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**Proposed Programme Budget for 2019
of the International Criminal Court**

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List of abbreviations and acronyms

ASG	Assistant Secretary-General
ASP	Assembly of States Parties
AU	African Union
AULO	African Union Liaison Office
AV	Audio-visual
BCS	Budget Control System
BPC	Business Planning and Consolidation
BS	Budget Section
CAB	Classification Advisory Board
CAR	Central African Republic (Bangui)
CBF	Committee on Budget and Finance
CIV	Côte d'Ivoire (Abidjan)
CMS	Court Management Section
CO	Country Offices
CoCo	Coordination Council
CSS	Counsel Support Section
D	Director
DEO	Division of External Operations
DJS	Division of Judicial Services (formerly DCS: Division of Court Services)
DMS	Division of Management Services (formerly CASD: Common Administrative Services Division)
DRC	Democratic Republic of the Congo (Kinshasa and Bunia)
DRS	Digital Recording System
DS	Detention Section
DSA	Daily subsistence allowance
ECOS	eCourt operating system
EO	External Offices
EOSS	External Operations Support Section
FO	Field Office
FPC	Financial Planning and Control
FS	Finance Section
FSS	Forensic Science Section
FTE	Full-time equivalent
GAU	General Administration Unit
GCDN	Global Communications and Data Network
GEO	Georgia
GS	General Service
GS-OL	General Service (Other Level)
GS-PL	General Service (Principal Level)
GSS	General Services Section
GTA	General temporary assistance
HQ	Headquarters
HR	Human resources
HRS	Human Resources Section
IAS	Investigative Analysis Section
IATN	Inter Agency Travel Network
IBA	International Bar Association
ICC	International Criminal Court
ICCPP	International Criminal Court Protection Programme
ICS	International Cooperation Section
ICT	Information and communication technologies
ICTY	International Criminal Tribunal for the former Yugoslavia
IEU	Information and Evidence Unit
IGO	Intergovernmental organization
IKEMS	Information, Knowledge and Evidence Management Section

ILOAT	International Labour Organization Administrative Tribunal
IMSS	Information Management Services Section (formerly ICTS: Info. and Comm. Technologies Section)
INFM	Inter-agency Network of Facility Managers
INTERPOL	International Criminal Police Organization
IOM	Independent Oversight Mechanism
IOP	Immediate Office of the Prosecutor
IOR	Immediate Office of the Registrar
IPSAS	International Public Sector Accounting Standards
IRS	Initial Response System
IT	Information technologies
JCCD	Jurisdiction, Complementarity and Cooperation Division
KBU	Knowledge-Base Unit
KEN	Kenya (Nairobi)
LAS	Legal Advisory Section (in OTP)
LBY	Libya
LO	Legal Office (formerly LASS: Legal Advisory Services Section (Registry))
LRV	Legal Representative for Victims
LSS	Language Services Section (formerly STIC: Court Interpretation and Translation Section)
LSU	Language Services Unit
MIS	Management information system
MLI	Mali
MORSS	Minimum Operating Residential Security Standards
MOSS	Minimum Operating Security Standards
NGO	Non-governmental organization
NYLO	New York Liaison Office
OD-DEO	Office of the Director of the Division of External Operations
OD-DJS	Office of the Director of the Division of Judicial Services
OD-DMS	Office of the Director of the Division of Management Services
OIA	Office of Internal Audit
OPCD	Office of Public Counsel for the Defence
OPCV	Office of Public Counsel for Victims
OTP	Office of the Prosecutor
P	Professional
PIOS	Public Information and Outreach Section (formerly PIDS: Public Information and Documentation Section)
RMT	Registry Management Team
SAP	Enterprise Resource Planning System
SAS	Situation Analysis Section
SG	Strategic goal
SO	Strategic objective
SS	Services Section
SSAFE	Safe and Secure Approaches in Field Environments
SSS	Security and Safety Section
SUD	Darfur, Sudan
TFV	Trust Fund for Victims
TRIM	Total records information management
UGA	Uganda (Kampala)
UNDSS	United Nations Department of Safety and Security
UNON	United Nations Office at Nairobi
UNJSPF	United Nations Joint Staff Pension Fund
UNSMS	United Nations Security Management System
VAMS	Victims Application Management System
VPRS	Victims Participation and Reparations Section
VTC	Video teleconferencing
VWS	Victims and Witnesses Section (formerly VWU: Victims and Witnesses Unit)
WCF	Working Capital Fund

Foreword by the Principals of the International Criminal Court

The Hague, Netherlands, 20 July 2018

We are pleased to present the Proposed Programme Budget for 2019 for the consideration of the Assembly of States Parties (“the Assembly”).

Mindful of the recommendations of the Committee on Budget and Finance and the resolutions adopted by the Assembly at its fourteenth, fifteenth and sixteenth sessions, the organs of the International Criminal Court (“the Court”) have continued efforts to improve the budget process by focusing on further strengthening the One-Court principle for the purposes of the budget and providing a more self-explanatory budget document. Throughout this process, we considered the budgetary impact of the identified core priority activities. Our approach involved enhanced inter-organ consultations and interaction – for example, frequent and efficient use of the Coordination Council – to establish Court-wide budgetary priorities and needs, resulting in an improved and more coherent budget document.

The Court is proposing a budget increase for 2019 of €3,702.6 thousand, or 2.6 per cent, over the approved budget for 2018. This represents a proposed budget amounting to €147,548.9 thousand. Importantly, these resources will allow three trials and eight investigations to be conducted and supported efficiently. They will also ensure that the Registry will be able to deliver crucial support services by continuing to invest in key Court-wide information management projects and information security capacity. The Court has pursued its efforts to identify savings, efficiencies, re-prioritizations, reductions and synergies throughout the Court to limit the proposed increase, while still guaranteeing adequate resources so that it can deliver effectively on its multi-faceted mandate.

We are fully aware of the financial constraints which many States Parties have intimated and we strongly believe that the requested resources for 2019 will ensure high level Court-wide performance in its activities: identifying situations and cases, initiating investigations, conducting arrests, securing and analysing evidence, identifying witnesses, and conducting trials and other judicial proceedings with full respect for the paramount principles of a fair trial and due consideration of the respective interests of the defence and victims. This budget focuses on increasing the Court’s flexibility to respond to changing demands and needs; strengthening its resilience in the face of new challenges; and at the same time developing its capacity to interact meaningfully with victims, States Parties, other key partners and stakeholders, and the general public.

As we commemorate the 20th anniversary of the adoption of the Rome Statute this year, we recall that the Court was created to discharge a mandate of crucial importance: to hold to account perpetrators of the gravest crimes of concern to the international community and to provide redress to those who have suffered harm as a result of such crimes. For the Court to fulfil this mandate, to deliver and be seen to be delivering on its promise of international criminal justice, it requires sufficient resources for, *inter alia*, preliminary examinations, investigations and prosecutions, trials, witness protection, language services, legal aid, genuine and effective reparations and assistance to victims, and management of its various facilities.

We hope that you will find the carefully composed Proposed Programme Budget for 2019 to be judicious and fit for purpose, providing the Court with the necessary resources to enable us to effectively and efficiently exercise our respective mandates and responsibilities under the Rome Statute.

We thank you for your consideration.

Yours faithfully,

[Signed]
Chile Eboe-Osuji
President

[Signed]
Fatou Bensouda
Prosecutor

[Signed]
Peter Lewis
Registrar

I. Overview of proposed programme budget 2019, budget priorities and operating parameters

A. Introduction

1. The International Criminal Court (ICC or “the Court”) was established by the Rome Statute – adopted 20 years ago – as the only independent, permanent and global court with jurisdiction over persons for the most serious crimes of international concern and a reparative mandate with respect to the victims of those crimes. The Court’s jurisdiction is complementary to that of domestic criminal courts, meaning that it only acts when a State is unwilling or unable to exercise its primary jurisdiction over Rome Statute crimes.

2. As of 2018, the Court has an approved staff complement of 972 established posts and 165.69 General Temporary Assistance (GTA) positions on a full-time equivalent (FTE) basis, filled by persons of 93 different nationalities.

3. In 2019, the Court is expected to operate in 11 situations that are open: Burundi, the Central African Republic (CAR) I and II, Côte d’Ivoire (CIV), Darfur (Sudan), the Democratic Republic of the Congo (DRC), Georgia, Kenya, Libya, Mali and Uganda. Judicial proceedings in these situations are currently at different stages (pre-trial, trial, appeals or reparations). In addition, the Office of the Prosecutor (OTP or “the Office”) is expected to carry out preliminary examinations into nine situations in 2019.

4. Unlike domestic courts of law, the Court performs various functions and activities which in national systems are handled by separate offices or agencies. The Court’s activities include conducting investigations, prosecutions and trials; providing witness protection, legal aid and language services – such as translation and interpretation, both in the courtroom and in the field; overseeing participation, reparations and assistance for victims; running the Detention Centre; and managing courtrooms and other premises at Headquarters and the country offices¹.

5. To enable it to implement its multifaceted mandate, the Court proposes a programme budget of €47,548.9 thousand for 2019. This represents an increase of €3,702.6 thousand, or 2.6 per cent, over the 2018 approved budget (€43,846.3 thousand). Following the recommendation of the Committee on Budget and Finance (“the Committee”) at its twenty-fifth session,² the figures for the proposed regular budget are presented separately from interest on the Host State Loan for the Court’s permanent premises. As indicated by the Committee, this is to improve transparency and allow a comparative assessment of the resources needed for the Court’s activities in 2019. Including the interest and capital repayment (under the Host State Loan) in respect of the Permanent Premises Project of €3,585.1 thousand, the Court’s Proposed Programme Budget for 2019 amounts to €51,134.0 thousand, or an increase of 2.5 per cent.

6. It is the role of the Coordination Council (“CoCo”) to agree on the judicial assumptions and strategic priorities underlying the budget proposal, and to ensure consistency in the presentation of the investments and resource requirements of the organs of the Court. Each Major Programme within the Court is responsible for planning its expenditures and its portion of the larger Court budget, which is then presented to the States Parties for approval as a shared Court budget proposal.

¹The field offices have been renamed “country offices” in the 2019 proposed programme budget.

² *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, fourteenth session, The Hague, 18-26 November 2015* (ICC-ASP/14/20), vol. II, part B.3, para. 12.

Table 1: Overview of the Proposed Programme Budget for 2019

<i>Programme Budget 2019</i>		<i>2018 Approved Budget (thousands of euros)</i>	<i>Resource Changes</i>		<i>Proposed 2019 Budget (thousands of euros)</i>
			<i>Amount</i>	<i>%</i>	
MP I	Judiciary	12,712.0	(334.2)	(2.6)	12,377.8
MP II	Office of the Prosecutor	45,991.8	2,109.0	4.6	48,100.8
MP III	Registry	77,142.5	(16.2)	(0.0)	77,126.3
MP IV	Secretariat of the Assembly of States Parties	2,718.2	153.4	5.6	2,871.6
MP V	Premises	1,498.5	301.5	20.1	1,800.0
MP VI	Secretariat of the Trust Fund for Victims	2,541.5	1,486.3	58.5	4,027.8
MP VII-5	Independent Oversight Mechanism	534.5	22.1	4.1	556.6
MP VII-6	Office of Internal Audit	707.3	(19.3)	(2.7)	688.0
<i>Subtotal</i>		<i>143,846.3</i>	<i>3,702.6</i>	<i>2.6</i>	<i>147,548.9</i>
MP VII-2	Host State Loan	3,585.2	(0.1)	(0.0)	3,585.1
Total ICC		147,431.5	3,702.5	2.5	151,134.0

7. The Court's proposed budget for 2019 has been carefully assessed against the need to contain budgetary increases as much as possible in view of financial constraints on the States Parties, while also factoring in: (1) the high-level strategic priorities as set by the CoCo; (2) the increase in the number of situations, along with the corresponding workload; and (3) the increasing complexity of the Court's operations in areas such as security and cooperation. The Court believes that the proposed funds will contribute to tangible long-term efficiencies, mainly through more expeditious judicial proceedings, ensuring full respect of the principles of a fair trial; maintenance of the requisite quality of preliminary examinations, investigations and prosecutions; enhanced impact on the ground; and a more secure information environment for the Court's operations.

B. High-level Court-wide strategic budget priorities and main cost drivers for 2019

8. The Court's Principals, through the CoCo, have identified four key strategic priorities for the Court's activities in 2019. It is important to note that these priorities and activities reflect what can reasonably be anticipated for 2019 at this stage, and may subsequently be affected by the realities of the judicial and prosecutorial work of the Court.

Running and supporting judicial proceedings, including in three trials

9. The conduct of fair and expeditious trials lies at the heart of the Court's mandate and is crucial to the measurement and public perception of the Court's results. Accordingly, the CoCo has made the conduct of three ongoing trials the Court's top priority.

10. Budgetary assumptions indicate that, in 2019, the Court will continue to be engaged in trial hearings in three trials: *Ongwen*, *Laurent Gbagbo and Charles Blé Goudé* and *Al Hassan*. Judicial work before the Trial Chambers outside trial hearings will continue in these cases, in the *Ntaganda* case and in relation to reparations proceedings. The Judiciary will continue to need the same staff resources. Staff is required for the judgment phase of the *Ongwen* case and the preparation of the *Al Hassan* trial. Reparations proceedings are expected to continue in the *Lubanga*, *Katanga* and *Al Mahdi* cases. The Court will be very busy at the pre-trial and the appellate levels as well. The Pre-Trial Chambers are currently seized of 15 situations, with the hearing on the confirmation of charges in *Al Hassan*

scheduled for 24 September 2018³. It is likely that the Appeals Chamber will hear final appeals in up to three cases, as well as interlocutory appeals.

11. In comparison to most domestic proceedings, proceedings of the Court are exceptionally complex in terms of the cases presented and the procedural rules to be followed. The sheer number of witnesses, evidentiary materials and languages involved, coupled with the need for security on the ground and cooperation from national jurisdictions, makes trials resource-intensive and often lengthy. Delays affecting part of one trial can have a multiplying effect on other aspects of the Court's operations and budget – such as detention or witness costs. Efficiency of proceedings is therefore crucial, and the Court has worked tirelessly in recent years to expedite proceedings. For example, Chambers have developed standardized practice manuals, while the OTP has focused on making its cases as trial-ready as possible before bringing them before the judges.

12. To make the most effective use of its resources, the Judiciary applies a policy of flexible staff allocation whereby staff is distributed among divisions, as needed, to meet changing workload demands. While the workload in some Chambers may increase, no new resources have been sought, as it is expected that the overall workload in Chambers will remain at a similar level as in 2018.

13. It is expected that eight suspects/accused will be appearing before the Court in 2019, five of whom will remain in detention. One cell block of six cells will thus be required in the Detention Centre. Three cases are expected to continue at the trial stage throughout 2019, including *Ongwen* and possibly *Gbagbo and Blé Goudé* and *Al Hassan* for at least part of the year, while the *Ntaganda* case, subject to conviction, will continue into the beginning of 2019. These cases will require the simultaneous use of two courtrooms, with two courtroom support teams in the Registry to cover 324 days of hearings (*Ongwen* (Uganda): 160 days; *Gbagbo and Blé Goudé* (Côte d'Ivoire): 124 days; *Al Hassan* (Mali): 40 days). The OTP will continue to require three full trial teams for trial proceedings in these three cases; Chambers will require teams for all of these cases and an additional three teams for reparations. After completion of the trial stage, these cases are likely to move on to the appeals and/or reparation stages.

14. Judicial assumptions do not show a major shift in the level of resources required for the Registry's support of trial proceedings in 2019. As in 2018, two courtroom teams will continue to be required to support trial hearings in *Gbagbo and Blé Goudé* and *Ongwen* throughout the year. Additional trial hearings may take place around the last quarter of 2019 in *Al Hassan*. These will be supported with existing courtroom capacity in the Registry.

15. For these three trials, 128 witnesses are expected to appear for testimony, with an expected maximum duration of stay of 10 days per witness (5 preparation and/or familiarization days + 2 hearing days + 3 days (weekends/possible breaks) = 10 average per witness), requiring full support from the Registry's Victims and Witnesses Section (VWS).

16. Ten languages, including English and French, will need to be supported in courtroom proceedings. Importantly, 10 defence teams (5 at trial: *Ntaganda*, *Gbagbo*, *Blé Goudé*, *Ongwen* and *Al Hassan*; 3 at appeals: *Bemba* (article 70 case), *Kilolo* and *Mangenda*; and 2 at reparations: *Katanga* and *Lubanga*) and at least 5 teams of Legal Representatives of Victims will continue to be financed through legal aid in 2019.

Conduct and support eight active investigations, including via field activities

17. Article 53 of the Rome Statute mandates the Prosecutor to initiate investigations in situations where he or she determines that there is a reasonable basis to proceed.

18. The jurisdiction of the Court covers the most serious crimes, and its operations often take place in a very challenging security and cooperation environment. In addition, in nearly all cases, local languages and other operating conditions vary. As a result, in comparison to what occurs in national systems, the Court's investigations are extremely complex and resource-intensive. Even an investigation carried out under optimal resource,

³ Subsequent to submission of the budget, Pre-Trial Chamber I decided to postpone the commencement of the confirmation of charges hearing to 6 May 2019.

cooperation and security conditions may require three years before the case is ready to be brought to the Court. In most cases, conditions are not optimal, and results may be delayed.

19. In 2019, the Court will operate in 11 situations that are open. OTP will focus its efforts – following a decision by its Executive Committee (“ExCom”) in line with its Strategic Plan and its Policy on Case Selection and Prioritization – on eight active investigations: Burundi, CAR (two investigations), Côte d’Ivoire, Darfur, Georgia and Libya (two investigations). Such prioritization is required in view of the limited resources available to the OTP and the Registry and the need to avoid spreading those resources too thin. Nevertheless, all situations under investigation (in addition to the above-mentioned active investigations, these are: DRC, Kenya, Mali and Uganda) will continue to be monitored – e.g. for new leads or prospects of arrest, and to continue engaging with witnesses in cases pending arrests. The details of OTP planning are explained in the budget proposal for Major Programme II.

20. Each of these situations will continue to require support from the Registry, both in the field and at Headquarters, in areas such as victim and witness support, languages, security and logistics. The Registry will also conduct or support other mandated activities such as victim participation, reparations and outreach and the provision of language services. For this purpose, it is expected that the Court will maintain a presence in seven field locations in 2019: one in the CAR (Bangui), one in Côte d’Ivoire (Abidjan), two in the DRC (Kinshasa and Bunia), one in Georgia (Tbilisi), one in Mali (Bamako) and one in Uganda (Kampala).

21. On the basis of continuing operations in all situations that are open, it is reasonable to expect that the number of people under the Registry’s protection will remain high. According to current figures and assumptions, around 90 witnesses and 360 dependents will be the subject of protective measures in 2019. These include witnesses and victims participating in the Court’s protection programme (requiring assisted moves and temporary relocation) as well as internationally relocated witnesses in the care of third parties and under continued monitoring by VWS. The Registry, while providing the highest standard of protection and support to these individuals, will continue to focus on the completion of reintegration strategies for the benefit of protected witnesses and victims, whenever possible, enabling them to become self-sustaining and resume their lives in the most autonomous and satisfactory manner possible. Similarly, it is expected that more than 7,500 individuals will apply for participation as victims in the various ongoing judicial proceedings. Furthermore, the Registry will be required to support more than 29 situation-related languages.

22. The total increase in the OTP to cater for additional activities is €2.1 million. The OTP has carefully reviewed its staff needs in the light of its forecast activities and corresponding workload for 2019. In 2018, the OTP jump-started a new investigation in Burundi. To begin operations quickly and efficiently, and to absorb as much of the cost of this new situation as possible, some existing staff and resources were assigned to it. However, due to imminent operational needs in areas such as operational support, witness protection and cooperation – not to mention new language requirements – new resources were also needed. Accordingly, the Office and the Registry submitted a Contingency Fund notification to the Committee. As ongoing investigative activities and workload are set to remain at a high level throughout 2019, and with two new active investigations compared to 2018, there is little to no further flexibility in terms of staff reallocation: most of the new resources are still needed in 2019. Lastly, part of the increase mentioned above relates to non-staff costs (€0.84 million), consisting mainly of increased travel costs to cover critical missions of the Integrated Teams (investigators and interpreters) to interview or meet witnesses and to conduct other investigative activities. The increase, if approved, will also ensure that the Office is able to budget its travel expenses more accurately by correcting a historical imbalance in the approved travel budget (and obviating the need to offset the historical overspend from other budget items).

