff	79.2			
<i>Subtotal staff</i>	<i>659.1</i>	<i>654.4</i>	<i>4.7</i>	<i>99.3</i>
General temporary assistance		163.7	-163.7	
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>		<i>163.7</i>	<i>-163.7</i>	
Travel	34.6	38.6	-4.0	111.6
Hospitality	4.0	19.1	-15.1	477.9
Contractual services		9.8	-9.8	
Training				
Consultants		40.0	-40.0	
General operating expenses				
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>38.6</i>	<i>107.5</i>	<i>-68.9</i>	<i>278.6</i>
Total	697.7	925.6	-227.9	132.7

Table 16: Major Programme III – 3130

Legal Office	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	619.4	No breakdown available		
General Service staff	65.0			
<i>Subtotal staff</i>	<i>684.4</i>	<i>643.9</i>	<i>40.5</i>	<i>94.1</i>
General temporary assistance		95.6	-95.6	
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>		<i>95.6</i>	<i>-95.6</i>	
Travel	6.1	6.0	0.1	97.6
Hospitality				
Contractual services	5.0	45.8	-40.8	915.5
Training	6.4	0.0	6.4	0.0
Consultants				
General operating expenses				
Supplies and materials		1.3	-1.3	
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>17.5</i>	<i>53.0</i>	<i>-35.5</i>	<i>302.9</i>
Total	701.9	792.5	-90.6	112.9

Table 17: Major Programme III – 3200

Division of Management Services (DMS)	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	3,484.9	No breakdown available		
General Service staff	8,917.4			
<i>Subtotal staff</i>	<i>12,402.3</i>	<i>12,362.0</i>	<i>40.3</i>	<i>99.7</i>
General temporary assistance	353.6	104.0	249.6	29.4
Temporary assistance for meetings				
Overtime	319.9	347.9	-28.0	108.8
<i>Subtotal other staff</i>	<i>673.5</i>	<i>451.9</i>	<i>221.6</i>	<i>67.1</i>
Travel	204.5	121.1	83.4	59.2
Hospitality				
Contractual services	444.6	546.3	-101.7	122.9
Training	234.6	479.7	-245.1	204.5
Consultants	14.6	264.1	-249.5	1,808.9
General operating expenses	3,666.3	3,190.1	476.2	87.0
Supplies and materials	335.3	419.2	-83.9	125.0
Furniture and equipment	279.5	773.3	-493.8	276.7
<i>Subtotal non-staff</i>	<i>5,179.4</i>	<i>5,793.8</i>	<i>-614.4</i>	<i>111.9</i>
Total	18,255.2	18,607.7	-352.5	101.9

Table 18: Major Programme III – 3210

Office of the Director DMS	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	686.0	No breakdown available		
General Service staff	390.0			
<i>Subtotal staff</i>	<i>1,076.0</i>	<i>1,201.7</i>	<i>-125.7</i>	<i>111.7</i>
General temporary assistance				
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>				
Travel	7.3	3.4	3.9	46.1
Hospitality				
Contractual services		110.3	-110.3	
Training	5.0	4.1	0.9	82.1
Consultants		0.4	-0.4	
General operating expenses	301.0	292.3	8.7	97.1
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>313.3</i>	<i>410.4</i>	<i>-97.1</i>	<i>131.0</i>
Total	1,389.3	1,612.1	-222.8	116.0

Table 19: Major Programme III – 3220

Human Resources Section	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	881.0	No breakdown available		
General Service staff	1,022.1			
<i>Subtotal staff</i>	<i>1,903.1</i>	<i>2,307.4</i>	<i>-404.3</i>	<i>121.2</i>
General temporary assistance		2.5	-2.5	
Temporary assistance for meetings				
Overtime		0.2	-0.2	
<i>Subtotal other staff</i>		<i>2.8</i>	<i>-2.8</i>	
Travel	10.0	6.4	3.6	63.7
Hospitality				
Contractual services	8.0	137.6	-129.6	1,720.0
Training	94.7	377.3	-282.6	398.4
Consultants	14.6	149.1	-134.5	1,021.4
General operating expenses				
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>127.3</i>	<i>670.4</i>	<i>-543.1</i>	<i>526.6</i>
Total	2,030.4	2,980.5	-950.1	146.8