23. The Registry’s proposed budget for 2019 presents a net reduction of €16.2 thousand. As a result of a stringent budgetary process, the Registry has proposed additional resources only when strictly necessary for the purpose of its mandated activities in the context of 2019 budgetary assumptions, and has been able to effectively finance all such increases through savings and efficiencies in its budget. Despite these increased requirements for

Registry support in the field, in particular in the CAR, Côte d'Ivoire, Mali and Georgia, but also with respect to Court-wide operations in general, no increases are included in the budget proposal. This has mostly been achieved through the implementation of savings and efficiencies, and through other measures such as the internal redeployment of staff from one country office to another to cater for the fluctuation in activities.

Implementing reparations awards in three cases

24. Three cases are expected to be at the stage of implementing reparations awards in 2019: *Lubanga* (DRC), *Katanga* (DRC) and *Al Mahdi* (Mali). The implementation of reparations awards will require activities in the field by the Trust Fund for Victims (TFV), supported by the Registry and in consultation with Legal Representatives of Victims and Trial Chambers. Activities in the *Katanga* and *Al Mahdi* cases will include the identification of victims deemed eligible for reparations. These procedures, which take place both on-site and in The Hague, require the involvement of the TFV, the Registry and the relevant Chambers. The implementation of the reparations includes individual, service-based collective and symbolic awards.

25. Registry support will continue to be required from the two DRC country offices in Kinshasa and Bunia for the implementation of reparations in the *Katanga* and *Lubanga* cases. Likewise, the country office in Mali (Bamako) will be required to provide support for TFV activities related to the implementation of reparations in *Al Mahdi*. The DRC and Mali country offices will require adequate resources to perform the necessary activities in relation to ongoing reparations proceedings in those countries.

Invest in key Court-wide information management projects and security capabilities

26. In 2019, the Information Technology and Information Management (IT/IM) strategy for 2017-2021, approved by the Court's Information Management Governance Board and endorsed by the CoCo in 2017, will be entering the third year of its implementation stage. The strategy is intended to improve all Court processes, making them more suitable, efficient, secure and transparent. Most related activities are being implemented by the Registry for the benefit of all Court organs and external service users such as the victims' and defence teams.

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

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

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

30. The Court will continue to implement the five-year strategic plan in 2019. The delta of the Court-wide investments for 2019 amounts to approximately €1 million out of the €2.2 million required. The Registry has been able to contain all resource requirements for the implementation of the strategy in 2019 within the level of the 2018 approved budget. Implementation in the Registry will include, for example, an investment of approximately €1.6 million. The largest portion of funding is for the Judicial Workflow Platform. The following Court-wide areas of improvement have been identified for 2019:

- (a) Investigative: continuing improvements in long-term storage of digital and forensic evidence for the OTP, leading to a reduction in processing and retrieval time;
- (b) Judicial: acquiring a new information repository platform as an integral part of the implementation of the Judicial Workflow Platform, which aims at providing the Court with a new system and centralizing storage of all case records;
- (c) Information security: further strengthening the Court's information security profile, including the implementation of a data leak prevention system and continued enhancement of the threat intelligence system;
- (d) Optimizing IT systems: renewing the Court's virtual infrastructure, enabling it to support increasing computational demands; and
- (e) Administrative: automating processes and procedures to increase efficiency and reinforce internal controls.

31. This strategy is based on a more effective use of budgetary resources, as the proposed five-year initiatives will produce tangible outcomes to enhance the Court's operations. The OTP will see a reduction in the time and effort required to analyse, process and present evidence for its investigative and prosecutorial activities. The Judiciary will have access to the tools it needs to conduct expeditious, fair and transparent trials, and to deliver justice to victims. The Registry will be better equipped to provide services to other Court organs and all of its clients. Only a coherent, holistic and long-term Court-wide strategy will enable the Court to address current inefficiencies and perform to the fullest extent of its mandate. More detailed information on the projects and the associated investments can be found in Annex IX.

C. Macroanalysis

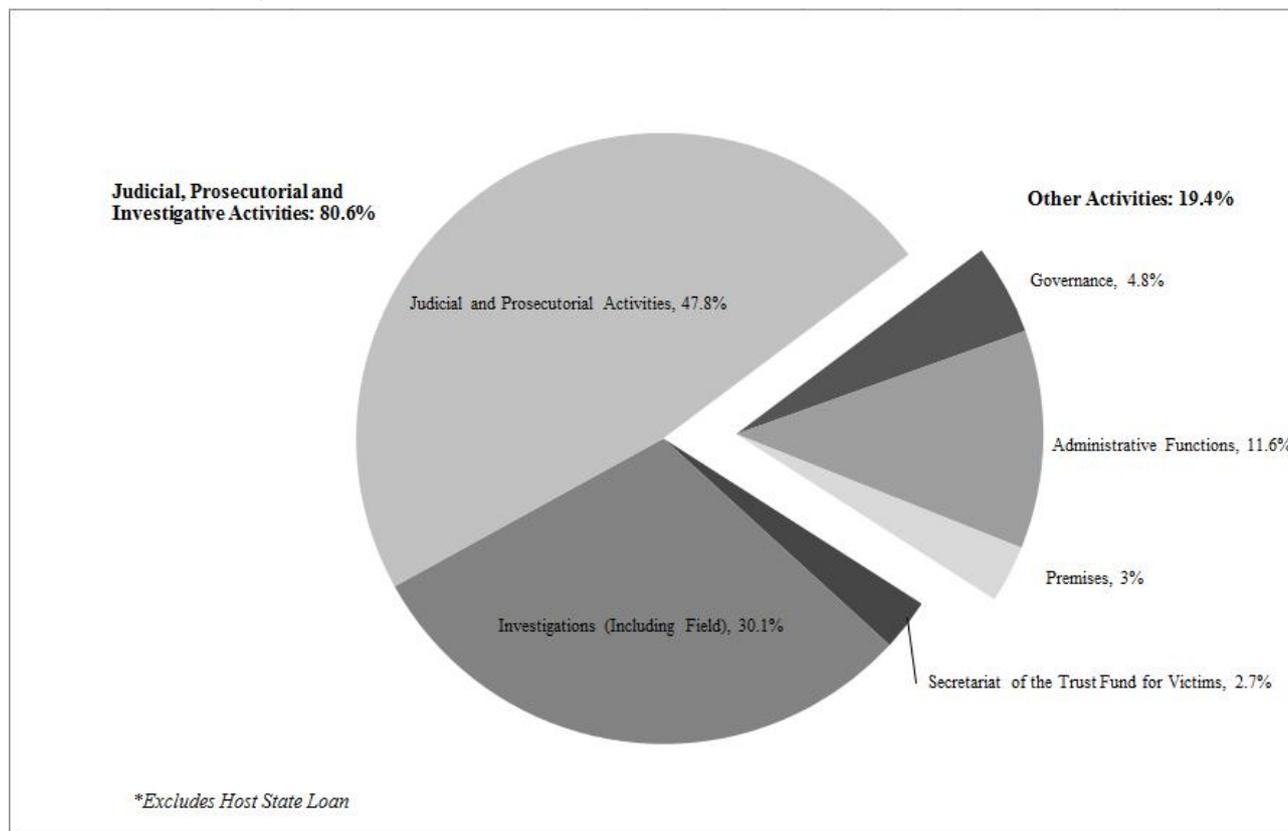
32. The following chart represents the Court's 2019 Proposed Programme Budget by activity. The activities of the Court represented under "Judicial, Prosecutorial and Investigative Activities" are the main drivers of the Court's 2019 Proposed Programme Budget, amounting to 80.6 per cent of the total budget. "Other Activities" is comprised of administrative functions (11.6 per cent), governance (4.8 per cent) and maintenance costs related to the premises (3 per cent). Estimates related to the interest on the Host State Loan for the permanent premises are excluded from the macroanalysis.

Judicial, Prosecutorial and Investigative Activities

33. Under this category, resources related to "Judicial and Prosecutorial Activities" (47.8 per cent) include, among other items, support to victims and witnesses, legal aid, information technology, language services, and support for reparations activities provided by the Registry. These resources are required for the running and support of judicial proceedings, including hearings in the three cases expected to continue at the trial phase in 2019 (*Ongwen, Gbagbo and Blé Goudé* and *Al Hassan*), three cases at the appeals phase and three cases at the reparations implementation stage. Activities under "Investigations (Including Field)" are estimated at 30.1 per cent and relate to the eight active investigations to be carried out by the OTP – namely Burundi, CAR II.a (Séléka), CAR II.b (anti-Balaka), CIV II, Darfur, Georgia and Libya (III & IV) – involving activities in the field. The remaining activities, under the Secretariat of the Trust Fund for Victims (2.7 per cent), relate to the enhancement of that body's organizational capacity to ensure that it can meet its responsibilities, including at the implementation stage of reparations proceedings.

Other Activities

34. The activities under this category include administrative functions (11.6 per cent), governance (4.8 per cent) and maintenance costs related to the premises (3 per cent). The Secretariat of the Assembly of States Parties, the Independent Oversight Mechanism, the Office of Internal Audit and a small part of the Registry (e.g. the New York Liaison Office) are grouped under "Governance".

Chart 1: Macro Analysis

D. Savings and Efficiencies

35. At its fifteenth session, in November 2016, the Assembly of States Parties (“the Assembly”) requested the Court to present a sustainable budget proposal whereby proposed increases were requested only after all possible steps had been taken to finance such increases through savings and efficiencies.⁴ In addition, the Assembly requested the Court to present an annex to the 2018 programme budget with detailed information about the savings and efficiencies achieved in 2017 and estimates for 2018.⁵ Subsequently, savings and efficiencies were reported in the 2018 programme budget.⁶

36. At its sixteenth session, in December 2017, the Assembly requested that the Court set Court-wide annual efficiency targets and present an annex to the 2019 programme budget on the achievement of those efficiency targets, as well as detailed information on savings, efficiencies, non-recurrent cost reductions and additional cost reductions achieved in 2018 and estimates for 2019.⁷ Following this request, representatives from the Court met with the Committee at its thirtieth session in April 2018 for a workshop on savings and efficiencies to exchange views with the aim of enhancing the clarity, coherence and transparency of information. The Committee took note of the Court’s suggestions, including the definitions of savings, efficiencies, non-recurrent costs and additional cost reductions along with the suggestion made about amending Annex XI to the proposed programme budget on savings and efficiencies.⁸

37. Moving forward, the Court’s main goal will be to promote a culture of continuous improvement with a view to engaging staff in the identification and implementation of savings and efficiencies. Where possible, the Court will also table an organization-wide savings and efficiencies target of 1 per cent per annum. However, it will do so with caution, for the following reasons:

⁴ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), vol. I, part III, ICC-ASP/15/Res.1, para. L.1.

⁵ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), vol. I, part III, ICC-ASP/15/Res.1, para. L.2.

⁶ ICC-ASP/16/10, paras. 38-51, Annex IX.

⁷ *Official Records ... Sixteenth session ... 2017* (ICC-ASP/16/20), vol. I, part III, ICC-ASP/16/Res.1, para. K.2.

⁸ ICC-ASP/17/5, para. 17.

(a) The purpose of the target is to encourage sections to continually strive for savings and efficiencies. When the target is reached, there is a risk that some sections may stop looking for further efficiencies and savings.

(b) Only sections with large non-staff budgets are likely to be able to meet the target. This might penalize smaller sections.

(c) Savings and efficiencies are subject to diminishing returns. In time, fluctuations above and below the 1 per cent target are to be expected from year to year.

38. During the above-mentioned workshop, the following four categories for the savings and efficiencies report were discussed and defined:

(a) *Savings* (two categories): (i) costs incurred in the previous/current financial period and no longer appearing in the next programme budget, resulting in a reduction in the baseline; and (ii) increases in costs avoided through newly-introduced policies, procedures and/or negotiations with suppliers or service providers, resulting in the same baseline.

(b) *Efficiencies*: activities which limit or avoid requests for additional resources and/or provide increased productivity, resulting in the same baseline but avoiding any increase in costs.

(c) *Non-recurrent costs*: one-off decreases in resource requirements due to non-continuation of activities, resulting in a reduction in the baseline.

(d) *Additional cost reductions*: workload-related changes resulting in a reduction in the baseline.

39. As per the request in the Assembly's resolution, the Court seeks to absorb increases in resource requirements for new activities by first redeploying the resources released by savings, non-recurrent costs and additional cost reductions.⁹

40. The Court has continued to improve its reporting of savings and efficiencies in the following ways:

(a) The report clarifies how savings, efficiencies, non-recurrent costs and additional cost reductions affect the proposed budget baseline.

(b) The report is forward-looking. While a number of savings and efficiencies reported in the 2018 programme budget will allow the Court to avoid cost increases over a multi-year period, including in 2019, they will not be included in future reports unless they continue to reduce the baseline. The aim of this reporting practice is to enhance the clarity, coherence and transparency of impacts on programme budget baselines from year to year. For example, the 2018 programme budget reported the Finance Section's negotiation of bank charges, which spared that section cost increases of €27.0 thousand (had these negotiations not taken place, the 2018 baseline would have been €27.0 thousand higher). While that negotiation will allow the Court to avoid cost increases for a multi-year period, the baseline will not be reduced in the following year; therefore, this item will not be reported in the 2019 programme budget. Conversely, the 2018 programme budget reported the General Service Section's renegotiation of facilities management contracts, which enabled a baseline reduction of €35.6 thousand. In the following year, further renegotiations resulted in additional savings and reductions to the baseline of €7.0 thousand, which are reported in the 2019 programme budget (see Annex XI).

(c) Below are three high-level tables. Table 2 summarizes the savings, non-recurrent costs and additional cost reductions reducing the 2019 baseline, by Major Programme. Table 3 summarizes savings and efficiencies by Major Programme. Table 4 summarizes non-recurrent costs and additional cost reductions by Major Programme. In Annex XI, the details of these summaries are reported in separate tables, by category, for each Major Programme and sub-programme.

41. The Court has achieved organization-wide savings and efficiencies in the amount of €1,132.4 thousand (0.8 per cent). This is calculated by, first, taking the sum total of 2019 reductions in the baseline attributable to savings and 2019 costs avoided attributable to

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

savings and efficiencies, and, second, dividing that sum by the 2018 programme budget (excluding the Host State Loan).

Table 2: Savings, non-recurrent costs and additional cost reductions by Major Programme (thousands of euros)

<i>Major Programme</i>	<i>Category</i>	<i>Amounts</i>
MP I: Judiciary	Non-recurrent costs	369.4
MP II: OTP	Savings	300.5
	Savings	424.0
MP III: Registry	Non-recurrent costs	18.3
	Additional cost reductions	2,243.7
MP VI: STFV	Savings	2.0
MP VII-6: OIA	Non-recurrent costs	20.0
Grand Total		3,377.9

Table 3: Savings and efficiencies by Major Programme (thousands of euros)

<i>Major Programme</i>	<i>Category</i>	<i>2018 Savings</i>	<i>2018 Efficiencies</i>	<i>2019 Impact to Baseline</i>	<i>2019 Costs Avoided (Baseline Maintained)</i>
MP I: Judiciary	Efficiencies	-	-	-	-
MP II: OTP	Savings	198.1	-	300.5	-
	Efficiencies	-	42.5	-	42.5
MP III: Registry	Savings	316.1	-	424.0	162.0
	Efficiencies	-	69.1	-	75.4
MP VI: STFV	Savings	2.0	-	2.0	-
	Efficiencies	-	-	-	126.0
Grand Total		516.2	111.6	726.5	405.9

Table 4: Non-recurrent costs and additional cost reductions by Major Programme (thousands of euros)

<i>Major Programme</i>	<i>Category</i>	<i>Amounts</i>
MP I: Judiciary	Non-recurrent costs	369.4
MP III: Registry	Non-recurrent costs	18.3
	Additional cost reductions	2,243.7
MP VII-6: OIA	Non-recurrent costs	20.0
Grand Total		2,651.4

Table 5: Total ICC: Proposed budget for 2019

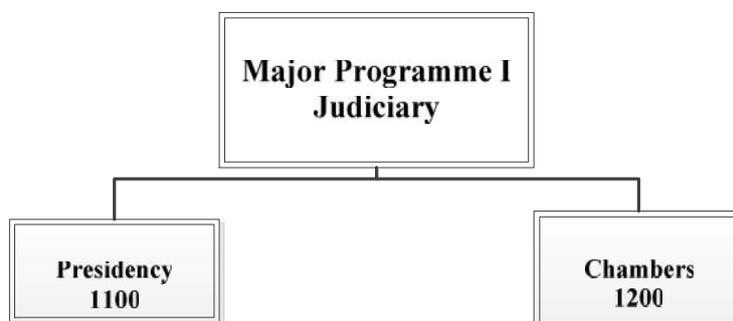
ICC	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
<i>Judges</i>	5,404.9	-	5,404.9	5,521.1	141.0	2.6	5,662.1
Professional staff				61,684.6	873.6	1.4	62,558.2
General Service staff				25,357.4	190.1	0.7	25,547.5
<i>Subtotal staff</i>	88,544.7	-	88,544.7	87,042.0	1,063.7	1.2	88,105.7
General temporary assistance	11,525.0	54.9	11,579.9	15,498.1	1,685.6	10.9	17,183.7
Temporary assistance for meetings	1,313.6	5.3	1,318.9	1,302.7	(234.0)	(18.0)	1,068.7
Overtime	285.2	-	285.2	360.8	(61.5)	(17.0)	299.3
<i>Subtotal other staff</i>	13,123.8	60.2	13,184.0	17,161.6	1,390.1	8.1	18,551.7
Travel	6,189.7	44.4	6,234.0	5,850.5	843.5	14.4	6,694.0
Hospitality	29.9	-	29.9	33.0	2.0	6.1	35.0
Contractual services	3,890.9	5.9	3,896.8	3,560.0	482.9	13.6	4,042.9
Training	744.4	-	744.4	1,013.0	46.9	4.6	1,059.9
Consultants	714.1	40.0	754.1	630.4	72.1	11.4	702.5
Counsel for defence	3,913.3	925.2	4,838.5	3,383.0	150.0	4.4	3,533.0
Counsel for victims	942.8	398.7	1,341.4	1,165.0	(63.7)	(5.5)	1,101.3
General operating expenses	13,809.7	2.2	13,812.0	16,032.9	(1,047.6)	(6.5)	14,985.3
Supplies and materials	1,230.9	-	1,230.9	1,028.0	147.5	14.3	1,175.5
Furniture and equipment	2,135.7	-	2,135.7	1,425.8	474.2	33.3	1,900.0
<i>Subtotal non-staff</i>	33,601.3	1,416.4	35,017.7	34,121.6	1,107.8	3.2	35,229.4
Total	140,674.7	1,476.5	142,151.3	143,846.3	3,702.6	2.6	147,548.9
<i>Host State Loan</i>	2,983.6	-	2,983.6	3,585.2	(0.1)	(0.0)	3,585.1
Total including Host State Loan	143,658.4	1,476.5	145,134.9	147,431.5	3,702.5	2.5	151,134.0

Table 6: Total ICC: Proposed staffing for 2019

ICC	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	Total		Total Staff	
											GS-PL	GS-OL		GS-Staff
Established Posts														
Approved 2018	1	2	-	9	45	89	186	174	38	544	19	409	428	972
New	-	-	-	-	1	3	5	10	1	20	-	8	8	28
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	2	(1)	(1)	8	(8)	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	1	2	-	9	48	91	190	192	31	564	19	417	436	1,000
GTA Positions (FTE)														
Approved 2018	-	-	-	-	1.05	6.80	41.78	45.50	13.42	108.54	8.71	48.45	57.16	165.69
Continued	-	-	-	-	0.05	6.80	41.03	46.17	12.00	106.05	3.60	46.48	50.08	156.13
New	-	-	-	-	0.67	2.42	2.83	23.67	-	29.58	4.51	35.33	39.84	69.43
Redeployed	-	-	-	-	-	-	(0.03)	0.33	-	0.30	(0.60)	1.22	0.62	0.92
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	(2.00)	(4.00)	(6.00)	(1.00)	(13.00)	-	-	-	(13.00)
Total	-	-	-	-	0.72	7.22	39.83	64.17	11.00	122.93	7.51	83.03	90.54	213.48

II. Proposed Programme Budget for 2019

A. Major Programme I: Judiciary



Introduction

42. Major Programme I is composed of the Presidency and the Chambers.

43. The Presidency performs functions in its three primary areas of responsibility: legal, external relations and administrative. In 2019, the Chambers will manage case work arising from developments in 2017 and 2018, including trial hearings in up to three cases, reparations proceedings and several final appeals (in addition to interlocutory appeals), as well as work on other situations and cases at the pre-trial level. Work by the Judiciary to improve the transparency of the International Criminal Court (“the Court”) and strengthen the cooperation of States Parties will also continue, alongside efforts to enhance the flexible and efficient use of available resources.

44. Following inter-organ consultations, the New York Liaison Office will be redeployed to Sub-programme 3800 (Division of External Operations) within the Registry and managed alongside the country offices. In the light of the Division’s central role at Headquarters in ensuring that logistical and administrative issues concerning the presence of the Court outside The Hague are addressed effectively and efficiently, the redeployment of the Office will facilitate positive synergy among the organs and ensure a consolidated and consistent strategy throughout all of the Court’s external offices.

45. The budget for Major Programme I is based on the judicial activities required under the Court’s budget assumptions for 2019, which were determined in an inter-organ effort.

Table 7: Major Programme I: Proposed budget for 2019

Major Programme I Judiciary	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
<i>Judges</i>	5,404.9	-	5,404.9	5,521.1	141.0	2.6	5,662.1
Professional staff				4,667.7	(268.5)	(5.8)	4,399.2
General Service staff				927.2	(80.5)	(8.7)	846.7
<i>Subtotal staff</i>	5,310.3	-	5,310.3	5,594.9	(349.0)	(6.2)	5,245.9
General temporary assistance	1,252.4	-	1,252.4	1,286.4	(18.4)	(1.4)	1,268.0
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	1,252.4	-	1,252.4	1,286.4	(18.4)	(1.4)	1,268.0
Travel	114.7	-	114.7	152.2	(16.4)	(10.8)	135.8
Hospitality	7.0	-	7.0	16.0	(1.0)	(6.3)	15.0
Contractual services	-	-	-	5.0	(5.0)	(100.0)	-
Training	22.1	-	22.1	22.0	24.0	109.1	46.0
Consultants	28.0	-	28.0	5.0	-	-	5.0
General operating expenses	91.0	-	91.0	104.4	(104.4)	(100.0)	-
Supplies and materials	1.8	-	1.8	5.0	(5.0)	(100.0)	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	264.6	-	264.6	309.6	(107.8)	(34.8)	201.8
Total	12,232.3	-	12,232.3	12,712.0	(334.2)	(2.6)	12,377.8

Table 8: Major Programme I: Proposed staffing for 2019

I	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	-	4	3	21	12	-	40	1	12	13	53
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	(1)	-	-	-	-	(1)	-	(1)	(1)	(2)
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	3	3	21	12	-	39	1	11	12	51
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	-	4.00	8.00	-	12.00	-	-	-	12.00
Continued	-	-	-	-	-	-	4.00	8.00	-	12.00	-	-	-	12.00
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	4.00	8.00	-	12.00	-	-	-	12.00

1. Programme 1100: The Presidency

Introduction

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

(a) Legal: to carry out its legal and judicial review functions under the Rome Statute. This includes: approval of Court-wide administrative issuances; international cooperation, in particular the enforcement responsibilities provided under Part X of the Rome Statute; timely assignment of situations and constitution of Chambers; procedural and substantive coordination of judges' plenary sessions, retreats and meetings; and full implementation of the Court's code of ethics, within its jurisdiction.

(b) External relations: to maintain and increase international support for and cooperation with the Court; to encourage full implementation and global ratification of the Rome Statute; and to coordinate strategic planning of the Court's external relations activities; and

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

Presidency objectives

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

Judicial Priorities – Cooperation and Transparency

47. The Judiciary will continue to work on enhancing and encouraging the cooperation of States Parties. Robust and effective support by States is essential to strengthen the mandate of the Court. This cooperation is vital in giving real weight and effect to the Court's work, in particular in implementing its decisions (including executing warrants of arrest), providing financial and logistical support and enforcing sentences.

48. The Judiciary will spearhead efforts, rooted in the Court's framework on ethical conduct, to promote a culture of fiscal responsibility, transparency, accountability and trust in the Judiciary and the Court as a whole, both internally and externally. These efforts will aim to provide States Parties, the public and other key partners and stakeholders with the

full picture of how the Court operates, subject to the necessary confidentiality attached to judicial and prosecutorial work, and the independence of the Prosecutor and other major programmes within the broader budget of the Court.

Budget resources **€1,304.9 thousand**

49. The requested amount has decreased by €9.2 thousand (1.5 per cent).

50. A total of €9.4 thousand in Presidency non-recurrent costs were applicable in 2018 and will not appear in 2019. This is attributable to a reduction in travel costs and the induction of newly-elected judges.

Presidency allowances *€28.0 thousand*

51. The Proposed Programme Budget for 2019 includes €28.0 thousand to cover the special allowances of the President,¹⁰ and of the First or Second Vice-President when acting as President.¹¹ The regular salaries of the Presidency's three members are included in Sub-Programme 1200.

Staff resources **€1,116.1 thousand**

52. The amount requested for established posts has decreased by €0.6 thousand (0.9 per cent). The Presidency comprises 11 established posts. No new posts are proposed.

Established posts: Professional and General Service *€1,116.1 thousand*

53. The Presidency is entrusted with three main functions: legal/judicial review, external relations and administration.

54. The Presidency support staff is led by one Chef de Cabinet (P-5) who is responsible for staff management, strategic planning and guidance, and for representing the Presidency at the working level in inter-organ work and external meetings at senior level.

55. The current structure includes one Head, Legal and Enforcement Unit (P-4), one Legal Officer (P-3) and one Associate Legal Adviser (P-2) in the Legal and Enforcement Unit (LEU), responsible for coordinating and providing substantive legal support to the Presidency. The external relations functions of the Presidency are currently performed by an External Relations Adviser (P-3), who is assisted by one Administrative Assistant (External Relations) (GS-OL). One Special Assistant to the President (P-3) currently provides support to the President and the Presidency in the exercise of their responsibilities, with a particular focus on policies concerning administration and interaction with the Assembly and its subsidiary bodies. One Associate Administrative Officer (P-2) provides technical and accounting support for budget and staffing for the Presidency and the Judiciary. The remaining Presidency staff is composed of one Personal Assistant to the President (GS-PL), one Administrative Coordinator to the Judiciary (GS-OL) and one Administrative Assistant (GS-OL) assigned to the Chef de Cabinet, who provide wide-ranging administrative and logistical support.

Non-staff resources **€160.8 thousand**

56. Non-staff resources are required for travel, hospitality, training and consultants. The proposed amount has decreased by €0.6 thousand (5.6 per cent) owing to a reduction in travel requirements.

Travel *€135.8 thousand*

57. The requested amount has decreased by €0.6 thousand (6.6 per cent) owing to a reduction in the requirement for support staff accompanying senior officials. Funds are required for all official travel by judges and staff in the Presidency and Chambers. This

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

¹¹ *Ibid.*, part III.A.I.C.

budget is used to fund travel by the President, Vice-Presidents or other judges to represent the Court at important external events. It also covers two judicial retreats, the costs associated with the opening of the judicial year and a limited amount of travel by Presidency and Chambers staff required to support the Presidency's external role or to provide expert contributions to external events, but in all cases only where funding from the organizers is not available. These costs are recurrent.

Hospitality

€14.0 thousand

58. The requested amount remains unchanged and is required for hospitality costs associated with visits of Heads of State or Government, ministers and other senior representatives of States (including ambassadors) to the President or the Vice-Presidents. The hospitality budget is also used to cover the Judiciary's contributions to Court events, such as Diplomatic Briefings, the NGO Roundtable and welcome and signing ceremonies, which are jointly funded by all organs. These costs are recurrent.

Training

€6.0 thousand

59. The requested amount remains unchanged. The Presidency continues to require a budget for specialized training for its staff in 2019, mainly for specific training relevant to the legal and external relations functions, as well as management training, and a small provision to improve working language skills. These costs are recurrent.

Consultants

€5.0 thousand

60. The requested amount remains unchanged from the amount approved for 2018. These costs are recurrent.

Table 9: Programme 1100: Proposed budget for 2019

1100 The Presidency	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
<i>Judges</i>	-	-	-	28.0	-	-	28.0
Professional staff				833.4	(9.6)	(1.2)	823.8
General Service staff				292.3	-	-	292.3
<i>Subtotal staff</i>	<i>1,028.2</i>	<i>-</i>	<i>1,028.2</i>	<i>1,125.7</i>	<i>(9.6)</i>	<i>(0.9)</i>	<i>1,116.1</i>
General temporary assistance	39.4	-	39.4	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>39.4</i>	<i>-</i>	<i>39.4</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Travel	114.7	-	114.7	145.4	(9.6)	(6.6)	135.8
Hospitality	7.0	-	7.0	14.0	-	-	14.0
Contractual services	-	-	-	-	-	-	-
Training	5.7	-	5.7	6.0	-	-	6.0
Consultants	-	-	-	5.0	-	-	5.0
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>127.4</i>	<i>-</i>	<i>127.4</i>	<i>170.4</i>	<i>(9.6)</i>	<i>(5.6)</i>	<i>160.8</i>
Total	1,195.0	-	1,195.0	1,324.1	(19.2)	(1.5)	1,304.9

Table 10: Programme 1100: Proposed staffing for 2019

1100	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	-	1	1	3	2	-	7	1	3	4	11
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	1	1	3	2	-	7	1	3	4	11
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Continued	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-									

2. Programme 1200: Chambers

Introduction

61. Under articles 34(b) and 36(1) of the Rome Statute, the Chambers are composed of 18 judges, organized into three divisions: Pre-Trial, Trial and Appeals. In consultation with the judges, the Presidency decides on the assignment of judges to Judicial Divisions¹² and assigns situations and cases to the Pre-Trial and Trial Chambers. The Appeals Division deals with interlocutory and final appeals against decisions taken in the other divisions. Within the confines of the Rome Statute, a flexible approach is adopted for the allocation of the workload among the judges to allow for the most effective use of resources and to avoid requests for new resources, even while the workload in some Chambers may increase. Depending on the workload within the relevant divisions, pre-trial judges may be assigned to trial and reparations work, and both pre-trial and trial judges may be assigned to specific appeals, where necessitated by a conflict of interest or other circumstances which require the temporary replacement of an appeals judge.

62. The Chambers comprise the judicial organ of the Court. As mandated by the Rome Statute, the main role of the Chambers is to ensure that the proceedings are “fair and expeditious” and “conducted with full respect for the rights of the accused and due regard for the protection of victims and witnesses”.¹³

Chambers’ objectives

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

Judges’ costs

€5,634.1 thousand

63. The Proposed Programme Budget for 2019 provides for the remuneration of 18 full-time judges and 2 trial judges. The latter’s terms of office were expected to end on 10 March 2018, but are continuing, pursuant to articles 36(10) and 39(3) of the Rome Statute. The two judges whose terms of office are extended need to remain for an as yet undetermined period in order to complete the trials in the cases of *Gbagbo and Blé Goudé* and *Ntaganda*.

64. The remuneration and allowances of judges are detailed in full in Annex VI(a).

65. In the Proposed Programme Budget for 2017,¹⁴ a request was made to update the judges’ salaries to align them with increases in the cost of living in The Hague, as well as with the salaries of the judges of the International Court of Justice and other international courts and tribunals, on the basis of both article 49 of the Rome Statute and ICC-ASP/3/Res.3.¹⁵ After consideration of this matter at the fifteenth session of the Assembly of

¹² Rule 4 *bis* of the Rules of Procedure and Evidence.

¹³ Article 64(2) of the Statute.

¹⁴ Proposed Programme Budget for 2017, para. 163-168.

¹⁵ *Official Records ... Third session ... 2004* (ICC-ASP/3/25), part III, ICC-ASP/3/Res.3, Annex, section XIII.

States Parties (“the Assembly”), the decision was taken to request the Bureau “to consider a revision of the judges’ remuneration and to report to the Assembly at its sixteenth session”.¹⁶ The Bureau subsequently decided that the facilitation on this issue would be led by a designated facilitator. As the facilitation process remains ongoing and its outcome will not be known before the presentation of the Proposed Programme Budget for 2019, an amount has been placed in Annex VI(a), without prejudice to the ongoing facilitation and subject to a determination of the appropriate level of any increase in remuneration by the States Parties.

Forecast judicial activities

66. The overall workload of Chambers will remain at a similar level to that of 2018. The Pre-Trial Division is currently seized of 15 situations. Furthermore, 16 warrants of arrest issued against 15 persons remain unexecuted to date. One case is currently pending before Pre-Trial Chamber I at the confirmation of charges stage and is likely to conclude, at the earliest, at the end of 2018. In all other situations and cases, selected issues regularly arise that require the intervention of the Pre-Trial Chambers. In the Trial Division, four cases will be at the trial hearing or deliberations stage. Appeals against a sentencing decision are likely to continue into 2019 and appeals against the trial judgments in up to two cases are expected to reach the Appeals Division in 2019. There will also be interlocutory appeal work throughout the year arising from the ongoing trials and pre-trial proceedings.

Fair, transparent and efficient proceedings

67. While fairness and transparency remain central pillars for the conduct of proceedings, the Judiciary also continues to work on enhancing its practice to improve efficiency. The judges are carrying on the important work on amendments and improvements in practice and implementing the best practices that have been developed through collaboration at judicial retreats and which are reflected in the Chambers Practice Manual.

Case Law Database

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

69. The Chambers will continue its work on this project along with the other organs of the Court in order to create a comprehensive, fully functional and accessible CLD within existing resources.

Activity assumptions

Pre-Trial Division

70. The Pre-Trial Division handles all requests presented during preliminary examinations, or regarding the initiation of an investigation or the preservation of evidence during an investigation. It also deals with the entire first phase of judicial proceedings, up to confirmation, where applicable, of the charges, upon which the case against the person(s) charged proceeds to trial.

71. Six judges are currently assigned to the Pre-Trial Division. Owing to the current workload at the Court, four of the six pre-trial judges are at the same time also temporarily attached to the Trial Division and involved in trial hearings and reparations matters. Pre-trial judges, like trial judges, have in the past also been temporarily attached to the Appeals

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

Division to hear interlocutory appeals. In line with the Chambers' flexible approach to staffing, a number of legal staff assigned to the Pre-Trial Division have also been simultaneously assigned to cases in other divisions and Chambers. This approach has so far made it possible to satisfactorily meet needs deriving from the current workload.

72. The Pre-Trial Chambers are currently actively seized of 15 situations, namely, Uganda; the Democratic Republic of the Congo; Darfur/Sudan; the Central African Republic I; Kenya; Libya; Côte d'Ivoire; Mali; the Registered Vessels of the Union of the Comoros, the Hellenic Republic and the Kingdom of Cambodia; the Central African Republic II; Georgia; Gabon; Burundi; Afghanistan and Palestine. Significant activity is expected to continue, in particular in the situations in Darfur/Sudan, Libya, Mali, Central African Republic II, Georgia and Burundi. The *Al Hassan* case in the situation in Mali is currently pending at the confirmation of charges stage before Pre-Trial Chamber I and it is likely that it will remain before that Chamber until at least the end of 2018.

73. The nature of proceedings before the Pre-Trial Chambers is such that requests for warrants of arrest, initial appearances, new applications for the initiation of investigations with regard to preliminary examinations conducted by the Office of the Prosecutor, and other requests cannot be foreseen. The situations that come before the Pre-Trial Chambers in 2018 may result in further applications being presented to the Pre-Trial Chambers by parties and participants in the various proceedings in 2019. Moreover, any of the 15 persons for whom warrants of arrest have been issued by Pre-Trial Chambers may be arrested and surrendered to the Court at short notice, as has happened on three occasions in recent years, in the cases of *Ntaganda* and *Ongwen*, and in 2018 in the *Al Hassan* case. As a result, the Pre-Trial Division can only draw on the experience of previous years to arrive at its assumptions for 2019.

Trial Division

74. The Trial Division is composed of the Trial Chambers, whose mandate is to conduct trials following the confirmation of charges by the Pre-Trial Chambers. This mandate continues until the conclusion of the reparations phase. The Trial Chambers are required to ensure, in accordance with article 64 of the Rome Statute, that a trial is fair and expeditious and is conducted with full respect for the rights of the accused and due regard for the protection of victims and witnesses.

75. The Trial Division is currently composed of six judges assigned in various combinations to eight Trial Chambers. An additional four judges assigned to the Pre-Trial Division have been temporarily attached to the Trial Division for the duration of the specific cases before them. Trial judges are also temporarily attached to the Appeals Division to hear interlocutory and final appeals. The mandates of two judges were extended to allow them to complete the ongoing trials.

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

77. The judgment pursuant to article 74 of the Statute in *Ntaganda* is expected to be issued by the end of 2018. Subject to conviction, the sentencing decision is expected to be issued by the end of the first quarter of 2019. The *Ongwen* trial will continue in 2019, with the presentation of evidence by the defence expected to continue until the end of 2019, followed by closing submissions, deliberations and a judgment pursuant to article 74 of the Statute. In the *Gbagbo and Blé Goudé* case, a decision of the Trial Chamber is pending on the defence applications on "issues for which, in their view, the evidence presented by the Prosecutor is not sufficient to sustain a conviction". If the *Gbagbo and Blé Goudé* trial continues with a presentation of evidence by the two accused, the trial will be ongoing throughout 2019. Subject to confirmation of the charges, the *Al Hassan* trial is expected to start in 2019. These trials will generate a considerable workload, given the volume of evidence expected to be presented and, generally, the complexity of these cases.

78. In addition, reparations proceedings will be ongoing in 2019: subject to a conviction, the preparation of a reparations order in *Ntaganda* is expected to continue throughout 2019.

In *Katanga*, *Lubanga* and *Al Mahdi*, the monitoring and supervision of the implementation phase after the issue of reparations orders are expected to take place throughout 2019.

79. In the light of the above, it is assumed that the workload arising from the trials for continuing and new cases, including reparations proceedings, will be at least at a similar level to that of 2018 and that the proceedings will need to continue in parallel. There are three ongoing trials in 2018 (*Ntaganda*, *Ongwen* and *Gbagbo and Blé Goudé*). Although one is expected to conclude by the end of 2018 – *Ntaganda* (subject to sentencing in the first quarter of 2019 in case of conviction) – two – *Ongwen* and potentially *Gbagbo and Blé Goudé* – will be ongoing throughout 2019. In addition, the *Al Hassan* case is expected to start in early 2019 (preparation and commencement of the trial, subject to the charges being confirmed). Reparations proceedings will be ongoing in 2019 as follows: Trial Chambers II and VIII are expected to continue overseeing the implementation of the reparations orders issued in the *Lubanga*, *Katanga*, and *Al Mahdi* cases. In addition, Trial Chamber VI will deal with new reparations proceedings in *Ntaganda* (subject to a conviction). Therefore, compared to 2018, there will be one additional case whose reparations proceedings will be ongoing. In contrast, in the light of the Appeals Chamber’s decision of 8 June 2018 to overturn Mr Bemba’s conviction, it is not expected that reparations proceedings in this case will continue in 2019.

Appeals Division

80. The Appeals Division is composed of five judges, one of whom is the President of the Court. The principal statutory function of the Appeals Chamber is to hear final appeals against decisions on acquittal or conviction and sentence, and in respect of any reparations decision, at the end of a trial, as well as interlocutory appeals against certain decisions of the Pre-Trial and Trial Chambers rendered in the course of proceedings. Final appeals involve a substantially greater workload than interlocutory appeals, as the entirety of the trial proceedings, including the evidence admitted, may have to be reviewed, and additional evidence may have to be assessed. At the same time, some interlocutory appeals may raise complex and important issues and their outcome may have a significant impact on the Court as a whole.¹⁷ The Appeals Chamber may also be seized of other matters, such as requests for a reduction of sentence.

81. It is expected that the Trial Chamber will issue a new decision on the sentences of three convicted persons in the *Bemba et al.* case before the end of 2018. Depending on the timing of that decision, any appeals that may arise are likely to continue into 2019. It is anticipated that, during the first half of 2019, the Appeals Chamber will be seized of one or more appeals against the acquittal or conviction and, as the case may be, sentencing decisions of the Trial Chamber in *Ntaganda*. The case file, embracing several years of pre-trial and trial proceedings, and the evidentiary basis of the Trial Chamber’s decision(s) are substantial. Because of this complexity, the workload resulting from these appeals is expected to be high for the remainder of 2019. Depending on developments in the *Gbagbo and Blé Goudé* case, the Appeals Chamber may also be seized of final appeals in this case.

82. It is also anticipated that the Appeals Chamber will be seized of several interlocutory appeals arising from the cases pending before the Pre-Trial and Trial Chambers.

83. In the light of the above, it is assumed that the workload arising from the various final and interlocutory appeals expected in 2019 will be at least as substantial as in 2018, and that proceedings will need to continue in parallel.¹⁸

Budget resources

€ 11,072.9 thousand

84. The requested amount has increased by €99.2 thousand (0.9 per cent).

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

¹⁸ About eight interlocutory appeals per year are expected.

85. Non-recurrent costs amounting to €10.0 thousand, related to the installation of newly-elected judges in 2018, do not appear in this budget.

Staff resources (total for three divisions) €5,397.8 thousand

86. The amount requested has decreased by €47.4 thousand (1.1 per cent). The amount requested for GTA positions has decreased by €18.4 thousand (1.4 per cent).