Table 20: Major Programme III – 3230

Budget Section	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	368.8	No breakdown available		
General Service staff	195.1			
<i>Subtotal staff</i>	<i>563.9</i>	<i>465.2</i>	<i>98.7</i>	<i>82.5</i>
General temporary assistance		3.7	-3.7	
Temporary assistance for meetings				
Overtime	1.5	3.3	-1.8	220.4
<i>Subtotal other staff</i>	<i>1.5</i>	<i>7.0</i>	<i>-5.5</i>	<i>464.3</i>
Travel	2.8		2.8	
Hospitality				
Contractual services		46.3	-46.3	
Training	5.2	0.0	5.2	
Consultants		114.6	-114.6	
General operating expenses				
Supplies and materials		0.1	-0.1	
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>8.0</i>	<i>161.0</i>	<i>-153.0</i>	<i>2,012.6</i>
Total	573.4	633.2	-59.8	110.4

Table 21: Major Programme III – 3240

Finance Section	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	454.1	No breakdown available		
General Service staff	845.3			
<i>Subtotal staff</i>	<i>1,299.4</i>	<i>1,379.2</i>	<i>-79.8</i>	<i>106.1</i>
General temporary assistance		0.5	-0.5	
Temporary assistance for meetings				
Overtime	5.0	12.5	-7.5	250.9
<i>Subtotal other staff</i>	<i>5.0</i>	<i>13.1</i>	<i>-8.1</i>	<i>261.8</i>
Travel	3.4	2.4	1.0	71.5
Hospitality				
Contractual services	77.1	77.8	-0.7	100.9
Training	5.0	2.7	2.3	54.6
Consultants				
General operating expenses	62.0	52.9	9.1	85.4
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>147.5</i>	<i>135.9</i>	<i>11.6</i>	<i>92.1</i>
Total	1,451.9	1,528.2	-76.3	105.3

Table 22: Major Programme III – 3250

General Services Section	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	727.3	No breakdown available		
General Service staff	2,497.6			
<i>Subtotal staff</i>	<i>3,224.9</i>	<i>2,979.6</i>	<i>245.3</i>	<i>92.4</i>
General temporary assistance	36.1	65.7	-29.6	182.1
Temporary assistance for meetings				
Overtime	120.0	109.4	10.6	91.2
<i>Subtotal other staff</i>	<i>156.1</i>	<i>175.1</i>	<i>-19.0</i>	<i>112.2</i>
Travel	20.9	28.1	-7.2	134.6
Hospitality				
Contractual services	277.5	96.9	180.6	34.9
Training	8.0	13.1	-5.1	164.0
Consultants				
General operating expenses	3,178.3	2,728.4	449.9	85.8
Supplies and materials	229.9	315.6	-85.7	137.3
Furniture and equipment	279.5	770.7	-491.2	275.8
<i>Subtotal non-staff</i>	<i>3,994.1</i>	<i>3,952.9</i>	<i>41.2</i>	<i>99.0</i>
Total	7,375.1	7,107.6	267.5	96.4

Table 23: Major Programme III – 3290

Security and Safety Section	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	367.7	No breakdown available		
General Service staff	3,967.3			
<i>Subtotal staff</i>	<i>4,335.0</i>	<i>4,028.9</i>	<i>306.1</i>	<i>92.9</i>
General temporary assistance	317.5	31.5	286.0	9.9
Temporary assistance for meetings				
Overtime	193.4	222.4	-29.0	115.0
<i>Subtotal other staff</i>	<i>510.9</i>	<i>254.0</i>	<i>256.9</i>	<i>49.7</i>
Travel	160.1	80.8	79.3	50.4
Hospitality				
Contractual services	82.0	77.4	4.6	94.4
Training	116.7	82.5	34.2	70.7
Consultants				
General operating expenses	125.0	116.6	8.4	93.2
Supplies and materials	105.4	103.5	1.9	98.2
Furniture and equipment		2.6	-2.6	
<i>Subtotal non-staff</i>	<i>589.2</i>	<i>463.3</i>	<i>125.9</i>	<i>78.6</i>
Total	5,435.1	4,746.1	689.0	87.3