87. The Judiciary is continuing its efforts to improve the efficiency and expeditiousness of judicial proceedings, in part through increased operational flexibility in its staffing structure. Legal support staff are assigned on a needs basis, taking into account the workload of each team, Chamber and division, as well as the required expertise. This approach allows for better responsiveness to changing needs and workloads, enhancing the Judiciary's overall effectiveness. It also expands the skills and experience of Chambers staff and has a positive impact on the general dynamic. Operational staff shortages are addressed with available resources, wherever possible, through flexible deployment between the divisions and simultaneous assignment to cases or requests at the pre-trial, trial or appeal stages of the proceedings.

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

89. The ongoing flexible assignment of established and GTA staff is expected to continue to lead to better synergy between judicial operating requirements and the pool of knowledge and expertise in Chambers. Accordingly, for 2019, the staff resource requirements for Chambers remain at the same level as those approved for 2018. It is stressed, however, that this requirement is based on the present staffing level, composed of the fully operational, well-trained and experienced staff currently on board. Any reduction in this staffing level will cause disruption to workflows and operational delays, and prevent the expeditious completion of tasks.

90. The staffing structure of Chambers comprises 40 established posts and 12 GTA positions, and remains unchanged from 2018. Staff resources are presented jointly for all three divisions, on the basis of the principle of flexible staff assignment.

Established posts: Professional and General Service €4,129.8 thousand

91. The workload of established staff will remain at approximately the same level, especially in the light of the complexity of the pending cases. Further extensive support will be required to conduct activities at the pre-trial level and for multiple interlocutory and final appeals.

92. The Chambers are served by 40 established posts. The Head of Chambers (P-5) is responsible for strategic planning and work processes in Chambers. The Head of Chambers oversees and leads coordination and communication between divisions, and provides support to the judges and overall managerial leadership to Chambers legal staff. The Head of Chambers is assisted by one Senior Legal Adviser (P-5) and two Legal Advisers (P-4), who offer essential division-specific expertise, provide guidance to the pre-trial, trial and appeals staff and coordinate their work on the cases. The Chambers are further staffed by 18 Legal Officers (P-3), who provide high-level legal advice to the judges to whom they are assigned and coordinate the legal support team of a Chamber, as necessary; 10 Associate Legal Officers (P-2), who assist with analysis of submissions, preparation of decisions and judgments, and the day-to-day logistics of courtroom activities; and 8 Administrative Assistants (GS-OL), who provide wide-ranging administrative and logistical support to the judges and staff.

General temporary assistance €1,268.0 thousand

93. The work of the divisions will remain critically dependent on the availability of sufficient GTA support at the P-3 and P-2 levels. Therefore, the continuation of previously

approved GTA resources is essential for the efficient functioning of the Chambers. All GTA positions are considered multi-year, since they are used as a pool of resources and allocated on a needs basis. This requirement is reviewed annually. Accordingly, GTA resources are requested at the same level as those approved in the 2018 Programme Budget, as follows:

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

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

Non-staff resources

€41.0 thousand

94. Non-staff resources are required for hospitality and training. In accordance with the recommendations of the Committee on Budget and Finance ("the Committee"), as endorsed by the Assembly, the budgetary provision for judges' travel has been included in the budget of the Presidency.¹⁹ The requested amount has increased by €24.0 thousand (141.2 per cent) to cover required staff training and to provide for judges' training costs.

95. At present, the possibility exists that there could be in situ proceedings in 2019. The conduct of in situ proceedings will be subject to a decision of the Presidency, pursuant to rule 100 of the Rules of Procedure and Evidence. The Presidency will take its decision following a recommendation of the relevant Chamber and an assessment prepared by the Registry, and only after consultation with and the agreement of the State where the Chamber intends to sit. Moreover, as a full assessment can only be conducted when the above decision has been taken by the Presidency, the costs of such proceedings cannot accurately be estimated at this time.

Hospitality

€1.0 thousand

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

Training

€40.0 thousand

97. The requested amount has increased by €24.0 thousand (150.0 per cent). Funding is composed of €25.0 thousand for staff training (an increase of €9.0) and an additional €15.0 thousand for judges' training. The amount for staff training is required for drafting and linguistic capacity-building in the Court's working languages in view of the specific requirements of current casework in all three divisions, and for training in specialized legal matters in view of new developments in international humanitarian law, international criminal law, human rights law and evidence (e.g. digital forensics), and for further development of other professional skills. The amount earmarked for judges' training will be used to fund language immersion programmes for the judges. These costs are recurrent.

¹⁹ *Official Records ... Ninth session ... 2010 (ICC-ASP/9/20)*, vol. I, part II.E. and vol. II, part B.2.II.D.1, para. 83.

Table 11: Programme 1200: Proposed budget for 2019

1200 Chambers	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
<i>Judges</i>	5,404.9	-	5,404.9	5,493.1	141.0	2.6	5,634.1
Professional staff				3,622.8	(47.4)	(1.3)	3,575.4
General Service staff				554.4	-	-	554.4
<i>Subtotal staff</i>	3,971.8	-	3,971.8	4,177.2	(47.4)	(1.1)	4,129.8
General temporary assistance	1,213.0	-	1,213.0	1,286.4	(18.4)	(1.4)	1,268.0
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	1,213.0	-	1,213.0	1,286.4	(18.4)	(1.4)	1,268.0
Travel	-	-	-	-	-	-	-
Hospitality	-	-	-	1.0	-	-	1.0
Contractual services	-	-	-	-	-	-	-
Training	16.3	-	16.3	16.0	24.0	150.0	40.0
Consultants	28.0	-	28.0	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	44.3	-	44.3	17.0	24.0	141.2	41.0
Total	10,634.0	-	10,634.0	10,973.7	99.2	0.9	11,072.9

Table 12: Programme 1200: Proposed staffing for 2019

1200	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	-	2	2	18	10	-	32	-	8	8	40
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	2	2	18	10	-	32	-	8	8	40
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	-	4.00	8.00	-	12.00	-	-	-	12.00
Continued	-	-	-	-	-	-	4.00	8.00	-	12.00	-	-	-	12.00
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	4.00	8.00	-	12.00	-	-	-	12.00

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

Introduction

98. Following inter-organ consultations and agreement by the CoCo, the New York Liaison Office will be redeployed to Sub-programme 3800 (Division of External Operations) within the Registry and be managed alongside the country offices. In consequence, Major Programme I has not requested any resources to staff and operate the New York Liaison Office as these are now proposed under the Registry's Major Programme III, as indicated above.

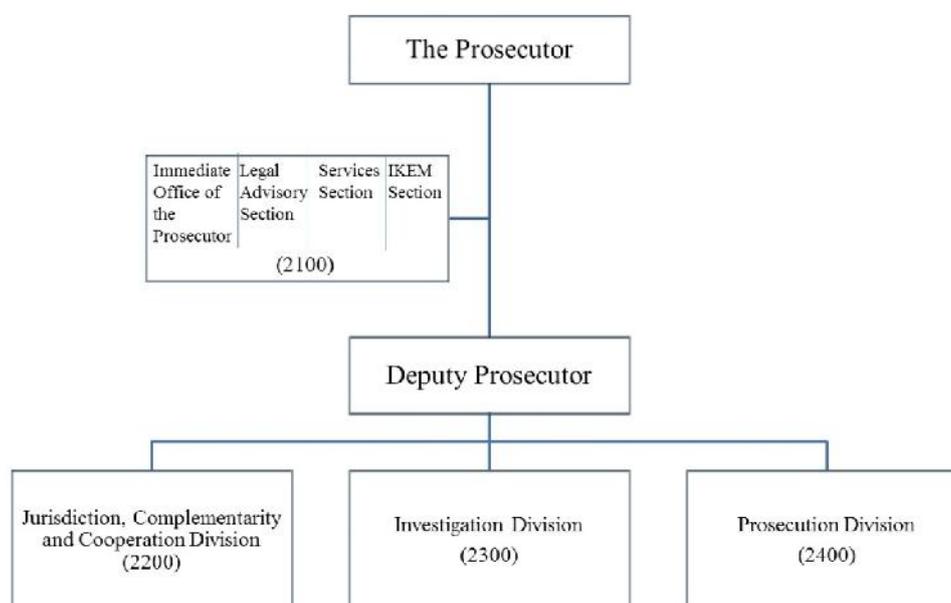
Table 13: Programme 1310: Proposed budget for 2019

1310 New York Liaison Office	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
<i>Judges</i>	-	-	-	-	-	-	-
Professional staff				211.5	(211.5)	(100.0)	-
General Service staff				80.5	(80.5)	(100.0)	-
<i>Subtotal staff</i>	<i>310.4</i>	-	<i>310.4</i>	<i>292.0</i>	<i>(292.0)</i>	<i>(100.0)</i>	-
General temporary assistance	-	-	-	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	-	-	-	-	-	-	-
Travel	-	-	-	6.8	(6.8)	(100.0)	-
Hospitality	-	-	-	1.0	(1.0)	(100.0)	-
Contractual services	-	-	-	5.0	(5.0)	(100.0)	-
Training	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	91.0	-	91.0	104.4	(104.4)	(100.0)	-
Supplies and materials	1.8	-	1.8	5.0	(5.0)	(100.0)	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>92.8</i>	-	<i>92.8</i>	<i>122.2</i>	<i>(122.2)</i>	<i>(100.0)</i>	-
Total	403.2	-	403.2	414.2	(414.2)	(100.0)	-

Table 14: Programme 1310: Proposed staffing for 2019

1310	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	-	1	-	-	-	-	1	-	1	1	2
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	(1)	-	-	-	-	(1)	-	(1)	(1)	(2)
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Continued	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-

B. Major Programme II: Office of the Prosecutor



Introduction

99. The proposed budget of the Office of the Prosecutor (“the Office” or OTP) of the International Criminal Court (“the Court”) for 2019 continues to be based on two main interlinked sources:

- (a) the OTP Strategic Plan for 2016-2018 and related policies, as well as the early draft Strategic Plan for 2019-2021; and
- (b) a careful and realistic assessment of the resources that will be needed by the OTP in 2019 to properly discharge its mandate under the Rome Statute.

100. The OTP Strategic Goals²⁰ (from the Strategic Plan for 2016-2018), proposed resource needs and corresponding 14 performance indicators have been fully integrated into this proposed budget. The relationship between goals and performance indicators is shown in Annex IV(b) to the Strategic Plan for 2016-2018, presented by the Office at the fourteenth session of the Assembly of States Parties (“the Assembly”).²¹ The specific objectives for 2019 and the 14 identified performance indicators are included in Annex IV(d) to this budget document.

101. The OTP is currently finalizing its Strategic Plan for the next period (2019-2021). The next Strategic Plan builds largely on the objectives, results and experiences of previous Strategic Plans since 2012 (when the current Prosecutor took office), with some shifts in focus – e.g. to develop the additional policies that are needed as the Office and its cases mature.

²⁰ The Strategic Goals in the 2016-2018 Strategic Plan are as follows: *Strategic Goal 1*: Conduct impartial, independent, high-quality preliminary examinations, investigations and prosecutions. *Strategic Goal 2*: Continue to integrate a gender perspective into all areas of the Office’s work and to implement its policies on sexual and gender-based crimes (SGBC) and crimes against children. *Strategic Goal 3*: Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions. *Strategic Goal 4*: Further adapt the Office’s investigative and prosecutorial capabilities and network to the complex and evolving scientific and technological environment. *Strategic Goal 5*: Achieve a basic size commensurate with the demands placed on the Office so that it can perform its functions with the required quality, effectiveness and efficiency. *Strategic Goal 6*: Contribute to strengthening cooperation and promoting general support for the mandate and activities of the Office. *Strategic Goal 7*: Adapt the Office’s protection strategies to new security challenges. *Strategic Goal 8*: Ensure professional, accountable, transparent and efficient management of the Office. *Strategic Goal 9*: Work with partners to develop a coordinated investigative and prosecutorial strategy to close the impunity gap.

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

102. Results are measured on a regular basis via a set of performance indicators that were introduced in the Strategic Plan and subsequently fine-tuned over the 2016-2018 period. Currently, 35 indicators²² – grouped into three main categories – are monitored.

103. The format and content of the Court-wide strategic plan are also now under review. Pending its finalization, the OTP assumes that the Court-wide strategic plan will continue to be broadly defined in 2019 by three high-level strategic goals: (a) Judicial and Prosecutorial; (b) Managerial; and (c) Cooperation and Support.

104. The OTP – with its independent mandate to initiate investigations and present cases before the Chambers – is the driving force behind the Court’s judicial activities. While the outcomes of proceedings are not guaranteed, effective performance by the OTP is key to enhancing the Court’s credibility and strengthening public confidence in its ability to deliver justice for the world’s most serious crimes. This is why the OTP is actively engaged in ensuring that its operations are conducted in accordance with the highest standards, and that its activities are compliant with the legal framework of the Rome Statute while being informed by professionalism, transparency, efficiency and effectiveness. The OTP is also a learning organization, where both successes and shortcomings are fully assessed and lessons are regularly learned and applied.

OTP activities in 2019 – preliminary examinations, investigations and prosecutions

105. The activities planned for 2019 build upon the results and experience of the OTP Strategic Plan for 2016-2018. They also tie into the next plan, which is to be presented in the last quarter of 2019.

Situations under preliminary examination

106. The OTP conducts preliminary examinations of all situations that come to its attention so as to determine, on the basis of the legal criteria established by the Statute and the information available, whether those situations warrant investigation. The OTP is currently conducting preliminary examinations in nine situations: Colombia, Gabon, Guinea, Iraq/UK, Nigeria, Palestine, the Philippines, Ukraine and Venezuela. The Office estimates that it will have between 8 and 10 ongoing preliminary examinations in 2019.

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

108. The preliminary examination process is conducted on the basis of the facts and information available, mostly in open sources such as public documents, reports, videos and other materials of reliable provenance. The Office also conducts missions, as required, to meet relevant stakeholders on all sides – from government officials to civil society representatives – for the purpose of gathering information, engaging with State authorities on complementarity issues, and explaining the nature and scope of the preliminary examination process, which is not to be confused with a full-fledged investigation.

109. All of the information gathered is subjected to a fully independent, impartial and thorough analysis. The Office’s findings are preliminary in nature and may be reconsidered in the light of new facts or evidence. The goal of this process is to reach a fully informed determination of whether there is a reasonable basis to proceed with an investigation. The Statute provides no timeline for such a determination.

110. Preliminary examinations are not only crucial to deciding whether or not to open a new investigation; they also serve to lay a firm foundation for cooperation when – and if – such an investigation is opened. Preliminary examinations can also have a preventive effect

²² *Justice Done*: Warrants of Arrest; Persons Confirmed; Persons Convicted; Cases with Final Appeals; Counts Charged. *Operational Excellence*: Individual Risk Assessment; Source Evaluations Completed; PEACE model; Evidence Review; Critical Submission Review; Investigation Plan Review; International Cooperation; SGBC and Policy on Children; Security Assessment; Quality of Interaction with the Office; Efficiencies; Productivity. *Management Excellence*: Gender Balance; Geographical Balance; Budget Implementation; Staff Costs; Non-Staff Costs; Procurement Compliance; Travel Compliance; MOD Settlement.

and may foster domestic efforts to investigate and prosecute, thereby potentially obviating the need for new investigations by the Office. Lastly, the analytical work conducted at the preliminary examination phase feeds into the analysis at the investigations phase, should the Prosecutor decide to open an investigation into a situation. In view of the increasingly high volume of information received for processing in some of the most recent preliminary examinations, the Office has had to consider ways to improve and strengthen its information management at the preliminary examination phase, which has required the dedication of specific resources.

Situations under investigation and cases before the Court

111. In 2019, the OTP will be operating in up to 11 situations that are open: Burundi, the Central African Republic (CAR I and II), Côte d'Ivoire, Darfur (Sudan), the Democratic Republic of the Congo (DRC), Georgia, Kenya, Libya, Mali, Uganda and possibly Afghanistan, where, on 20 November 2017, the Prosecutor requested authorization from Pre-Trial Chamber III to initiate an investigation into alleged war crimes and crimes against humanity. As the matter is pending at the time of submission of the budget, this situation is not included in the budget proposal.

112. The OTP Executive Committee (the "ExCom") gives extensive consideration to various factors when planning for activities in each fiscal year and preparing for the corresponding programme budget request. In line with OTP strategy, cases that are being prepared for trial or have reached the trial stage are always the Office's top priority. At the same time, investigations are normally the most resource-intensive activity conducted by the Office, and timing is essential for optimal results. As the Court often operates in highly volatile political and security environments, priority attention and resources are also devoted to active investigations so as to capitalize on as many opportunities as possible.

113. The 2019 proposed budget provides for some essential increases to finalize important investigative activities and operations, while also catering for ongoing proceedings in the courtroom.

114. After thorough consideration, the ExCom has decided to prioritize eight active investigations in the following six situations in 2019: Burundi, CAR (two investigations), Côte d'Ivoire, Darfur (Sudan), Georgia and Libya (two investigations). The forecast of active investigations in 2019 is presented as accurately as possible, as of the preparation of the proposed programme budget. Owing to the inherently dynamic nature of Office's mandate and activities, it will continue to assess the need to open – or close – any investigations during 2019, considering developments in existing and new situations, if any, as well as its case selection and prioritization policy.

115. Despite the need to prioritize some situations over others in terms of the limited resources available, all other situations will continue to be under OTP's active monitoring, according to the requirements of each case, whether this means following up new leads on crimes, suspects or the possibility of arrests, or maintaining contact with victims and witnesses in cases where an arrest is pending.

116. Owing to the confidential nature of investigations, the OTP is not able to provide situation-specific operational details leading to its budget proposal. However, in order to allow for a better understanding of some situation-specific parameters, and to increase knowledge of the overall challenges facing OTP investigations and the corresponding impact on resource requests, there follows below a short description of the situations where the Office is engaged.

Situation in the Republic of Burundi

117. On 9 November 2017, Pre-Trial Chamber III of the Court authorized the Prosecutor to open an investigation into crimes against humanity within the jurisdiction of the Court allegedly committed in Burundi, or by nationals of Burundi outside Burundi, from 26 April 2015 to 26 October 2017, the day before Burundi's withdrawal from the Rome Statute became effective on 27 October 2017. The Prosecutor is also authorized to extend her investigation to crimes which were committed before 26 April 2015 or continue after

26 October 2017, as long as the investigation or prosecution relate to the crimes allegedly committed during the time Burundi was a State Party to the Rome Statute.

118. While Burundi's withdrawal from the Court is regrettable and may present some practical investigative challenges, the Pre-Trial Chamber has confirmed Burundi's obligation to cooperate with the Court under Part 9 of the Rome Statute despite its withdrawal. As highlighted in its application to open the investigation, the OTP is concerned for the well-being of witnesses and will need to continue to act rapidly and dedicate priority resources to secure results in this investigation. Accordingly, the OTP has continued to call for the cooperation of authorities in Burundi, around the region and elsewhere. Owing to the urgent requirement to begin operations immediately and the unavailability of resources already allocated to other ongoing investigations and activities, in some areas such as operational support, witness protection, cooperation and new language requirements, new resources were needed in 2018. As the investigation is an ongoing priority, some of these resources – e.g. staff for investigation, cooperation and new situation-language needs – will continue to be required in 2019 and cannot be fully absorbed in the proposed budget.

Situation in the Central African Republic (I and II.a and II.b – two investigations)

119. The Central African Republic has twice referred a situation on its territory to the Court. Investigations with respect to CAR I focused on atrocities committed in the CAR in 2002 and 2003. Proceedings against the main suspect, Jean-Pierre Bemba, ended in June 2018 with acquittal by the Appeals Chamber, whereas Mr Bemba had previously been sentenced to 18 years' imprisonment by the Trial Chamber. Mr Bemba and his defence lawyers, Mr Musamba, Mr Mangenda, Mr Babala and Mr Arido, remain the subject of ongoing proceedings regarding their appeal against conviction for offences against the administration of justice under article 70 of the Rome Statute.

120. Investigations in the CAR II situation focus on crimes allegedly committed during renewed violence in the country from 2012 onwards by government entities and various groups, including elements known by or operating under the names Séléka and anti-Balaka.

121. The investigation is ongoing, with two teams of investigators working on the crimes allegedly committed by the different parties to the conflict. While a good cooperation environment has helped the Office to make substantive progress in its investigation, the security environment remains extremely unstable and has caused certain challenges for OTP activities.

122. The situation is aggravated by the inability of state security forces to ensure full security, in particular beyond the borders of the capital, Bangui. Therefore, increased security measures and logistical support for the Court's operations in the CAR continue to be needed to ensure the protection of staff on the ground, given the prevailing circumstances and inadequate domestic infrastructure. At the same time, arrangements such as rental housing have been put in place to counter the high cost of hotel accommodation, with a view to maximizing overall savings and operational efficiencies.