Table 24: Major Programme III – 3300

Division of Judicial Services (DJS)	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	11,119.4	No breakdown available		
General Service staff	4,851.2			
<i>Subtotal staff</i>	<i>15,970.6</i>	<i>16,001.8</i>	<i>-31.2</i>	<i>100.2</i>
General temporary assistance	1,041.5	837.2	204.3	80.4
Temporary assistance for meetings	649.8	1,040.1	-390.3	160.1
Overtime	25.0	12.7	12.3	50.7
<i>Subtotal other staff</i>	<i>1,716.3</i>	<i>1,889.9</i>	<i>-173.6</i>	<i>110.1</i>
Travel	407.1	357.9	49.2	87.9
Hospitality		0.2	-0.2	
Contractual services	708.7	507.8	200.9	71.6
Training	72.2	86.4	-14.2	119.6
Consultants	194.9	263.8	-68.9	135.3
Counsel for defence	4,521.4	4,950.0	-428.6	109.5
Counsel for victims	1,963.2	1,344.6	618.6	68.5
General operating expenses	5,235.4	5,339.2	-103.8	102.0
Supplies and materials	195.1	524.3	-329.2	268.7
Furniture and equipment	533.0	1,455.2	-922.2	273.0
<i>Subtotal non-staff</i>	<i>13,831.0</i>	<i>14,829.3</i>	<i>-998.3</i>	<i>107.2</i>
Total	31,517.9	32,721.0	-1,203.1	103.8

Table 25: Major Programme III - 3310

Office of the Director DJS	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	370.0	No breakdown available		
General Service staff	65.0			
<i>Subtotal staff</i>	<i>435.0</i>	<i>407.9</i>	<i>27.1</i>	<i>93.8</i>
General temporary assistance		65.5	-65.5	
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>		<i>65.5</i>	<i>-65.5</i>	
Travel	19.8	1.8	18.0	9.1
Hospitality				
Contractual services		5.3	-5.3	
Training				
Consultants	5.0	26.2	-21.2	523.7
General operating expenses		14.0	-14.0	
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>24.8</i>	<i>47.2</i>	<i>-22.4</i>	<i>190.4</i>
Total	459.8	520.7	-60.9	113.2

Table 26: Major Programme III – 3320

Court Management Section	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	1,338.5	No breakdown available		
General Service staff	1,171.5			
<i>Subtotal staff</i>	<i>2,510.0</i>	<i>2,806.9</i>	<i>-296.9</i>	<i>111.8</i>
General temporary assistance	314.3	73.2	241.1	23.3
Temporary assistance for meetings				
Overtime		1.1	-1.1	
<i>Subtotal other staff</i>	<i>314.3</i>	<i>74.3</i>	<i>240.0</i>	<i>23.6</i>
Travel		68.1	-68.1	
Hospitality				
Contractual services	320.0	131.4	188.6	41.1
Training	5.5		5.5	
Consultants				
General operating expenses		0.4	-0.4	
Supplies and materials	26.3	28.1	-1.8	106.7
Furniture and equipment		203.0	-203.0	
<i>Subtotal non-staff</i>	<i>351.8</i>	<i>431.0</i>	<i>-79.2</i>	<i>122.5</i>
Total	3,176.1	3,312.2	-136.1	104.3

Table 27: Major Programme III – 3325

Information Management Services Section	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	1,769.1	No breakdown available		
General Service staff	2,200.8			
<i>Subtotal staff</i>	<i>3,969.9</i>	<i>3,733.0</i>	<i>236.9</i>	<i>94.0</i>
General temporary assistance		-2.5	2.5	
Temporary assistance for meetings	10.0		10.0	
Overtime	25.0	11.6	13.4	46.3
<i>Subtotal other staff</i>	<i>35.0</i>	<i>9.1</i>	<i>25.9</i>	<i>26.0</i>
Travel	24.8	71.9	-47.1	290.1
Hospitality				
Contractual services	205.6	288.3	-82.7	140.2
Training	60.7	82.6	-21.9	136.1
Consultants				
General operating expenses	3,478.4	3,608.5	-130.1	103.7
Supplies and materials	152.6	487.5	-334.9	319.4
Furniture and equipment	533.0	1,246.0	-713.0	233.8
<i>Subtotal non-staff</i>	<i>4,455.1</i>	<i>5,784.9</i>	<i>-1,329.8</i>	<i>129.8</i>
Total	8,460.0	9,527.0	-1,067.0	112.6