Situation in Côte d'Ivoire

123. Post-election violence erupted in Côte d'Ivoire in 2010-2011 after results in the presidential election, involving Mr Laurent Gbagbo and Mr Alassane Ouattara, were contested. Atrocities purportedly committed during the ensuing violence included murder, rape, other inhumane acts, attempted murder and persecution. The OTP's investigations have focused on crimes allegedly committed by both the pro-Gbagbo forces (CIV I) and pro-Ouattara forces (CIV II).

124. The CIV I investigation resulted in warrants of arrest for three suspects on the basis of the evidence collected: Laurent Gbagbo, Charles Blé Goudé and Simone Gbagbo. All are suspected of crimes against humanity allegedly committed in the context of post-electoral violence in Côte d'Ivoire between 16 December 2010 and 12 April 2011. Mr Gbagbo and Mr Blé Goudé are in the Court's custody, while the warrant of arrest for Ms Gbagbo remains unexecuted. A joint trial of Laurent Gbagbo and Charles Blé Goudé opened on 28 January 2016 and is estimated to continue throughout 2019.

125. Simultaneously, throughout 2019, the OTP will actively continue its investigation, known as CIV II, into crimes allegedly committed by Mr Gbagbo's opponents during the post-electoral violence. Good progress has been made, but, as the other case is already approaching the defence phase, extra resources are needed to finalize the investigation into other parties to the conflict. It is to be recalled that the initiation of this investigation was severely delayed by a lack of sufficient resources.

Situation in Darfur

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

127. On 6 June 2005, the OTP opened an investigation into the situation in Darfur in relation to crimes within the jurisdiction of the Court committed since 1 July 2002. The OTP's investigation has focused on allegations of genocide, war crimes and crimes against humanity committed in Darfur. Alleged crimes falling under the Court's jurisdiction reportedly continue to be committed in Darfur. As announced in its report to the United Nations Security Council, the OTP will continue, in 2019, to pursue leads relating to earlier investigative developments as well as ongoing crimes.

128. In this situation, several warrants of arrest issued further to earlier stages of the investigation remain outstanding – some since 2007. These remain either at the pre-trial stage, pending the suspects' arrest and surrender to the Court, or – in the case of Abdallah Banda Abakaer Nourain – at the trial stage, pending the accused's arrest before the presentation of evidence can commence. President Omar Al Bashir is facing five charges of crimes against humanity, two charges of war crimes, and three charges of genocide allegedly committed against the Fur, Masalit and Zaghawa ethnic groups in Darfur from 2003 to 2008. Ahmad Muhammad Harun is facing 20 charges of crimes against humanity and 22 charges of war crimes, and Ali Muhammad Abd-Al-Rahman ("Ali Kushayb") is facing 22 counts of crimes against humanity and 28 counts of war crimes. Abdel Raheem Muhammad Hussein is facing seven charges of crimes against humanity and six charges of war crimes allegedly committed in Darfur between August 2003 and March 2004. Abdallah Banda Abakaer Nourain is facing three charges of war crimes allegedly committed in an attack carried out on 29 September 2007 against the African Union Peacekeeping Mission in Sudan, at the Haskanita Military Group Site in the Umm Kadada locality in North Darfur.

129. The OTP continues to call on States Parties to take urgent measures to ensure the execution of these warrants of arrest. A failure to implement these warrants would preclude any effective judicial outcome, thereby creating a risk to the Court's credibility and ostensibly wasting the considerable financial resources already invested in the related investigations, support activities and legal proceedings.

Situation in Georgia

130. On 27 January 2016, following a preliminary examination of the situation prevailing in Georgia since 2008 and in the absence of effective proceedings at the national level, Pre-Trial Chamber I granted the Prosecutor authorization to commence an investigation into the situation in Georgia in relation to crimes falling within the Court's jurisdiction allegedly committed in and around South Ossetia between 1 July and 10 October 2008.

131. The OTP will continue actively investigating in the Georgia situation throughout 2019. One of the main challenges in the Georgia situation continues to be the need for enhanced secure communications for any staff deployed to the field, as well as overall information security. OTP is also acutely aware of the concerns of victims and affected communities in the situation, which has been the subject of no judicial remedies since the conflict began 10 years ago.

Situation in Libya (two investigations)

132. By way of its resolution 1970 of 26 February 2011, the United Nations Security Council referred the situation in Libya since 15 February 2011 to the Prosecutor. Libya is not a State Party to the Rome Statute. On 3 March 2011, the OTP opened an investigation into the situation in Libya in relation to crimes within the jurisdiction of the Court allegedly committed since 15 February 2011. The OTP's investigations have led to three cases on charges of murder and persecution.

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

134. In relation to these same crimes, on 24 April 2017, Pre-Trial Chamber I granted the Prosecution's application to unseal the warrant of arrest for Al-Tuhamy Mohamed Khaled for the alleged crimes against humanity of imprisonment, torture, other inhumane acts and persecution, and for the war crimes of torture, cruel treatment and outrages upon personal dignity. Mr Al-Tuhamy is currently at large.

135. Despite the challenging security and political situation in Libya, the OTP has continued to collect, receive and process evidence concerning crimes committed in relation to the February 2011 revolution and more recent events, including ongoing crimes against humanity. In the light of the evidence collected, the OTP ExCom has decided to follow two active lines of investigation within the Libya situation in 2019: one concerning alleged crimes against humanity and inhumane treatment implicating Al-Werfalli and others, and another relating to alleged crimes against humanity, within the Court's jurisdiction, against migrants. The latter line of investigation will be conducted largely in line with the OTP's Strategic Goal 9. The Office will continue its consultations with relevant international and regional partners and agencies, as well as neighbouring States, to explore the possibility of cooperation, coordination and information sharing, where appropriate.

136. Owing to the different focus, nature and methods of these two lines of investigation – although some synergies may be achieved by sharing one Senior Trial Lawyer and one lead investigator between the two teams – it has been decided that the amount of work expected necessitates two separate Integrated Teams, each with its own investigators and other staff members. For full transparency in terms of budgetary planning, both investigations will be considered active, although it is not the OTP's intention to dedicate a full-size Integrated Team to each investigation.

Situation in the Democratic Republic of the Congo

137. On 3 March 2004, the Government of the DRC referred to the Court the situation prevailing on its territory since 1 July 2002. The DRC situation has, to date, produced six cases, with six suspects facing numerous charges including the crimes against humanity of murder, rape and sexual slavery; and the war crimes of murder, directing attacks against a civilian population, rape and sexual slavery, pillaging, and conscripting, enlisting and using child soldiers. Two cases are currently in the reparations phase after final sentencing (*Lubanga* and *Katanga*); one case is in the trial phase (*Ntaganda*); and one case (*Mudacumura*) is pending execution of the warrant of arrest.

138. In terms of judicial activities in the DRC situation, three important proceedings are expected to be ongoing throughout 2019: the reparations proceedings and implementation of reparations awards in both *Lubanga* and *Katanga* – including possible appeals – and the trial proceedings in *Ntaganda*. The defence case in *Ntaganda* is expected to be completed in early 2019, to be followed by closing statements, judicial deliberations and issuance of the judgment.

139. The Office has continued to monitor with concern the situation in the DRC, including crimes allegedly committed in the Kasai region and elsewhere, and has issued preventive statements by the Prosecutor in this regard. It will continue to closely monitor these developments and assess any measures taken at the domestic level to address them.

Situation in Kenya

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

141. On 23 January 2012, Pre-Trial Chamber II confirmed the charges against William Samoei Ruto, Joshua Arap Sang, Francis Kirimi Muthaura and Uhuru Muigai Kenyatta.

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

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

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

Situation in Mali

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

146. On 18 September 2015, Pre-Trial Chamber I issued a warrant of arrest for Ahmad Al Faqi Al Mahdi for the war crime of intentionally directing attacks against historic monuments and buildings dedicated to religion. On 24 March 2016, Pre-Trial Chamber I confirmed the charges against Ahmad Al Faqi Al Mahdi and committed him to trial. The accused admitted guilt pursuant to article 65. The judgment and sentence were issued on 27 September 2016.

147. In response to the continued strong demand for the OTP's intervention, and in the light of unforeseen investigative opportunities and the gravity of the crimes allegedly committed, the OTP continued to investigate – albeit with a reduced team – a wider range of war crimes in Mali, with the aim of gathering evidence which could lead to possible further cases. In April 2018, this resulted in the arrest of Al Hassan Ag Abdoul Aziz Ag Mohamed Ag Mahmoud, who has made his first appearance before the Court, and whose hearing on the confirmation of charges is scheduled for 24 September 2018. The trial is expected to last throughout 2019. While the Mali situation is not considered an active investigation for budget planning purposes, trial proceedings will require a continued high level of dedicated resources in the Integrated Team, including Trial Lawyers and other members of the Prosecution Division, as well as constant support from investigators and analysts, and cooperation efforts.

Situation in Uganda

148. On 16 December 2003, the Government of Uganda referred to the Court the situation prevailing on its territory since 1 July 2002 concerning the Lord's Resistance Army (LRA).

149. On 29 July 2004, the OTP opened an extended investigation into the situation concerning northern Uganda, with a focus on alleged war crimes and crimes against humanity, irrespective of the perpetrator. On 8 July 2005, Pre-Trial Chamber II issued warrants of arrest under seal for top LRA commanders, namely Joseph Kony, Vincent Otti, Raska Lukwiya, Okot Odhiambo and Dominic Ongwen, for the commission of crimes against humanity and war crimes. The Chamber has since terminated proceedings against Raska Lukwiya and Okot Odhiambo, following their deaths. The warrants of arrest for Mr Kony and Mr Otti remain unexecuted.

150. On 16 January 2015, Dominic Ongwen was surrendered to the Court. On 23 March 2016, Pre-Trial Chamber II confirmed 70 charges against Dominic Ongwen and committed him to trial. The confirmed charges encompass crimes against humanity and war crimes allegedly committed in northern Uganda between 1 July 2002 and 31 December 2005, including sexual and gender-based crimes directly and indirectly committed by Dominic Ongwen, forced marriage, enslavement and the conscription and use of child soldiers.

151. In 2018, the trial entered the defence phase. It is expected to continue into 2019, including possible appeals. The OTP will continue to require a dedicated team for the duration of these proceedings.

Strategic and budgetary considerations related to the OTP's core activities: preliminary examinations, investigations and prosecutions

152. The number of cases, investigations and preliminary examinations included in the budget assumptions is a translation of the ever-increasing demand on the Office to intervene in numerous situations around the globe where the most serious crimes of concern to the international community are being committed. Addressing those crimes, where the Court's jurisdiction allows it and where there are no national proceedings under way, is the very purpose for which the Court and the independent Office of the Prosecutor were established. Nonetheless, the OTP notes that 2019 is set to be yet another challenging year, not least in terms of resources. While the Office will continue to set priorities by balancing operational demands against the resources made available by the States Parties, a budget that is not commensurate with its carefully planned and essential resource needs will have a negative impact on the progress of its activities, without which no cases can be tried at the Court. Ultimately, insufficient resources are bound to lead to reputational risk for the OTP and the Court as a whole.

153. As has always been the practice, staff resources at the Office are allocated and redeployed flexibly between cases to maximize their effective use and quality of outcomes while ensuring the completion of ongoing work. For example, the staff resources that were allocated to the *Ntaganda* trial in 2018 will be redeployed to other situations when the trial ends – possibly in the fourth quarter of 2019. Staff members' fungible skills are used to facilitate the effective and efficient redeployment of existing resources and maximum absorption of new situations and cases within the limits of those resources.

154. However, some new situations require specific skills, necessitating the recruitment of new staff to enable the relevant teams to conduct operations. For instance, new situation languages require the recruitment of new translators, transcribers and field interpreters; the Burundi investigation has required extra field support capacity. In other circumstances, the intensification of an investigation or prosecution may require additional resources to strengthen the existing teams, in particular where all ongoing situations are faced with increased workloads simultaneously. If new staff cannot be recruited, those activities may grind to a halt, resulting in lost investigative opportunities or delayed results.

155. In compliance with the request expressed by the States Parties,²³ the Office has strictly scrutinized and evaluated the possibility of reducing financial impact by identifying savings and efficiencies before requesting any increase.

156. Because of the nature of its mandate and operations, most of the resources used by the Office are staff-related. In the 2019 proposed budget, total staff costs account for 88.5 per cent of the funds requested by the Office.²⁴

157. Despite the limited possibility of achieving substantial material savings within the OTP after several years of the Court-wide efficiencies exercise, the OTP has been able to review certain processes for 2019, enabling it to perform more efficiently while maintaining the required level of quality in its results. These efficiencies are generally quantified in terms of existing staff time freed up, enabling current resources to absorb the largest possible share of the extra work arising from increased activity.

158. The total savings and efficiencies included in the 2019 budget proposal are €343.0 thousand. Of this amount, savings represent 87.6 per cent and efficiencies 12.4 per cent.

159. Identifying areas where the Office can make efficiency gains is an ongoing exercise. Since 2012, results have been documented and communicated to the Committee on Budget and Finance (“the Committee”) and the States Parties. Savings and efficiency gains have been integrated into the OTP’s budget proposals. The table below shows the results since 2012.

	2012	2013	2014	2015	2016	2017
Budget (€’000)	27,723.70	28,265.70	33,220.00	39,612.60	43,233.70	44,974.20
Savings and Efficiencies (€’000)	183.96	848.18	442.67	366.10	375.52	367.7
Savings + Efficiencies over Budget	0.7%	3.0%	1.3%	0.9%	0.9%	0.8%

160. Following workshop sessions dedicated to improving the budget process and the format of the budget package, the Court and the Committee have agreed – despite a certain level of unpredictability inherent in the nature of the operations of the OTP and the Court in general – to strive to increase the accuracy of requests for funds at budget item level. The 2019 budget proposal is therefore based on both estimates for 2019 activities and trends in the implementation of specific budget items in past years.²⁵

161. The proposed budget for OTP travel in 2019 is an example of how the Office is seeking to align its budget proposal with the actual costs incurred in past years. The OTP is constantly reviewing its processes – such as mission planning and implementation – to maximize the value of the funds received, and has achieved some substantial savings in the process. However, the sheer number of missions needed to support and progress with investigative and prosecutorial activities, as well as the increased number of situations where the OTP is engaged, requires more resources than recommended by the Committee and approved by the Assembly in recent budgets.²⁶ This is clearly visible in the time series

²³ *Official Records ... Fifteenth session ... The Hague ... 2016* (ICC-ASP/15/20), vol. I, part III, ICC-ASP/15/Res.1, section L, para. 1.

²⁴ The 2018 OTP Total Approved Budget was €45,991.8 thousand. Total staff costs and total non-staff costs amounted to €1,343.4 thousand and €4,648.4 thousand, respectively, and the former accounted for 90 per cent of the total approved budget.

²⁵ Using the data prepared by the Financial Planning and Control Unit (FPCU), the Senior Manager provides monthly updates on OTP budget implementation per budget item and sub-programme, and advises the Prosecutor and senior management on financial matters related to the activities being conducted. Time series of funds requested, approved and spent per year and per budget item are also available on the FPCU intranet page: <http://otp.icc.int/sites/ss/gau/pages/Budget%20and%20Expenditure%20Monitoring.aspx>

²⁶ The Office of the Prosecutor conducts missions in several countries where witnesses and victims are located and evidence can be collected with respect to the investigative and prosecutorial activities it manages. Since 2012, the Office has strived to be “as trial-ready as possible” by the time it seeks a confirmation of charges before a Pre-Trial Chamber. The process of collecting and analysing solid evidence is therefore a key factor in the OTP’s strategy, making operational missions fundamental to the implementation of that strategy.

shown in the table in Annex XIII OTP Travel – Approved Budget versus Actual Expenditure.

162. The 2019 proposal, therefore, includes a request for an increase in the budget available for missions. Naturally, the additional missions related to the OTP's new investigations are part of the reason for the request. However, the requested increase is also linked to the overall evaluation of the Office's needs in order to conduct its operations in the field at the right pace. If approved, this budget increase it will make it possible to close the gap between funds approved and spent.

163. The proposed Office budget is the product of a process of careful scrutiny which provides a realistic assessment of the OTP's resource needs to meet the demands placed on it in 2019, in accordance with its mandate.

<i>Parameter</i>	<i>2018</i>	<i>2019</i>
Number of planned Court hearings in 12-month period	400	324 ²⁷
Number of situations	10	11 ²⁸
Number of active investigations	6	8 ²⁹
Unsealed warrants of arrest pending execution	9	16 ³⁰
Number of preliminary examinations	10	9 ³¹
Number of trial teams (OTP)	3	3 ³²
Number of final appeals	9	5 ³³

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

165. On the basis of planned required activities for 2019, the OTP budget proposal has increased by €2,109.0 thousand (4.6 per cent), from €45,991.8 thousand to €48,100.8 thousand. The table below summarizes the increase per major budget item:

<i>Major Programme II</i>	<i>2018</i>	<i>Resource Changes</i>		<i>2019</i>
<i>Office of the Prosecutor</i>	<i>(€ '000)</i>	<i>Amount</i>	<i>%</i>	<i>(€ '000)</i>
Staff costs	31,897.1	1,010.8	3.2%	32,907.9
Other staff costs	9,446.3	253.9	2.7%	9,700.2
Non-staff costs	4,648.4	844.3	18.2%	7
Total	45,991.8	2,109.0	4.6%	48,100.8

166. The net impact³⁴ of 2019 operational costs is €2,109.0 thousand. Staff costs and non-staff costs account for €1,264.7 thousand and €844.3 thousand, respectively.

167. The increase in staff costs is due to the need to carry forward the GTA resources recruited for the Burundi situation while adding new positions that are necessary to enable

²⁷ Two courtrooms. *Gbagbo and Blé Goudé* (CIV): 124 days; *Ongwen* (Uganda): 160 days; *Al Hassan* (Mali II): 40 days.

²⁸ Burundi, CAR I, CAR II, CIV, DRC, Darfur, Georgia, Kenya, Libya, Mali, Uganda.

²⁹ Burundi, CAR II.a (Séléka), CAR II.b (anti-Balaka), CIV II, Darfur, Georgia, Libya (III) and Libya (IV).

³⁰ CIV I *bis* (1); Darfur I (2), II, IV and V (2), III (1); DRC IV (1); Kenya Art. 70 (3); Libya I (1), Libya II (1); Libya III (2); Uganda (2).

³¹ Colombia, Gabon, Guinea, Iraq/UK, Nigeria, Palestine, Philippines, Ukraine, and Venezuela.

³² CIV I (*Gbagbo and Blé Goudé*), UGA (*Ongwen*) and Mali II (*Al Hassan*).

³³ *Ntaganda* (Art. 74; Art. 76); *Gbagbo and Blé Goudé* (Art. 74; Art. 76); *Bemba et al.* (Art. 76).

³⁴ The net impact is the result of the positive and negative effects arising from all the factors affecting the budget proposal, such as post additions and deletions, non-staff items, conversions, reclassifications and implementation of the UN Common System changes.

and support progress in OTP activities. The utmost effort has been made to absorb as much of the impact of the new situation as possible. For the Burundi situation during 2018, the Office estimated the need to set up a team made of 21 positions (10.67 FTE) and the equivalent of 4 months of field interpretation, for a total of €1,049.1 thousand in staff costs and €457.2 thousand in non-staff costs. The full-year equivalent of these resources in 2019 would be €2,089.9 thousand and €914.4 thousand for staff and non-staff costs, respectively. A simple addition to the budget baseline would have led to an increase of €3,004.3 thousand, larger than the proposed amount for 2019.³⁵

168. In the light of the lag time that characterizes recruitment processes at the Court, the OTP proposal adopts a recruitment time factor of four months for any new positions – not carried forward from 2018– financed through either GTA or established funds for 2019. In addition, mindful of the impact of filling vacancies through successful internal recruitment³⁶ on the overall implementation of the staff budget, the Office is not requesting the restoration in 2019 of the full GTA capacity for existing approved positions.³⁷

169. Increases are requested to provide better support for Integrated Teams and OTP operations in general, and to address the need for more missions in order to complete investigative and prosecutorial activities and allow cases to advance to the next phase without further delay. These additions will only partially close the existing gap between the current level of resources allocated to cases and the actual level that would be needed to conduct operations at proper capacity.

³⁵ It is worth recalling that, in 2015, the Office estimated that funding an Integrated Team for one new investigation would require about €3.4 million. See answer to question no. 9 in CBF25/26S01, dated 25 September 2015.

³⁶ When an internal candidate who has successfully completed the competitive recruitment process is appointed to a new post, his or her previous post becomes vacant. This triggers another recruitment process that takes time to complete. This “domino effect” creates an unforeseen under implementation of staff budget funds.

³⁷ Restoring capacity would mean fully funding – for 12 months – all GTA positions approved in previous budgets and needed for the full year in 2019.

Table 15: Major Programme II: Proposed budget for 2019

Major Programme II Office of the Prosecutor	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				26,666.0	1,074.2	4.0	27,740.2
General Service staff				5,231.1	(63.4)	(1.2)	5,167.7
<i>Subtotal staff</i>	<i>32,011.0</i>	<i>-</i>	<i>32,011.0</i>	<i>31,897.1</i>	<i>1,010.8</i>	<i>3.2</i>	<i>32,907.9</i>
General temporary assistance	7,147.9	-	7,147.9	9,446.3	253.9	2.7	9,700.2
Temporary assistance for meetings	1.6	-	1.6	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>7,149.5</i>	<i>-</i>	<i>7,149.5</i>	<i>9,446.3</i>	<i>253.9</i>	<i>2.7</i>	<i>9,700.2</i>
Travel	3,532.5	-	3,532.5	2,928.9	599.3	20.5	3,528.2
Hospitality	4.8	-	4.8	5.0	-	-	5.0
Contractual services	392.3	-	392.3	579.5	-	-	579.5
Training	243.6	-	243.6	290.0	-	-	290.0
Consultants	84.3	-	84.3	70.0	-	-	70.0
General operating expenses	661.1	-	661.1	530.0	220.0	41.5	750.0
Supplies and materials	70.2	-	70.2	110.0	(20.0)	(18.2)	90.0
Furniture and equipment	282.8	-	282.8	135.0	45.0	33.3	180.0
<i>Subtotal non-staff</i>	<i>5,271.6</i>	<i>-</i>	<i>5,271.6</i>	<i>4,648.4</i>	<i>844.3</i>	<i>18.2</i>	<i>5,492.7</i>
Total	44,432.0	-	44,432.0	45,991.8	2,109.0	4.6	48,100.8

Table 16: Major Programme II: Proposed staffing for 2019

II	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	1	1	-	3	17	36	77	71	33	239	1	79	80	319
New	-	-	-	-	1	2	4	6	1	14	-	-	-	14
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	2	(2)	-	8	(8)	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	1	1	-	3	20	36	81	85	26	253	1	79	80	333
GTA Positions (FTE)														
Approved 2018	-	-	-	-	1.00	5.75	29.20	21.25	8.42	65.62	3.60	23.87	27.47	93.09
Continued	-	-	-	-	-	5.75	29.70	21.92	7.00	64.37	2.60	24.20	26.80	91.17
New	-	-	-	-	-	1.67	1.33	10.00	-	13.00	-	7.92	7.92	20.92
Redeployed	-	-	-	-	-	-	(0.03)	0.33	-	0.30	(0.60)	1.22	0.62	0.92
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	(2.00)	(4.00)	(6.00)	(1.00)	(13.00)	-	-	-	(13.00)
Total	-	-	-	-	-	5.42	27.00	26.25	6.00	64.67	2.00	33.33	35.33	100.00

1. Programme 2100: Immediate Office of the Prosecutor

Introduction

170. Programme 2100 comprises all staff functions that support and provide advice to the Prosecutor and the entire Office. For budgeting purposes, information has always been presented under two sub-programmes. Following the creation of the Information, Knowledge and Evidence Management Section, a third sub-programme has been added, under (c), below:

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

(b) Sub-programme 2120: the Services Section, comprising two specialized units that provide critical support functions in the areas of language expertise and budget, financial and administrative management;

(c) Sub-programme 2130: the Information, Knowledge and Evidence Management Section, comprising two units that provide support functions in the areas of physical and electronic evidence handling, and technical assistance for the Office of the Prosecutor in connection with information management and disclosure processes.

171. Following the terminology adopted in the inter-organ project for savings and efficiencies, most of the efficiencies achieved fall into the category of “review and standardization of policies, operations and procedures”. This has led to greater productivity with the same resources and allowed the increased workload to be absorbed with limited need to request additional resources in the Proposed Programme Budget for 2019 for the processes concerned.

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

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

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

174. The IOP provides critical services to the Prosecutor and the Office with relatively marginal resources. The IOP contributes to the Office's overall aims of being an effective and efficient organ by participating in the implementation of best practices and performing a number of support functions, such as assisting the Prosecutor in the exercise of her administrative decision-making authority. The IOP also works with the Services Section to support the Prosecutor's management of the Office budget by implementing synergies and ensuring harmonization of practices between the organs in areas ranging from human resources to public information. The IOP further contributes to projects and initiatives aimed at streamlining processes.

175. The Legal Advisory Section (LAS), working with other parts of the Office as necessary, responds to requests for legal advice from the Prosecutor and the Office's divisions and sections. These requests concern the Office's core operations, the general functioning of the OTP as an independent organ and other internal matters. LAS leads the development – and coordinates the implementation – of OTP policies on key issues identified by the Prosecutor, including the Sexual and Gender-Based Crimes Policy and the Policy on Children, which have successfully been adopted. A new policy on Cultural Heritage is currently being developed. LAS also represents the Office in the development and revision of Court-wide policies and administrative issuances, and other regulatory instruments.

176. LAS also facilitates the development and maintenance of the Office's professional and ethical standards, coordinating the development of the Office's internal regulatory framework. LAS is therefore responsible for coordinating the revision of the OTP's Regulations and Operations Manual and updating the OTP Code of Conduct as necessary.

177. Furthermore, LAS has developed an electronic lessons-learned system to assist in identifying and recording lessons learned so as to enhance the quality and efficiency of operations. It also develops, provides and coordinates training programmes for OTP staff on the Office's Code of Conduct and core values. LAS manages the maintenance of online legal tools, commentaries and databases for the Office. It also provides related training as needed. LAS is additionally responsible for the development of a legal-academic network for the Office, which includes organizing a series of guest lectures by external experts.

178. The Section is also responsible for OTP input into the development of a Court-wide case law database and the preparation and dissemination of the OTP Weekly Court Reports. LAS is responsible for advising the Prosecutor on staff-related labour matters, including individual cases involving litigation, which require the application of the Staff Regulations and Rules as well as Administrative Instructions, in consultation with OTP-HR as needed.

Budget resources

€2, 428.5 thousand

179. The requested amount has decreased by €105.6 thousand (4.2 per cent). This is mainly due to the cancellation of the GTA position of Information Management Coordinator (P-5), which is being requested with a different profile as an established post under the newly-created Sub-programme 2130 (Information, Knowledge and Evidence Management Section).

Staff resources **€1,849.0 thousand**

180. The amount requested for established posts has increased by €1.5 thousand (0.1 per cent). The amount requested for GTA positions has decreased by €107.0 thousands (47.2 per cent). There are no changes in the number of established posts in Sub-programme 2110. The IOP and LAS comprise 16 established posts and 1 GTA position.

Established posts: Professional and General Service *€1,729.2 thousand*

181. The Prosecutor (USG) is supported by Sub-programme 2110 through the IOP and LAS. The position of Chef de Cabinet (P-4) in the IOP is requested for reclassification to P-5 grade.

182. The Chef de Cabinet, in addition to assistance and advice provided directly to the Prosecutor, is in charge of the IOP and all its functions and components, from OTP-HR and the Public Information Unit (PIU) teams to overseeing the work of other IOP staff fulfilling key functions. The Chef de Cabinet advises the Prosecutor in the exercise of her functions and, under her supervision, manages the IOP.

183. The IOP, headed by the Chef de Cabinet (P-5), has the following posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Chef de Cabinet ³⁸	P-5	1
HR Liaison and Coordination Officer	P-3	1
Public Information Officer	P-3	2
Special Assistant to the Prosecutor	P-2	2
Personal Assistant to the Prosecutor	GS-PL	1
Administrative Assistant	GS-OL	1
Public Information Assistant	GS-OL	1
Staff Assistant	GS-OL	1
Total		10

184. LAS, headed by a Senior Legal Adviser (P-5), has the following posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Senior Legal Adviser	P-5	1
Legal Adviser	P-4	1
Associate Legal Adviser	P-2	2
Associate Programme Officer	P-2	1
Total		5

General temporary assistance *€119.8 thousand*

185. The position of Information Management Coordinator is no longer requested under this sub-programme,³⁹ which explains the reduction of €107.0 thousand. One GTA position (1.0 FTE) is requested to meet crucial resource needs for 2019 to address demands placed on the IOP. This resource was approved in previous budget submissions and is hence a multi-year request:

<i>Title</i>	<i>Grade</i>	<i>Number</i>	<i>Months</i>	<i>FTE</i>	
Special Assistant to the Prosecutor	P-3	1	12	1.00	Continued

Non-staff resources **€579.5 thousand**

186. The requested amount is substantially the same as in the 2018 budget. Non-staff resources are requested for travel, hospitality, contractual services, training and consultants. The resource request is recurrent unless otherwise indicated.

³⁸ Position resubmitted for reclassification.

³⁹ See paragraph 179.

Travel

€184.5 thousand

187. The requested amount has decreased by €0.1 thousand (0.1 per cent). The requested amount is intended to cover projected missions of the Prosecutor and her staff.

188. In order to foster political support and enhance cooperation at the highest levels among States Parties, non-States Parties, international organizations, other cooperation partners and affected communities – in furtherance of the Office’s investigations and efforts to arrest and prosecute individuals sought by the Court, thereby maximizing the impact of the Rome Statute – it is necessary for the Prosecutor to undertake missions abroad. In several instances, personal high-level engagement by the Prosecutor has yielded positive investigative results by helping to address concerns and questions at the highest levels of decision-making. The Prosecutor occasionally participates in other international events – although these are kept to a minimum – where strategic benefits for the Office are identified and, with a view to limiting the travel budget, where costs are covered by the organizers. The travel budget also covers missions by representatives of LAS, PIU and OTP-HR, and limited travel by external special advisers to the Prosecutor appointed under article 42(9) of the Rome Statute who, by virtue of their mandate, are occasionally required to travel to the seat of the Court.

Hospitality

€5.0 thousand

189. The requested amount is the same as in the 2018 approved budget.

190. These limited resources are for hospitality to cater for international delegations, diplomats and high-level dignitaries visiting the OTP. In past years, the Court has agreed to share among its organs most of the costs of catering for visiting high-level diplomats and delegations received by more than one Principal. The shared portion accounts for about €4.0 thousand (80 per cent of the total amount requested). The relocation of the Court to its permanent premises also intended to be used to further develop the Court’s outreach to the public will also contribute to the number of high-level visitors the Office can reasonably expect to receive in 2019.

Contractual services

€30.0 thousand

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

Training

€290.0 thousand

192. The requested amount is unchanged. The training budget for the entire OTP remains centralized in the IOP. Training is vital to creating a cohesive shared working culture within the OTP and enhancing the quality of the Office’s deliverables, its overall performance and its efficiency. The Office must also provide adequate training to any additional staff recruited, while enhancing the skills of existing staff. Funds will be used to deliver a training schedule in accordance with carefully planned and scrutinized OTP-specific training priorities.

193. Moreover, as in many national systems, certain categories of professionals within the Office are required to attend specific training to maintain their qualification or to obtain certification to the requisite standards.

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

195. The Office will continue to work with other organizations and national authorities to ensure maximum cost-effectiveness, for example, by sharing annual advocacy and appellate training costs with the ad hoc tribunals or engaging reputable organizations that are willing to offer services on a *pro bono* basis.

Consultants

€70.0 thousand

196. The requested amount is unchanged compared to the previous year (when it was reduced by 30.0 per cent). The amount equates to approximately five work-months at P-5 level, although the actual level of the consultants will be determined on the basis of the work required and individual experience. The budget remains centralized in the IOP to ensure coordination across operational divisions.

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

Table 17: Programme 2110: Proposed budget for 2019

2110 Immediate Office of the Prosecutor / Legal Advisory Section	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				1,444.7	1.5	0.1	1,446.2
General Service staff				283.0	-	-	283.0
<i>Subtotal staff</i>	<i>1,575.3</i>	<i>-</i>	<i>1,575.3</i>	<i>1,727.7</i>	<i>1.5</i>	<i>0.1</i>	<i>1,729.2</i>
General temporary assistance	260.4	-	260.4	226.8	(107.0)	(47.2)	119.8
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>260.4</i>	<i>-</i>	<i>260.4</i>	<i>226.8</i>	<i>(107.0)</i>	<i>(47.2)</i>	<i>119.8</i>
Travel	208.2	-	208.2	184.6	(0.1)	(0.1)	184.5
Hospitality	4.8	-	4.8	5.0	-	-	5.0
Contractual services	32.9	-	32.9	30.0	-	-	30.0
Training	20.6	-	20.6	290.0	-	-	290.0
Consultants	48.0	-	48.0	70.0	-	-	70.0
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>314.4</i>	<i>-</i>	<i>314.4</i>	<i>579.6</i>	<i>(0.1)</i>	<i>(0.0)</i>	<i>579.5</i>
Total	2,150.1	-	2,150.1	2,534.1	(105.6)	(4.2)	2,428.5

Table 18: Programme 2110: Proposed staffing for 2019

2110	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	1	-	-	-	1	2	3	5	-	12	1	3	4	16
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	1	(1)	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	1	-	-	-	2	1	3	5	-	12	1	3	4	16
GTA Positions (FTE)														
Approved 2018	-	-	-	-	1.00	-	0.50	-	-	1.50	-	-	-	1.50
Continued	-	-	-	-	-	-	1.00	-	-	1.00	-	-	-	1.00
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	1.00	-	-	1.00	-	-	-	1.00

(b) Sub-programme 2120: Services Section

198. The Section is made up of two units: the Financial Planning and Control Unit (FPCU) and the Language Services Unit (LSU). The units perform activities which are not, and cannot be, carried out by sections or units in other parts of the Court, and which are essential to supporting OTP operations.

199. The Section adopts a flexible approach and ensures effective coordination with the Registry to allow the seamless provision of common services, within a continuum of activities aimed at meeting client needs with minimum resources.

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

- (a) coordination and preparation of the OTP budget;
- (b) management of OTP funds, including approval and certification of expenditures, preparation of detailed estimates of the financial impact of activities performed by the Office, and expenditure reporting and forecasting;⁴⁰
- (c) management of OTP requests for provision of goods and services that require support by the Procurement Unit and other Registry entities;
- (d) management of the administrative and financial aspects of all OTP staff positions, including GTA, STA and individual contractors;
- (e) careful administration of funds dedicated to field operations and witness-related activities, and official travel;
- (f) effective monitoring and control of the use of resources in compliance with the Court's Financial Regulations and Rules;
- (g) field, event, and telephone interpretation;
- (h) transcription of audio and video evidence;
- (i) translation of OTP evidence and core Office documentation; and
- (j) summary translation, redaction, editing, subtitling, language identification and other support activities for projects requiring language expertise within the Office.

201. The Section also represents the OTP in financial, budgetary and resource-related matters before the Committee, the States Parties' delegates to The Hague Working Group (HWG) and the Assembly, the External Auditors, the Audit Committee, the Office of Internal Audit and other stakeholders such as NGOs and international organizations. Lastly, the Senior Manager of the Section represents the Office on Court-wide initiatives and projects.

Budget resources**€5,678.5 thousand**

202. The requested resources have decreased by €2,197.9 thousand (27.9 per cent). This is the net effect of the reallocation of resources from KBU and the Information and Evidence Unit to the newly-created Information, Knowledge and Evidence Management Section (Sub-programme 2130) and minor changes in FPCU and LSU resources (staff and non-staff costs) linked to the increase in Office operations (e.g. for the situation in Burundi).

203. Thanks to continuing efforts to streamline processes and workflows, as well as efficiencies identified in 2017, FPCU has been able to manage the additional workload and achieve substantial efficiencies within the same basic structure. FPCU expects to achieve new efficiencies of around €28.9 thousand in 2018 and 2019, mainly attributable to the review and standardization of policies and operations in a number of areas. This includes: (1) providing checklists for travel claims to improve accuracy and processing time;

⁴⁰ This centralized approach provides full budget spending control and flexible financing of activities to match changing operational needs through reallocation of resources as required. This approach to funds management has been praised by the Office of Internal Audit, in particular, in the recent Report by the Office of Internal Audit: engagement number OIA.02.14.

(2) automating the process for printing pre-registration numbers to reduce the time taken to reconcile country offices' accounts and operations reports; and (3) creating an improved FPCU Online Request System in 2018 with a module for new staff requests that supports paperless processing and reduces the need for time-consuming email exchanges. In addition, the new system provides easy access to the status of requests and statistics on the process. These efficiencies have resulted in the absorption of higher work volumes, improved monitoring and control of activities, increased transparency and higher quality in the provision of services.

204. So far, FPCU has been able to provide high-quality support to meet increasingly complex needs arising from the Office's operational activities without requesting additional resources in previous budget proposals. However, the increasing complexity of operations and the increase in the volume of transactions to be managed requires an adjustment in the resources available to FPCU so that it can properly perform its critical functions.

205. FPCU plays a fundamental role not only in processing transactions (whose volume grows yearly), but also – and above all – in ensuring that the key functions of monitoring and controlling proper budget implementation are performed to a high standard.

206. In addition, FPCU supports the Senior Manager in analysing and evaluating trends and the potential financial impact of Office operations during budget implementation, so that the Prosecutor may be promptly and transparently advised on ways to achieve the OTP's goals in full compliance with the Court's financial and governance framework.

207. FPCU also supports the Senior Manager in engagements with internal and external stakeholders (e.g. inter-organ working groups, the Office of Internal Audit, the Committee, the External Auditors, the Audit Committee, States Parties' delegates to the Assembly and the HWG, NGOs, etc.) by providing data, reports and analysis on the financial aspects of OTP activities.

208. To perform these critical functions effectively, FPCU needs one additional Associate Administration Officer (GTA) (P-2) who can also act as Certifying Officer for the OTP. This position is carried forward from the 2018 Burundi team.

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

210. LSU continues to provide the close, in-depth language support needed by the Integrated Teams throughout the preliminary examination, investigation and trial phases, including where needed during the defence case. LSU's three main areas of work remain field interpretation, transcription and translation, as required by OTP. The requirement for language services continues to be volatile on account of uncertainty around, among other things: (1) how many and which languages will be encountered in any given situation country, especially with regard to "insider" witnesses and victims whose evidence needs interpreting, transcribing and translating into a working language, and with regard to suspects who are entitled to translations of evidence into a language they fully understand; (2) the frequency of use and other particularities of the languages involved; (3) the possible reach of an investigation beyond the situation country, necessitating additional languages; (4) security considerations in the relevant situations; and (5) the team's capacity to work in both working languages.

211. Given the specificity of language requirements and the often rapidly evolving nature of OTP operations, LSU retains an in-built flexibility and adaptability to apply resources in

keeping with actual needs deriving from the phase and foreseeable volume of activities. As the Integrated Teams continue to evolve, adapt or improve their working methods, LSU ensures that its core structure remains fit-for-purpose and most efficiently and effectively supports the Office's core mandate.

212. Accordingly, following a recent work-survey review of translation coordination, the title of the two P-4 Translator/Reviser posts has been proposed for amendment to Reviser and Coordinator to better reflect the focus of the work performed. At the time of the submission of this budget proposal, the change has not been reflected in the Court's HR system, so the Staffing table still mentions the title Translator/Reviser. Similarly, with the review of the transcription team conducted in 2017, the Transcription Coordinator post has been retitled Senior Transcript Coordinator, and one of the five established Transcript Reviewer posts has been repurposed as the Transcript Coordinator and Reviewer post to reinforce the team's capacity to effectively and efficiently source, manage and deliver hard-to-find "languages of lesser diffusion".

213. The Office continues to centralize some non-staff budget items – such as consultants, supplies and materials, furniture and equipment, and training⁴¹ – so that it can respond quickly and flexibly to changing needs during budget implementation. The resources requested in the 2019 budget are required to provide support and materials needed for the business activities of other sub-programmes within the Office.

Staff resources **€4,620.0 thousand**

214. The amount requested for established posts has decreased by €1,490.5 thousand (38.0 per cent). The amount requested for GTA positions has decreased by €601.2 thousand (21.5 per cent). In 2019, the Section will comprise 27 established posts, 17 recurrent GTA positions and Field Interpreters (17.88 FTE), and 6 new GTA positions and Field Interpreter requests (5.59 FTE).

215. Following a review of the Office's long-term needs and careful consideration of the eligibility criteria adopted by the Court in compliance with Committee recommendations, the following position is resubmitted for conversion:

- (a) one Associate Administration Officer (P-2) in FPCU.