Table 28: Major Programme III – 3330

Detention Section	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	305.2	No breakdown available		
General Service staff	130.0			
<i>Subtotal staff</i>	<i>435.2</i>	<i>401.5</i>	<i>33.7</i>	<i>92.3</i>
General temporary assistance				
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>				
Travel		1.1	-1.1	
Hospitality				
Contractual services				
Training				
Consultants	6.0	13.3	-7.3	221.6
General operating expenses	1,744.0	1,687.9	56.1	96.8
Supplies and materials	6.0	3.5	2.5	57.9
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>1,756.0</i>	<i>1,705.8</i>	<i>50.2</i>	<i>97.1</i>
Total	2,191.2	2,107.3	83.9	96.2

Table 29: Major Programme III – 3340

Language Services Section	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	4,391.4	No breakdown available		
General Service staff	503.7			
<i>Subtotal staff</i>	<i>4,895.1</i>	<i>5,066.4</i>	<i>-171.3</i>	<i>103.5</i>
General temporary assistance	560.0	604.6	-44.6	108.0
Temporary assistance for meetings	639.8	1,040.1	-400.3	162.6
Overtime				
<i>Subtotal other staff</i>	<i>1,199.8</i>	<i>1,644.7</i>	<i>-444.9</i>	<i>137.1</i>
Travel	132.9	76.0	56.9	57.2
Hospitality		0.2	-0.2	
Contractual services	75.6	62.2	13.4	82.3
Training	2.7	3.3	-0.6	122.1
Consultants		6.7	-6.7	
General operating expenses		1.0	-1.0	
Supplies and materials	7.2	5.2	2.0	72.1
Furniture and equipment		1.4	-1.4	
<i>Subtotal non-staff</i>	<i>218.4</i>	<i>155.9</i>	<i>62.5</i>	<i>71.4</i>
Total	6,313.3	6,867.0	-553.7	108.8

Table 30: Major Programme III – 3360

Victims Participation and Reparations Section	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	845.9	No breakdown available		
General Service staff	390.1			
<i>Subtotal staff</i>	<i>1,236.0</i>	<i>1,104.3</i>	<i>131.7</i>	<i>89.3</i>
General temporary assistance		18.7	-18.7	
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>		<i>18.7</i>	<i>-18.7</i>	
Travel	119.8	61.6	58.2	51.4
Hospitality				
Contractual services	57.5	15.3	42.2	26.6
Training	2.8	0.4	2.4	16.0
Consultants	10.0	22.4	-12.4	224.3
General operating expenses				
Supplies and materials	3.0	0.1	2.9	4.1
Furniture and equipment		4.6	-4.6	
<i>Subtotal non-staff</i>	<i>193.1</i>	<i>104.5</i>	<i>88.6</i>	<i>54.1</i>
Total	1,429.1	1,227.5	201.6	85.9

Table 31: Major Programme III – 3370

Office of Public Counsel for the Defence	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	456.5	No breakdown available		
General Service staff	65.0			
<i>Subtotal staff</i>	<i>521.5</i>	<i>519.1</i>	<i>2.4</i>	<i>99.5</i>
General temporary assistance	69.8	24.5	45.3	35.0
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>	<i>69.8</i>	<i>24.5</i>	<i>45.3</i>	<i>35.0</i>
Travel	3.0	6.6	-3.6	220.3
Hospitality				
Contractual services	20.0	5.3	14.7	26.6
Training	0.5		0.5	
Consultants		8.8	-8.8	
General operating expenses				
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>23.5</i>	<i>20.7</i>	<i>2.8</i>	<i>88.1</i>
Total	614.8	564.3	50.5	91.8

Table 32: Major Programme III – 3380

Office of Public Counsel for Victims	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	1,128.5	No breakdown available		
General Service staff	65.0			
<i>Subtotal staff</i>	<i>1,193.5</i>	<i>1,257.8</i>	<i>-64.3</i>	<i>105.4</i>
General temporary assistance	97.4	53.1	44.3	54.5
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>	<i>97.4</i>	<i>53.1</i>	<i>44.3</i>	<i>54.5</i>
Travel	96.5	66.6	29.9	69.0
Hospitality				
Contractual services	30.0		30.0	
Training				
Consultants	153.9	186.4	-32.5	121.1
General operating expenses	11.0	27.4	-16.4	248.9
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>291.4</i>	<i>280.4</i>	<i>11.0</i>	<i>96.2</i>
Total	1,582.3	1,591.3	-9.0	100.6