Established posts: Professional and General Service *€2,428.1 thousand*

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

217. FPCU, headed by one Administration Officer (P-3), has the following posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Administration Officer	P-3	1
Associate Administration Officer ⁴²	P-2	2
Finance and General Administration Assistant	GS-OL	3
Total		6

218. LSU, headed by one Language Coordinator (P-4), has the following posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Language Coordinator	P-4	1
Translator/Reviser (one English and one French)	P-4	2
Interpretation Coordinator	P-3	1
Translator (English)	P-3	1
Translator (French)	P-3	1
Translator (Arabic)	P-3	1
Associate Translator (English)	P-2	1

⁴¹ Training and consultants are in Sub-programme 2110 (Immediate Office of the Prosecutor). Supplies and materials, along with furniture and equipment, are now mainly in the newly-created Sub-programme 2130 (Information, Knowledge and Evidence Management Section).

⁴² Including the post requested for conversion (see paragraph 215, above).

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Associate Translator (French)	P-2	1
Associate Translator (Arabic)	P-2	1
Language Services Assistant	GS-OL	3
Senior Transcript Coordinator	GS-OL	1
Transcript Coordinator and Reviewer	GS-OL	1
Transcript Reviewer	GS-OL	4
Transcription Assistant	GS-OL	1
Total		20

General temporary assistance €2,191.9 thousand

219. The Section continues to require GTA resources for translation, transcription, field interpretation and a wide range of other financial, planning and administrative services to directly support the Office's activities. The extension of current resources is therefore necessary.

220. The Section requires additional GTA positions to enable language services and financial planning to handle the additional workload due to the increase in activities. More specifically, the number of Transcript Reviewers required has risen due to the decision to broaden the scope of interviews recorded by the Integrated Teams, a process which will continue developing in the next budget year. In addition, an Associate Interpretation Coordinator is required to handle the continuing increase in the volume and concomitant complexity of field interpretation activities. A small reduction in the FTE translation capacity at P-3 and P-1 levels has been made, although the number of posts remains the same. The Section has closely analysed and evaluated the best ways to match efficiency and effectiveness in the delivery of its services.

221. The breakdown of GTA positions requested for 2019, in order of units in the Section, is as follows. Unless otherwise indicated, GTA resource requests are recurrent:

<i>Title</i>	<i>Grade</i>	<i>Number</i>	<i>Months</i>	<i>FTE</i>	
Translation Officer	P-3	1	12	1.00	Continued
Translator	P-3	7	72	5.96	Continued
Associate Translator	P-2	1	12	1.00	Continued
Associate Interpretation Coordinator	P-2	1	12	1.00	Continued
Associate Interpretation Coordinator ⁴³	P-2	1	12	1.00	New
Assistant Translator	P-1	2	24	2.00	Continued
Administrative Support	GS-OL	1	12	1.00	Continued
Transcription Assistant	GS-OL	1	8	0.67	New
Transcript Reviewer	GS-OL	3	18	1.50	Continued
Transcript Reviewer ⁴⁴	GS-OL	3	24	2.34	New
Language Services Assistant	GS-OL	1	12	1.00	Continued
Field Interpreter	GS-OL		41	3.42	Continued
Field Interpreter	GS-OL		7	0.58	New
Associate Administration Officer ⁴⁵	P-2	1	12	1.00	New
Total		23	278	23.47	

222. The Section's 2018 approved budget (viewed *pro forma* as comprising only FPCU and LSU, for comparison with 2019) provided for 18 GTA positions and a total of 223.6 months or 18.63 FTE.⁴⁶ The requested increase is due to the resources needed for the Burundi situation, which in 2019 is an active investigation included in the budget proposal

⁴³ Carried forward from the Burundi Contingency Fund notification.

⁴⁴ See footnote 23, above.

⁴⁵ Carried forward from the Burundi Contingency Fund notification. For the reasons for this post, see paragraphs 207-208 and 215-221, above.

⁴⁶ Field Interpreters are not included in the number of positions but are included in the FTE figure.

in addition to those carried forward from 2018. Part of the additional workload arising from this new situation, but by no means all of it, can be absorbed with existing resources.

Non-staff resources **€1,058.5 thousand**

223. The requested amount has decreased by €106.2 thousand (9.1 per cent). Non-staff resources are used for travel, contractual services, general operating expenses, supplies and materials, and furniture and equipment. Unless otherwise indicated, the resource request is recurrent.

Travel *€459.0 thousand*

224. The requested amount has increased by €88.8 thousand (24.0 per cent). The increased number of missions in the field requires more local and international travel by interpreters to provide the necessary support for investigation- and prosecution-related activities during the preliminary examination, investigation, pre-trial and trial phases. This budget item further includes funds for a number of missions to situation countries to assess and recruit field interpreters. As in previous years, travel resources also provide for a limited number of missions for staff to participate in professional conferences, to engage in and remain up-to-date with developments in their fields, and to research and seek out advice on newly-emerging challenges (e.g. languages of lesser diffusion).

Contractual services *€549.5 thousand*

225. The amount requested is unchanged. LSU continues to monitor options for automating at least part of the transcript drafting process, but current technology remains insufficiently mature to cope with the complex linguistic requirements of OTP activities.

226. Contractual services are needed to supplement internal projects or provide resources for special requirements and peaks in activity that cannot be effectively and promptly handled in-house through additional recruitment. For example, translation and transcription outsourcing is used to supplement the Office's in-house capacity where confidentiality constraints allow. Most critically, it is needed to deal with peaks in activity due to case-specific, time-bound workloads and documents that must be transcribed in, or translated into or out of, languages for which no in-house capacity exists or is required.

General operating expenses *€20.0 thousand*

227. In previous budget proposals, the entire amount requested for general operating expenses was under Programme 2300 (Investigation Division). However, some of those funds are needed for annual maintenance of Office-specific software applications which are under the responsibility of FPCU. Therefore, based on actual expenditure incurred in 2018, a specific amount is being requested under Sub-programme 2120 to improve budget transparency and accountability.

Supplies and materials *€30.0 thousand*

228. The requested amount has decreased by €80.0 thousand (72.7 per cent). The difference has been reallocated to Information, Knowledge and Evidence Management Section (Sub-programme 2130). This is a centralized budget item; funds are used for operational purposes.

229. A portion of this budget item (€20.0 thousand) is allocated to the renewal of annual subscriptions to OTP-specific journals and other professional subscriptions (e.g. International Association of Prosecutors), and for purchasing key reference volumes necessary to support the Office's core activities. Subscriptions to online databases, services and journals shared by the entire Court are centralized by the Court Library and IMSS.

230. The remaining €10.0 thousand is requested to replace and integrate specific materials and supplies (e.g. satellite imagery, human remains pouches, rubber gloves, consumables and instruments) needed for the forensic investigation of crime scenes.

Furniture and equipment

€0.0 thousand

231. The amount requested has decreased by €135.0 thousand (100.0 per cent). The amount requested by the Office has been reallocated to Sub-programme 2130 (Information, Knowledge and Evidence Management Section).

Table 19: Programme 2120: Proposed budget for 2019

2120 Services Section	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				2,375.3	(819.5)	(34.5)	1,555.8
General Service staff				1,543.3	(671.0)	(43.5)	872.3
<i>Subtotal staff</i>	<i>4,013.2</i>	<i>-</i>	<i>4,013.2</i>	<i>3,918.6</i>	<i>(1,490.5)</i>	<i>(38.0)</i>	<i>2,428.1</i>
General temporary assistance	2,381.4	-	2,381.4	2,793.1	(601.2)	(21.5)	2,191.9
Temporary assistance for meetings	1.6	-	1.6	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>2,382.9</i>	<i>-</i>	<i>2,382.9</i>	<i>2,793.1</i>	<i>(601.2)</i>	<i>(21.5)</i>	<i>2,191.9</i>
Travel	530.0	-	530.0	370.2	88.8	24.0	459.0
Hospitality	-	-	-	-	-	-	-
Contractual services	280.8	-	280.8	549.5	-	-	549.5
Training	49.8	-	49.8	-	-	-	-
Consultants	5.6	-	5.6	-	-	-	-
General operating expenses	27.4	-	27.4	-	20.0	-	20.0
Supplies and materials	70.2	-	70.2	110.0	(80.0)	(72.7)	30.0
Furniture and equipment	282.8	-	282.8	135.0	(135.0)	(100.0)	-
<i>Subtotal non-staff</i>	<i>1,246.6</i>	<i>-</i>	<i>1,246.6</i>	<i>1,164.7</i>	<i>(106.2)</i>	<i>(9.1)</i>	<i>1,058.5</i>
Total	7,642.8	-	7,642.8	7,876.4	(2,197.9)	(27.9)	5,678.5

Table 20: Programme 2120: Proposed staffing for 2019

2120	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	-	1	4	6	7	4	22	-	23	23	45
New	-	-	-	-	-	-	-	1	-	1	-	-	-	1
Redeployed	-	-	-	-	-	(1)	(1)	(3)	(4)	(9)	-	(10)	(10)	(19)
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	1	3	5	5	-	14	-	13	13	27
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	-	7.83	7.67	3.75	19.25	-	9.58	9.58	28.84
Continued	-	-	-	-	-	-	8.00	7.67	4.00	19.67	-	9.58	9.58	29.25
New	-	-	-	-	-	-	-	2.00	-	2.00	-	3.58	3.58	5.58
Redeployed	-	-	-	-	-	-	(1.03)	(4.67)	(2.00)	(7.70)	-	(2.67)	(2.67)	(10.37)
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	(1.00)	-	(1.00)	-	-	-	(1.00)
Total	-	-	-	-	-	-	6.97	4.00	2.00	12.97	-	10.50	10.50	23.47

(c) Sub-programme 2130: Information, Knowledge and Evidence Management Section

232. Following a comprehensive, year-long review of the programmatic, procedural and efficiency aspects of the OTP's activities in the business areas of information, knowledge and evidence management, the Office has opted to consolidate all such activities into a single unified entity: the Information, Knowledge and Evidence Management Section (IKEMS).

233. This consolidation has resulted in the amalgamation of the Information and Evidence Unit, the Knowledge-Base Unit and the Data Processing Unit, formerly housed in separate divisions.

234. Consequently, the Office has not only centralized its information management and evidence processing activities, but has also sought to optimize its approaches to developing business solutions and managing projects in this area.

235. This new holistic and centralized approach will help the OTP devote the necessary attention to information and evidence – a critical part of its operations. It will also enable the OTP, as an information-driven organization, to position itself strategically to:

(a) continuously increase its responsiveness, flexibility and adaptability to meet current and future OTP-specific needs with regard to information, evidence and knowledge management, while strengthening and streamlining its collaboration with the Registry in this area;

(b) progressively reduce the IKEM burden which the former decentralized approach placed on some OTP divisions, sections and units, in order to allow for easier coordination, better-integrated collaboration, and increased business focus within OTP core business areas;

(c) ensure that OTP initiatives in the areas of client-need identification, requirements gathering, project management and solutions implementation better reflect its operational needs and strategic goals; and

(d) increase inter-organ efficiencies by affording the OTP the ability to centralize, review and present its IKEM requirements to IMSS in a more coordinated and unified manner.

236. IKEMS, headed by an Information Management Coordinator, is comprised of two units: the Information and Evidence Unit and the Business Solutions Development Unit (BSDU).

237. These units perform activities which should not, and cannot, be carried out by other divisions, sections or units of the OTP or other organs of the Court, and which are essential to supporting OTP core business activities and day-to-day operations. The Section applies a scalable OTP-wide approach to meeting the Office's IKEM needs, in line with the One-Court principle. The approach is sustainable, streamlined and budget-neutral.

238. IKEMS fosters more effective coordination across OTP divisions and with the Registry. It also represents the Office on Court-wide information management initiatives and projects, allowing it to ensure the seamless provision of information management and evidence processing services along a continuum of activities centred on meeting client needs with minimum resources.

239. The Section aims to optimize the provision of information management, evidence processing and solutions development services in a more unified, coordinated and efficient manner.

240. BSDU is specifically responsible for:

(a) ensuring that the OTP's strategic approach and positioning with regard to IKEM over the next decade are in keeping with industry best practices and standards;

(b) safeguarding a coordinated, balanced and transparent approach to OTP business development and innovation;

(c) conducting comprehensive business analyses, process mapping, requirements gathering and business needs assessment exercises on behalf of the Prosecutor, for all OTP business streams;

(d) leading and coordinating – in close coordination with all OTP business streams, the Registry and the Court-wide Information Management Governance Board – the Office’s business development processes, including project management and project documentation to ensure the seamless provision of IKEM services;

(e) advancing a more stringent approach to stewarding OTP business development initiatives by ensuring continuous and recurring in-house program and project evaluation, as well as intra- and inter-organ sharing of IKEM lessons learned;

(f) drafting and maintaining the OTP’s IKEM strategic plan, including forecast assessments of IKEM-related developments which may impact OTP core business operations; and

(g) supporting existing knowledge- and information-management systems, business processes and eLearning needs within the Office by acting as the primary OTP knowledge broker in the IKEM area.

241. The second and equally important half of IKEMS is the Information and Evidence Unit (IEU), which, as a result of the recent consolidation, has absorbed the Data Processing Unit formerly situated in the Investigation Division. IEU is responsible for:

(a) evidence management and processing, including: registration, chain-of-custody management, physical and digital storage, custodianship and digital evidence support services, in addition to functional support for legal and disclosure review needs;

(b) evidence disclosures in support of the OTP’s Prosecution Division;

(c) providing advice and support to the Office on the collection and handling of evidence, including eDiscovery and Technology Assisted Review (TAR);

(d) management of administrative processes surrounding material collected and submitted under article 15 of the Rome Statute;

(e) equipment and support for witness interviews and missions, including safe storage and transfer of evidence;

(f) implementing operational information-architecture decisions as delegated by the Information Management Coordinator, including metadata and data-model administration in support of evidence management and disclosure systems; and

(g) maintaining direct (embedded) operational data and information management support to OTP Integrated Teams, from preliminary examinations to the pre-trial stage.

242. The OTP’s Information Management Coordinator (IMC) plays a critical role in leading both IKEMS units and, by extension, acts as the Office’s central focal point for all IKEM issues. The essential functions of the IMC include:

(a) leading the IKEMS units and ensuring that their mandates, processes and outputs systematically deliver the efficient, client-focused information, evidence and business solutions necessary to support all of the OTP’s operational business streams;

(b) coordinating and harmonizing all OTP information- and evidence-management processes, systems, architectures and initiatives – in line with the Office’s current and future needs – in an objective, transparent and judicious manner;

(c) optimizing inter-organ cooperation and collaboration as the OTP focal point for the Registry on all IKEM-related matters;

(d) preparing and maintaining an OTP-wide IKEM strategic plan and harmonizing that plan with the Registry’s Court-wide IT strategy;

(e) promoting innovation and forward thinking, where and when practicable, across the entirety of the IKEM landscape, to ensure that the OTP is strategically positioned to be a proactive rather than reactive organization.

Budget resources**€4,011.2 thousand**

243. Apart from the Head of the Section, whose post is requested as a new established post replacing the previous GTA position approved under Sub-programme 2110, and a few additional GTA positions labelled “New” in the GTA table under paragraph 249, the funds requested for Sub-programme 2130 simply represent a reallocation of resources from Sub-programme 2120 and Sub-programme 2300.

Staff resources**€3,761.2 thousand**

244. In 2019, this newly-created section will comprise 32 established posts, 12 recurrent GTA positions (12.0 FTE) and 3 new GTA requests (2.00 FTE), for a total of 45.67 FTE.

Established posts: Professional and General Service

€2,479.6 thousand

245. The Section, comprising two units, is overseen by one *Information Management Coordinator (P-5), 8 months*.

246. BSDU has the following posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Knowledge-Base Manager	P-4	1
Information Officer (Evidence and Analysis Systems)	P-2	2
Database Coordinator	P-1	3
Assistant Information Officer	P-1	1
Disclosure/Search Assistant	GS-OL	1
Total		8

247. The Information and Evidence Unit has the following posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Head, Information and Evidence Unit	P-3	1
Associate Information and Evidence Officer	P-2	1
Data Processing Manager	P-2	1
Data Processing Assistant	GS-OL	7
Information Management Assistant	GS-OL	5
Information Storage Assistant	GS-OL	3
Senior Evidence Assistant	GS-OL	1
Evidence Assistant	GS-OL	4
Total		23

General temporary assistance €1,281.6 thousand

248. The Section requires GTA positions to support the activities of the Office. Unless otherwise indicated, the resource request is multi-year.

249. The breakdown of GTA positions requested for 2019 is as follows:

<i>Title</i>	<i>Grade</i>	<i>Number</i>	<i>Months</i>	<i>FTE</i>	
Data Management Officer	P-3	1	12	1.00	Continued
Associate Electronic Evidence Officer	P-2	2	24	2.00	Continued
Assistant Information and Evidence Officer	P-1	2	24	2.00	Continued
Evidence Assistant	GS-OL	1	12	1.00	Continued
Associate Database Coordinator	P-2	1	12	1.00	Continued
Information Officer	P-2	1	12	1.00	Continued
Learning Officer	P-2	1	12	1.00	Continued
Disclosure/Search Assistant	GS-OL	1	12	1.00	Continued
Technical Assistant (Information Systems)	GS-OL	1	12	1.00	Continued
Information Management Assistant	GS-OL	1	12	1.00	Continued

<i>Title</i>	<i>Grade</i>	<i>Number</i>	<i>Months</i>	<i>FTE</i>	
Associate eVault Officer	P-2	1	8	0.67	New
Associate Database Coordinator	P-2	1	8	0.67	New
Information Management Assistant	GS-OL	1	8	0.67	New
Total		15	168	14.00	

Non-staff resources**€250.0 thousand**

250. The Section has been newly created, mainly by reallocating existing staff from various programmes and sub-programmes within the OTP, where the decrease in the relevant commitment items can be observed.

251. The requested amount is €250.0 thousand. Non-staff resources are recurrent and are used for travel, supplies and materials and furniture and equipment.

*Travel**€10.0 thousand*

252. The requested amount of €10.0 thousand provides for a limited number of missions for technical staff to participate in professional conferences.

*Supplies and materials**€60.0 thousand*

253. This is a centralized budget item; funds are used for operational purposes. In previous budget proposals, the entire amount was under Sub-programme 2120. Following the creation of IKEMS, the portion of this budget item allocated to the units moved to the new section is requested under Sub-programme 2130.

254. A portion of this budget item is allocated for purchasing digital and electronic consumables (e.g. memory cards, encrypted hard drives and batteries) for equipment used by investigators, such as cameras and recording devices.

*Furniture and equipment**€180.0 thousand*

255. The amounts requested for furniture and equipment for each Major Programme were discussed at inter-organ meetings aimed at ensuring consistency with the Five-Year IT/IM Strategy developed by the Court and approved by the CoCo. Furniture and equipment figures in Sub-programme 2130 relate to the portion of IT investments funded through the OTP budget, since the expenditure concerns OTP-specific items which form part of agreed investments in key initiatives aimed at achieving the prosecutorial goals laid out in the Court's plan.

256. The first of these initiatives relates to the integration of the Fact Analysis Database with other investigative tools. These tools directly support investigative analysis needs in support of OTP core business operations.

257. The second initiative consists of the broad-scope implementation of the forensic tool kit, which is composed of three subprojects: anonymous web browsing (WASP); forensic capture and triage of digital evidentiary materials requiring additional analysis and review; and, lastly, developing and enhancing the OTP's ability to collect and process open-source information to support its core investigative and prosecutorial activities.

258. Funds requested for furniture and equipment will also go towards the creation of a secure and sustainable electronic vault (eVault) for the safe storage of digital evidentiary material to ensure that the OTP is inoculated against the eventual deterioration and possible loss of digital media held on digital media carriers in the physical vault.

Table 21: Programme 2130: Proposed budget for 2019

2130 Information, Knowledge and Evidence Management Section	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				-	1,070.5	-	1,070.5
General Service staff				-	1,409.1	-	1,409.1
<i>Subtotal staff</i>	-	-	-	-	2,479.6	-	2,479.6
General temporary assistance	-	-	-	-	1,281.6	-	1,281.6
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	-	-	-	-	1,281.6	-	1,281.6
Travel	-	-	-	-	10.0	-	10.0
Hospitality	-	-	-	-	-	-	-
Contractual services	-	-	-	-	-	-	-
Training	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	60.0	-	60.0
Furniture and equipment	-	-	-	-	180.0	-	180.0
<i>Subtotal non-staff</i>	-	-	-	-	250.0	-	250.0
Total	-	-	-	-	4,011.2	-	4,011.2

Table 22: Programme 2130: Proposed staffing for 2019

2130	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	1	-	-	-	-	1	-	-	-	1
Redeployed	-	-	-	-	-	1	1	4	4	10	-	21	21	31
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	1	1	1	4	4	11	-	21	21	32
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Continued	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	1.33	-	1.33	-	0.67	0.67	2.00
Redeployed	-	-	-	-	-	-	1.00	5.00	2.00	8.00	-	4.00	4.00	12.00
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	1.00	6.33	2.00	9.33	-	4.67	4.67	14.00

2. Programme 2200: Jurisdiction, Complementarity and Cooperation Division

Introduction

259. The Jurisdiction, Complementarity and Cooperation Division (JCCD) conducts preliminary examinations and facilitates the Office's investigations by fostering cooperation and judicial assistance under Part 9 of the Rome Statute. Cooperation is vital to ensuring the timely investigation and prosecution of cases; it plays an important part in the preventive and complementary functions of the Court. Each situation or case has its own unique cooperation requirements. JCCD's functions with regard to judicial and general cooperation and external relations include establishing and managing relations with States (including diplomatic, judicial and law-enforcement sectors), international organizations, NGOs and other private entities. JCCD's ultimate objective is to facilitate the effective fulfilment of the OTP's judicial mandate and to galvanize general support for the Office's work by engaging in advocacy and delivering key messages.