Table 33: Major Programme III – 3390

Counsel Support Section	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	514.3	No breakdown available		
General Service staff	260.1			
<i>Subtotal staff</i>	<i>774.4</i>	<i>704.9</i>	<i>69.5</i>	<i>91.0</i>
General temporary assistance				
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>				
Travel	10.3	4.2	6.1	40.6
Hospitality				
Contractual services				
Training				
Consultants	20.0		20.0	
Counsel for defence	4,521.4	4,950.0	-428.6	109.5
Counsel for victims	1,963.2	1,344.6	618.6	68.5
General operating expenses	2.0		2.0	
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>6,516.9</i>	<i>6,298.8</i>	<i>218.1</i>	<i>96.7</i>
Total	7,291.3	7,003.7	287.6	96.1

Table 34: Major Programme III – 3800

Division of External Operations (DEO)	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	8,602.1	No breakdown available		
General Service staff	3,750.8			
<i>Subtotal staff</i>	<i>12,352.9</i>	<i>11,151.4</i>	<i>1,201.5</i>	<i>90.3</i>
General temporary assistance	628.8	556.8	72.0	88.5
Temporary assistance for meetings	366.7	288.5	78.2	78.7
Overtime	30.0	88.5	-58.5	294.9
<i>Subtotal other staff</i>	<i>1,025.5</i>	<i>933.7</i>	<i>91.8</i>	<i>91.1</i>
Travel	1,312.3	859.9	452.4	65.5
Hospitality		0.4	-0.4	
Contractual services	1,308.1	1,148.1	160.0	87.8
Training	54.0	27.4	26.6	50.8
Consultants		2.2	-2.2	
General operating expenses	5,269.5	3,978.2	1,291.3	75.5
Supplies and materials	209.7	210.0	-0.3	100.1
Furniture and equipment	54.5	335.4	-280.9	615.5
<i>Subtotal non-staff</i>	<i>8,208.1</i>	<i>6,561.6</i>	<i>1,646.5</i>	<i>79.9</i>
Total	21,586.5	18,646.8	2,939.7	86.4

Table 35: Major Programme III – 3810

Office of the Director DEO	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	238.7	No breakdown available		
General Service staff	65.0			
<i>Subtotal staff</i>	<i>303.7</i>	<i>453.6</i>	<i>-149.9</i>	<i>149.3</i>
General temporary assistance		10.0	-10.0	
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>		<i>10.0</i>	<i>-10.0</i>	
Travel	20.3	40.7	-20.4	200.6
Hospitality				
Contractual services				
Training				
Consultants				
General operating expenses	97.3	15.7	81.6	16.1
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>117.6</i>	<i>56.4</i>	<i>61.2</i>	<i>48.0</i>
Total	421.3	519.9	-98.6	123.4

Table 36: Major Programme III – 3820

External Operations Support Section	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	1,485.4	No breakdown available		
General Service staff	422.6			
<i>Subtotal staff</i>	<i>1,908.0</i>	<i>1,756.9</i>	<i>151.1</i>	<i>92.1</i>
General temporary assistance		35.3	-35.3	
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>		<i>35.3</i>	<i>-35.3</i>	
Travel	52.0	52.7	-0.7	101.3
Hospitality				
Contractual services	65.0	135.6	-70.6	208.6
Training		3.7	-3.7	
Consultants		1.9	-1.9	
General operating expenses				
Supplies and materials	3.0	3.5	-0.5	115.6
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>120.0</i>	<i>197.4</i>	<i>-77.4</i>	<i>164.5</i>
Total	2,028.0	1,989.5	38.5	98.1

Table 37: Major Programme III – 3830

Victims and Witnesses Section	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	3,013.6	No breakdown available		
General Service staff	1,249.7			
<i>Subtotal staff</i>	<i>4,263.3</i>	<i>3,890.9</i>	<i>372.4</i>	<i>91.3</i>
General temporary assistance	377.3	268.0	109.3	71.0
Temporary assistance for meetings	366.7	288.5	78.2	78.7
Overtime		6.9	-6.9	
<i>Subtotal other staff</i>	<i>744.0</i>	<i>563.5</i>	<i>180.5</i>	<i>75.7</i>
Travel	1,086.1	477.2	608.9	43.9
Hospitality		0.4	-0.4	
Contractual services		28.4	-28.4	
Training	47.0	23.7	23.3	50.4
Consultants				
General operating expenses	4,111.0	3,013.0	1,098.0	73.3
Supplies and materials	5.0	22.7	-17.7	454.6
Furniture and equipment		119.4	-119.4	
<i>Subtotal non-staff</i>	<i>5,249.1</i>	<i>3,684.9</i>	<i>1,564.2</i>	<i>70.2</i>
Total	10,256.4	8,139.3	2,117.1	79.4

Table 38: Major Programme III – 3840

Public Information and Outreach Section	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	999.2	No breakdown available		
General Service staff	899.6			
<i>Subtotal staff</i>	<i>1,898.8</i>	<i>1,514.7</i>	<i>384.1</i>	<i>79.8</i>
General temporary assistance		-0.4	0.4	
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>		<i>-0.4</i>	<i>0.4</i>	
Travel	33.9	27.8	6.1	82.1
Hospitality				
Contractual services	222.8	445.5	-222.7	199.9
Training	7.0		7.0	
Consultants		0.2	-0.2	
General operating expenses	75.8	10.0	65.8	13.1
Supplies and materials		6.4	-6.4	
Furniture and equipment		117.0	-117.0	
<i>Subtotal non-staff</i>	<i>339.5</i>	<i>606.9</i>	<i>-267.4</i>	<i>178.8</i>
Total	2,238.3	2,121.2	117.1	94.8

Table 39: Major Programme III – 3850

Field Offices	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	2,865.2	No breakdown available		
General Service staff	1,113.9			
<i>Subtotal staff</i>	<i>3,979.1</i>	<i>3,535.4</i>	<i>443.7</i>	<i>88.8</i>
General temporary assistance	251.5	243.9	7.6	97.0
Temporary assistance for meetings				
Overtime	30.0	81.5	-51.5	271.8
<i>Subtotal other staff</i>	<i>281.5</i>	<i>325.4</i>	<i>-43.9</i>	<i>115.6</i>
Travel	120.0	261.4	-141.4	217.9
Hospitality				
Contractual services	1,020.3	538.7	481.6	52.8
Training				
Consultants				
General operating expenses	985.4	939.5	45.9	95.3
Supplies and materials	201.7	177.4	24.3	87.9
Furniture and equipment	54.5	99.1	-44.6	181.7
<i>Subtotal non-staff</i>	<i>2,381.9</i>	<i>2,016.0</i>	<i>365.9</i>	<i>84.6</i>
Total	6,642.5	5,876.8	765.7	88.5

Table 40: Major Programme IV - Secretariat of the Assembly of States Parties

Secretariat of the Assembly of States Parties	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	651.1	No breakdown available		
General Service staff	288.5			
<i>Subtotal staff</i>	<i>939.6</i>	<i>747.3</i>	<i>192.3</i>	<i>79.5</i>
General temporary assistance	646.6	420.4	226.2	65.0
Temporary assistance for meetings	140.0	310.5	-170.5	221.8
Overtime	38.0	32.8	5.2	86.2
<i>Subtotal other staff</i>	<i>824.6</i>	<i>763.6</i>	<i>61.0</i>	<i>92.6</i>
Travel	360.0	321.6	38.4	89.3
Hospitality	5.0	3.5	1.5	70.8
Contractual services	625.6	894.6	-269.0	143.0
Training	9.9		9.9	
Consultants				
General operating expenses	24.4	7.5	16.9	30.8
Supplies and materials	14.7	2.4	12.3	16.2
Furniture and equipment	5.0	1.0	4.0	19.7
<i>Subtotal non-staff</i>	<i>1,044.6</i>	<i>1,230.6</i>	<i>-186.0</i>	<i>117.8</i>
Total	2,808.8	2,741.5	67.3	97.6

Table 41: Major Programme IV – 4100

Conference	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff				
General Service staff				
No breakdown available				
<i>Subtotal staff</i>		<i>105.8</i>	<i>-105.8</i>	
General temporary assistance	343.8	143.9	199.9	41.9
Temporary assistance for meetings	80.0	225.5	-145.5	281.9
Overtime	20.0	18.1	1.9	90.4
<i>Subtotal other staff</i>	<i>443.8</i>	<i>387.5</i>	<i>56.3</i>	<i>87.3</i>
Travel		29.8	-29.8	
Hospitality				
Contractual services	537.6	813.3	-275.7	151.3
Training				
Consultants				
General operating expenses	11.0	7.5	3.5	68.2
Supplies and materials	10.0		10.0	
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>558.6</i>	<i>850.6</i>	<i>-292.0</i>	<i>152.3</i>
Total	1,002.4	1,343.9	-341.5	134.1

Table 42: Major Programme IV – 4200

Secretariat of ASP	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	499.9			
General Service staff	288.5			
No breakdown available				
<i>Subtotal staff</i>	<i>788.4</i>	<i>404.2</i>	<i>384.2</i>	<i>51.3</i>
General temporary assistance	129.2	147.3	-18.1	114.0
Temporary assistance for meetings		0.2	-0.2	
Overtime	18.0	14.7	3.3	81.7
<i>Subtotal other staff</i>	<i>147.2</i>	<i>162.2</i>	<i>-15.0</i>	<i>110.2</i>
Travel	15.7	21.3	-5.6	135.9
Hospitality	1.0	0.3	0.7	25.6
Contractual services		6.4	-6.4	
Training	5.2		5.2	
Consultants				
General operating expenses				
Supplies and materials	4.7	2.4	2.3	50.6
Furniture and equipment	5.0	1.0	4.0	19.7
<i>Subtotal non-staff</i>	<i>31.6</i>	<i>31.4</i>	<i>0.2</i>	<i>99.3</i>
Total	967.2	597.8	369.4	61.8

Table 43: Major Programme IV – 4400

Office of the President of the Assembly	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff				
General Service staff				
No breakdown available				
<i>Subtotal staff</i>				
General temporary assistance	123.8	59.6	64.2	48.1
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>	<i>123.8</i>	<i>59.6</i>	<i>64.2</i>	<i>48.1</i>
Travel	87.7	56.8	30.9	64.7
Hospitality				
Contractual services	12.0	0.3	11.7	2.2
Training				
Consultants				
General operating expenses				
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>99.7</i>	<i>57.0</i>	<i>42.7</i>	<i>57.2</i>
Total	223.5	116.6	106.9	52.2

Table 44: Major Programme IV – 4500

Committee on Budget and Finance	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	151.2			
General Service staff				
No breakdown available				
<i>Subtotal staff</i>	<i>151.2</i>	<i>237.3</i>	<i>-86.1</i>	<i>157.0</i>
General temporary assistance	49.8	69.6	-19.8	139.7
Temporary assistance for meetings	60.0	84.8	-24.8	141.3
Overtime				
<i>Subtotal other staff</i>	<i>109.8</i>	<i>154.3</i>	<i>-44.5</i>	<i>140.6</i>
Travel	256.6	213.7	42.9	83.3
Hospitality	4.0	3.3	0.7	82.0
Contractual services	76.0	74.6	1.4	98.1
Training	4.7		4.7	
Consultants				
General operating expenses	13.4		13.4	
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>354.7</i>	<i>291.5</i>	<i>63.2</i>	<i>82.2</i>
Total	615.7	683.2	-67.5	111.0

Table 45: Major Programme V – Premises

Premises	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</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	2,824.6	2,824.6		100.0
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	2,824.6	2,824.6		100.0
Total	2,824.6	2,824.6		100.0

Table 46: Major Programme VI – Secretariat of the Trust Fund for Victims

Secretariat of the Trust Fund for Victims	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	773.0			
General Service staff	195.1			
<i>Subtotal staff</i>	968.1	1,048.6	-80.5	108.3
General temporary assistance	345.9	153.1	192.8	44.3
Temporary assistance for meetings				
Overtime		13.3	-13.3	
<i>Subtotal other staff</i>	345.9	166.4	179.5	48.1
Travel	213.4	163.2	50.2	76.5
Hospitality	2.5	1.9	0.6	
Contractual services	155.0	185.6	-30.6	119.8
Training	21.6	7.1	14.5	33.0
Consultants	145.0	65.5	79.5	45.2
General operating expenses	20.0		20.0	
Supplies and materials	3.0	0.7	2.3	24.6
Furniture and equipment	10.0	1.7	8.3	16.7
<i>Subtotal non-staff</i>	570.5	425.8	144.7	74.6
Total	1,884.5	1,640.7	243.8	87.1

Table 47: Major Programme VII-1 – Project Director’s Office (Permanent premises)

Project Director's Office (Permanent Premises)	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	162.1	No breakdown available		
General Service staff	48.8			
<i>Subtotal staff</i>	<i>210.9</i>	<i>180.4</i>	<i>30.5</i>	<i>85.5</i>
General temporary assistance				
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>				
Travel	2.8	1.3	1.5	47.8
Hospitality	2.6	0.4	2.2	16.9
Contractual services	232.0	79.5	152.5	34.3
Training		5.3	-5.3	
Consultants				
General operating expenses	2.5		2.5	
Supplies and materials	1.0		1.0	
Furniture and equipment		-2.0	2.0	
<i>Subtotal non-staff</i>	<i>240.9</i>	<i>84.5</i>	<i>156.4</i>	<i>35.1</i>
Total	451.8	264.9	186.9	58.6

Table 48: Major Programme VII-1 – 7110

Project Director's Office	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	162.1	No breakdown available		
General Service staff	48.8			
<i>Subtotal staff</i>	<i>210.9</i>	<i>180.4</i>	<i>30.5</i>	<i>85.5</i>
General temporary assistance				
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>				
Travel	2.8	1.3	1.5	47.8
Hospitality	2.6	0.4	2.2	16.9
Contractual services	26.0	5.8	20.2	22.5
Training		5.3	-5.3	
Consultants				
General operating expenses	2.5		2.5	
Supplies and materials	1.0		1.0	
Furniture and equipment		-2.0	2.0	
<i>Subtotal non-staff</i>	<i>34.9</i>	<i>10.9</i>	<i>24.0</i>	<i>31.2</i>
Total	245.8	191.3	54.5	77.8

Table 49: Major Programme VII-1 – 7120

Court Staff Resources	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff				
General Service staff				
No breakdown available				
<i>Subtotal staff</i>				
General temporary assistance				
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>				
Travel				
Hospitality				
Contractual services	206.0	73.6	132.4	35.8
Training				
Consultants				
General operating expenses				
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	206.0	73.6	132.4	35.8
Total	206.0	73.6	132.4	35.8

Table 50: Major Programme VII-2 – Permanent Premises Project – Interest

Permanent Premises Project - Interest	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff				
General Service staff				
No breakdown available				
<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	2,200.5	2,185.7	14.8	99.3
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	2,200.5	2,185.7	14.8	99.3
Total	2,200.5	2,185.7	14.8	99.3

Table 51: Major Programme VII-5 – Independent Oversight Mechanism

Independent Oversight Mechanism	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	195.9	No breakdown available		
General Service staff	65.0			
<i>Subtotal staff</i>	<i>260.9</i>	<i>178.4</i>	<i>82.5</i>	<i>68.4</i>
General temporary assistance				
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>				
Travel	7.7	3.1	4.6	40.2
Hospitality				
Contractual services	20.0		20.0	
Training	6.5	0.6	5.9	9.4
Consultants				
General operating expenses	10.0		10.0	
Supplies and materials				
Furniture and equipment	10.0		10.0	
<i>Subtotal non-staff</i>	<i>54.2</i>	<i>3.7</i>	<i>50.5</i>	<i>6.8</i>
Total	315.1	182.1	133.0	57.8

Table 52: Major Programme VII-6 – Office of Internal Audit

Office of Internal Audit	<i>Approved Budget 2016 (thousands of euro)</i>	<i>Actual Expenditure 2016 (thousands of euro)</i>	<i>Variance (thousands of euro)</i>	<i>Implementation rate in %</i>
Professional staff	456.7	No breakdown available		
General Service staff	72.2			
<i>Subtotal staff</i>	<i>528.9</i>	<i>522.1</i>	<i>6.8</i>	<i>98.7</i>
General temporary assistance	119.6	57.1	62.5	47.7
Temporary assistance for meetings				
Overtime				
<i>Subtotal other staff</i>	<i>119.6</i>	<i>57.1</i>	<i>62.5</i>	<i>47.7</i>
Travel	11.8	12.3	-0.5	104.0
Hospitality				
Contractual services				
Training	21.5	19.7	1.8	91.4
Consultants				
General operating expenses				
Supplies and materials				
Furniture and equipment				
<i>Subtotal non-staff</i>	<i>33.3</i>	<i>31.9</i>	<i>1.4</i>	<i>95.9</i>
Total	681.8	611.2	70.6	89.6