260. The Division is also responsible for conducting preliminary examinations of all situations brought to the Office's attention, whether as a result of a State Party or United Nations Security Council referral or through article 15 communications and open-source information. The Division is thus responsible, within the Office, for receiving and analysing all communications under article 15, and for assessing matters of jurisdiction, admissibility and the interests of justice across all situations under preliminary examination, with a view to enabling the Prosecutor to make informed decisions on the possible opening of new investigations. As part of its preliminary examination activities, the Division interacts with a wide range of stakeholders, including article 15 communication senders, national and international NGOs, international organizations and States.

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

262. Below is an overview of ICS's three main areas of activity, or components, coordinated by and under the overall supervision of the Head of ICS. These are: (a) situation-specific cooperation within Integrated Teams; (b) transversal judicial cooperation; and (c) general cooperation and external relations:

(a) *Situation-specific cooperation within Integrated Teams* – ICS provides each Integrated Team with cooperation expertise through an International Cooperation Adviser, who becomes a full member of the Integrated Team. The International Cooperation Adviser facilitates responses to all judicial assistance needs and cooperation requests addressed by the Integrated Team to cooperation partners; generates and maintains situation-specific support and promotes understanding of the OTP's work in relation to the investigation and prosecution of the case to which she or he is assigned; establishes operational focal points to give the Integrated Team continuous access to the territory, physical evidence and witnesses for the case; and provides prompt responses and feedback to the Integrated Team on any problems identified by it or by national authorities. The number of situations under investigation has increased in recent years, resulting in a heavier workload and challenging cooperation requirements. It should be noted that, in recent years, ICS has not requested additional resources despite the heavier workload. However, it is no longer tenable for ICS to survive on efficiencies and flexible use of its staff resources to rise to the challenge. As cooperation is absolutely vital to investigations, the lack of adequate staffing within ICS has had a chilling effect on the facilitation of timely and tangible cooperation for effective investigations. These operational realities make it imperative for ICS to be bolstered by an additional Associate International Cooperation Adviser (P-2) GTA position in the 2019 budget, and to continue the Associate International Cooperation Adviser (P-2) GTA position filled in 2018 to cater for the Burundi situation.

(b) *Transversal judicial cooperation* – This component of ICS operations is undertaken by one Judicial Cooperation Adviser (P-4), one Legal Assistant (GS-OL) and one Judicial Cooperation Assistant (GS-OL). Following relevant procedures and standards, these staff provide strategic, technical and operational advice, support and guidance to all situation-bound International Cooperation Advisers to ensure quality control, channelling of and follow-up to all judicial assistance requests and responses sent on behalf of the Integrated Teams. They are responsible, in association with each International Cooperation

Adviser, for tracking compliance and maintaining all records related to outgoing and incoming requests for assistance in the database. They also play a leading role in developing and overseeing strategies to reinforce and extend the transversal network of partners, for example by discussing cooperation agreements where needed, and by facilitating information sharing and cooperation for arrest and surrender, or for the identification, location, tracking and freezing of assets.

(c) *General cooperation and external relations* – This component is handled by one International Cooperation Adviser (P-4) dealing with external relations and one External Relations Adviser (P-3). They are responsible for providing the Prosecutor and OTP's senior management with non-situation-specific strategic advice and support on general cooperation and external relations. This small team supports the OTP's diplomatic and other general cooperation engagements; ensures and coordinates the establishment and management of OTP's external relations with States and other partners to galvanize general support for OTP activities; and represents the OTP during discussions on various issues under consideration by the Assembly and/or its subsidiary bodies, where those issues affect the work of the OTP. In the past, this team had an additional Associate International Cooperation Adviser (P-2, later reclassified to P-3), but owing to essential situation-specific cooperation needs that post was redeployed to support component (i) above. However, in view of the continuously high workload and increasing volume and complexity of needs for general cooperation and support – as well as the higher number of external engagements by the Section and OTP senior management – the ICS requests the additional GTA position of Associate External Relations Adviser (P-2) to support the team in 2019.

263. Within the JCCD, legal advice on jurisdiction, complementarity and judicial assistance matters arising out of the work of the Situation Analysts and the International Cooperation Advisers in the situations under preliminary examination and investigation is provided by one Legal Adviser (P-4). In view of its extensive responsibilities across the Office, this position is requested for reclassification to Senior Legal Adviser (P-5).⁴⁷ The Senior Legal Adviser also supports the Division and the Integrated Teams on litigation and strategy regarding jurisdiction, admissibility and judicial assistance and related areas of public international law such as national security law, Head of State immunity and disclosure of classified information, working alongside the Prosecution Section and the Appeals Section on written and oral submissions as required. Furthermore, the Senior Legal Adviser negotiates and concludes cooperation agreements and memoranda of understanding with national actors, international organizations and peacekeeping entities to support OTP operations and attends all ExCom meetings held with Integrated Teams and SAS on ongoing investigation/prosecutions and preliminary examinations.

264. SAS carries out preliminary examinations and provides advice on complex matters of fact and law regarding jurisdiction, admissibility, and assessments of the interests of justice, in particular where victims' interests are at stake. Preliminary examinations are one of the Office's three core activities, together with investigations and prosecutions. Preliminary examinations are not only crucial to deciding whether or not to open a new investigation; they also serve to lay a firm foundation for cooperation in situations where such investigations are ultimately opened. Additionally, preliminary examinations can have a preventive effect and may foster domestic efforts to investigate and prosecute, potentially obviating the need for investigation by the Office. Lastly, the vital analytical work conducted by SAS feeds into the analysis that is essential to successful investigative operations should the Prosecutor decide to open an investigation into a situation.

265. In practice, SAS functions include: (a) receiving and processing information on alleged crimes submitted under article 15 of the Statute, which includes building crime analysis databases; (b) requesting further information from multiple reliable sources to verify the reliability of information in its possession regarding alleged crimes, and querying the conduct of relevant national proceedings, including through field missions; (c) conducting contextual, factual and legal analyses of all available information to assess jurisdiction, admissibility of potential cases, and the interests of victims; (d) interacting with a broad range of partners to gather information and assess and/or encourage national investigations and prosecutions; (e) reporting on its findings to the Prosecutor and

⁴⁷ This post is being resubmitted in the 2019 proposed programme budget. The positive evaluation of eligibility for the new grade was performed before submission of the 2018 proposed programme budget.

explaining the Office's preliminary examinations to relevant stakeholders and the public. All of these tasks – pertaining to 8-10 preliminary examinations and an average of 500 new communications yearly – are performed by a small team of 12 Situation Analysts and 1 Head of Section. No additional resources have been allocated since 2014, despite its ever-increasing workload and, in particular, the high volumes of information required to be processed in some of the more recent preliminary examinations.

266. In view of the high volumes of information SAS is required to process and use – which includes managing information submitted by article 15 communication senders, States and NGOs, and capturing, registering and collating information from open sources and social media – SAS is requesting two new Information Management Assistants (GS-OL) to support the Section and alleviate the information management and registration pressure on P-level analysts. This will allow SAS to focus on its key deliverables, notably preliminary examination reports and recommendations to the Prosecutor, thereby increasing the speed of completion of preliminary examinations. It will also streamline information management practices across the end-to-end OTP business process and facilitate the hand-over of preliminary examination dossiers to downstream investigation teams.

Budget resources

€4,332.4 thousand

267. The requested resources have increased by €298.2 thousand (7.4 per cent). The increase is mainly due to the new GTA positions needed to strengthen ICS and SAS as explained in the previous paragraphs. Extensions are requested for the other GTA resources previously approved in the 2018 budget. These resources are crucial to enabling the Division to conduct its mandate effectively in 2019.

268. The Division expects to achieve efficiencies of around €3.6 thousand in 2019 by using SharePoint-based automated workflows to coordinate external speaking engagements and developing a database for incoming and outgoing cooperation requests.

Staff resources

€3,890.5 thousand

269. The amount requested for established posts has increased by €96.2 thousand (3.0 per cent). The amount requested for GTA positions has increased by €201.1 (47.3 per cent). The Division comprises 31 established posts and eight GTA positions (6.17 FTE).

270. Legal Adviser (P-4) has been resubmitted for reclassification, and International Cooperation Adviser (P-3) has been resubmitted for conversion.

Established posts: Professional and General Service

€3,263.8 thousand

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

272. ICS comprises a total of 17 established posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Head, International Cooperation Section	P-5	1
Senior Legal Adviser ⁴⁸	P-5	1
International Cooperation Adviser	P-4	1
Judicial Cooperation Adviser	P-4	1
International Cooperation Adviser ⁴⁹	P-3	7
External Relations Adviser	P-3	1
Associate International Cooperation Adviser	P-2	1
Judicial Cooperation Assistant	GS-OL	1
Legal Assistant	GS-OL	1
Administrative Assistant	GS-OL	2
Total		17

⁴⁸ Resubmitted for reclassification. Under the structure approved by the external reclassifier, this post would report to the Director of JCCD, in order to reflect its transversal competencies in support of both ICS and SAS.

⁴⁹ Includes one position resubmitted for conversion.

273. The Situation Analysis Section, headed by one Head of Section (P-5), comprises a total of 12 established posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Head, Situation Analysis Section	P-5	1
Situation Analyst	P-3	3
Associate Situation Analyst	P-2	6
Assistant Situation Analyst	P-1	2
Total		12

General temporary assistance €626.7 thousand

274. Three GTA positions (equivalent to 2.5 FTE) are requested to be continued in the 2019 budget to support the preliminary examinations, investigations and trials foreseen in the 2019 budget assumptions, and to provide administrative and operational support for the ever-increasing cooperation workload. Each International Cooperation Adviser is formally assigned to a specific Integrated Team but may also serve as a backup for another team. His or her assignment may also change – should new or existing situations so require – and in some cases may cover more than one situation, workload permitting.

275. In the past, this flexible use of resources has allowed JCCD and ICS management to maximize efficiency in allocating existing resources when situational requirements have fluctuated. However, the increase in the number of situations, coupled with increasingly complex cooperation requirements, requires more than flexibility can offer. Accordingly, it has become an operational necessity to request two additional staff positions at P-2 level. One of the P-2 GTA positions requested is that of Associate International Cooperation Adviser, to support situation-specific cooperation needs; the second is that of Associate External Relations Adviser (P-2), to support cooperation in general. ICS also continues to require one GTA resource brought on board in 2018 for the Burundi situation to enable it to carry on delivering cooperation results within the Integrated Team.

276. Furthermore, the Situation Analysis Section is requesting two new GS-OL staff positions for information management purposes, as explained above in paragraphs 259-260.

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

<i>Title</i>	<i>Grade</i>	<i>Number</i>	<i>Months</i>	<i>FTE</i>	
International Cooperation Adviser	P-3	1	12	1.00	Continued
Situation Analyst	P-3	1	12	1.00	Continued
Legal Officer (New York)	P-3	1	6	0.50	Continued
Associate International Cooperation Adviser ⁵⁰	P-2	1	12	1.00	New
Associate International Cooperation Adviser	P-2	1	8	0.67	New
Associate External Relations Adviser	P-2	1	8	0.67	New
Information Management Assistant	GS-OL	2	16	1.33	New
Total		8	74	6.17	

278. The Legal Officer (P-3) (0.5 FTE), continued in ICS, is retained as a United Nations staff member by the United Nations Office of Legal Affairs to process and coordinate, within the United Nations system, all requests for assistance from the OTP. This is an essential component of the efficient and timely execution of all requests. Since the position also handles requests for assistance sent by the Registrar on behalf of Chambers or defence counsel, the remaining costs of the position will be shared by the Immediate Office of the Registrar.

279. As in previous years, JCCD management has done its utmost to allocate existing resources as effectively as possible and identify efficiencies to meet the requirements set by OTP budget assumptions. However, the limits of flexibility have been reached, and additional resources are required to ensure the expected results in 2019.

⁵⁰ This is a resource continued from the Burundi Contingency Fund notification of 2018.

Non-staff resources**€441.9 thousand**

280. Requested non-staff resources have increased by €0.9 thousand (0.2 per cent). These resources are dedicated to travel and are recurrent.

*Travel**€441.9 thousand*

281. The requested travel budget is substantially the same as in 2018. The funds requested for missions are the same as in 2018, and it remains critical that adequate funds are provided for this budget item. JCCD staff conduct missions in relation to situations under preliminary examination or investigation to secure and foster cooperation, or to gather information and attend key meetings with State officials. JCCD staff will also continue to accompany the Prosecutor on situation-related missions. These missions continue to be targeted and planned so as to use the travel budget as efficiently as possible, thus enabling efficiency reductions in the proposed budget, despite the increased number of planned missions.

Table 23: Programme 2200: Proposed budget for 2019

2200 Jurisdiction, Complementarity and Cooperation Division	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				2,832.1	96.2	3.4	2,928.3
General Service staff				335.5	-	-	335.5
<i>Subtotal staff</i>	<i>3,015.3</i>	<i>-</i>	<i>3,015.3</i>	<i>3,167.6</i>	<i>96.2</i>	<i>3.0</i>	<i>3,263.8</i>
General temporary assistance	415.5	-	415.5	425.6	201.1	47.3	626.7
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>415.5</i>	<i>-</i>	<i>415.5</i>	<i>425.6</i>	<i>201.1</i>	<i>47.3</i>	<i>626.7</i>
Travel	303.7	-	303.7	441.0	0.9	0.2	441.9
Hospitality	-	-	-	-	-	-	-
Contractual services	13.2	-	13.2	-	-	-	-
Training	7.6	-	7.6	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>324.4</i>	<i>-</i>	<i>324.4</i>	<i>441.0</i>	<i>0.9</i>	<i>0.2</i>	<i>441.9</i>
Total	3,755.3	-	3,755.3	4,034.2	298.2	7.4	4,332.4

Table 24: Programme 2200: Proposed staffing for 2019

2200	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	1	2	3	10	7	2	25	-	5	5	30
New	-	-	-	-	-	-	1	-	-	1	-	-	-	1
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	1	(1)	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	1	3	2	11	7	2	26	-	5	5	31
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	-	3.50	-	-	3.50	-	-	-	3.50
Continued	-	-	-	-	-	-	3.50	-	-	3.50	-	-	-	3.50
New	-	-	-	-	-	-	-	2.33	-	2.33	-	1.33	1.33	3.67
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	(1.00)	-	-	(1.00)	-	-	-	(1.00)
Total	-	-	-	-	-	-	2.50	2.33	-	4.83	-	1.33	1.33	6.17

3. Programme 2300: Investigation Division

Introduction

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

283. ID comprises a Director and four sections: the Investigation Section, the Investigative Analysis Section, the Forensic Science Section and the Planning and Operations Section.

284. ID provides investigation teams, which are a substantial and critical component of Integrated Teams. Investigation teams undertake key investigative activities, focusing on crimes and suspects and the links between them. Regarding crimes, investigation teams collect evidence on the incidents under investigation and the resulting victimization. Regarding suspects, investigation teams manage lines of inquiry into their roles, knowledge and intent with respect to the crimes alleged. To that effect, ID collects evidence on the structure or organization allegedly responsible for the crimes, the roles of the suspects involved and the links between them and the crimes, including the financing and logistics required to commit the crimes. Specialized sections within the ID support the Integrated Teams in the elaboration and implementation of their plans through expert advice and assistance in the conduct of operations:

(a) The Investigation Section (IS) includes all the investigators allocated to the Integrated Teams. IS develops the Office's investigative capabilities by designing and implementing innovative procedures, tools and methods to ensure that investigative activities are efficient, effective, high-quality and compliant with applicable standards.

(b) The Investigative Analysis Section (IAS) ensures the development of standards, best practices, training, quality reviews and resource provision across the various investigation teams for factual analysis purposes. The Analysts and Analysis Assistants are part of IAS and form an essential component of the Integrated Teams. IAS provides support to ID and the Prosecution Division in the following areas: crime pattern analysis of multiple crime allegations via databases, statistics, chronologies, maps and reports to support management decisions on case selection, investigations, fugitive tracking and periodic reports to the United Nations Security Council; running a fact analysis database in support of investigations to collate and integrate all sources of evidence about relevant groups, locations, persons and other entities; systematic evaluation of witnesses and other sources of evidence according to standard criteria of reliability and credibility; analysis of structures and networks, including telecommunications data, military issues (military command and control, operations, weaponry, etc.) and *modi operandi*; gender analysis regarding the relevant crimes and context; trial support in preparation for witness examinations and filings; operational analysis in support of investigators on field missions; and systematic use of online open sources.

(c) The Forensic Science Section (FSS) provides scientific support to investigations and prosecutions as well as preliminary examinations. It is composed of three units: the Forensic Unit (in charge of crime scene examinations, exhumations, autopsies, clinical examinations, criminalistics, etc.), the Cyber Unit (in charge of computer forensics, mobile and telecommunications forensics, cyberinvestigations, etc.) and the Imagery Unit (in charge of geographic information systems and satellite image analysis, photo/video analysis, 3D mapping and reconstruction, drone imagery, etc.). In addition, the Forensic Science Section maintains the Executive Secretariat of the OTP Scientific Advisory Board and develops standard operating procedures and guidelines relating to scientific activities. The Scientific Advisory Board, composed of the sitting presidents of the 18 most representative institutions of the international scientific community, meets annually and advises the Office on recent developments in new and emerging technologies,

scientific methods and procedures that could potentially enhance the collection, management and analysis of testimonial, documentary and scientific evidence.

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

285. The necessary increase in the number of parallel investigations (and corresponding trial support) is putting significant strain on the speed of investigations. While the Office aims to maintain its quality standards – the best guarantee of successful judicial outcomes – the pressure on staff to undertake frequent, long and tiring missions without sufficient time to recuperate and process the necessary information has become a challenge. While ID has succeeded in identifying efficiency gains of 1-1.7 per cent in the last four years and is using its resources flexibly to meet the most pressing needs, these measures alone will not suffice to solve the Division's capacity problem.

Budget resources

€19,918.7 thousand

286. The requested amount has increased by €7.2 thousand (0.1 per cent). Staff make up 86.0 per cent of the costs and have the biggest impact on the budget.

287. The eight staff of the Data Processing Unit – which previously existed within the Planning and Operations Section – and the Division's five Information Management Assistants (previously under the Investigation Section) have been reallocated to the newly-created Information, Knowledge and Evidence Management Section.

288. As in previous years, the Division has made a significant effort to identify savings and efficiencies and expects to achieve savings of around €300.5 thousand. Throughout 2018, in coordination with the other divisions of the OTP and the other organs of the Court, ID has dedicated resources and time to identifying savings and efficiencies by reducing meetings and reports and introducing new approaches to sourcing accommodation in situation countries, witness travel, the deployment of investigative capacity, etc. Due consideration was given to savings and efficiencies before proposing an increase in resources. For 2019, through the continued identification of savings and efficiencies from previous years, the Division has been able to minimize the budget request.

289. In the Investigation Section, current capacity in terms of investigators still falls short of identified needs. The persistent consequences of understaffing are as follows: active investigations require more time for the completion of planned activities; investigation teams are unable to react appropriately to important unforeseen events without removing or significantly reducing resources allocated to other priority activities; no tracking capacity; and diminished capacity to deal with cases in "hibernation", in particular the necessary maintenance of contact with witnesses and identification of opportunities to gather new evidence. Additional resources are still required. One proposal to increase the Division's investigative capacity, introduced in the 2018 budget, is the addition of a Situation-Specific Investigation Assistant (GS-OL) to bring the investigative team a deep knowledge of the situation country under investigation, including a better understanding of socioeconomic and cultural issues. At Headquarters and/or in the field, the Situation-Specific Investigation Assistant would support teams in establishing local and regional networks, identifying leads and investigative opportunities and collecting information from open sources, in particular when local languages are used. This position would also improve teams' ability to deploy locally and to understand and connect with local communities and individuals in local languages, thereby enhancing the efficiency of investigations. Given that the first Situation-Specific Investigation Assistants have proven extremely useful and effective in the past year in the Darfur, Georgia and Uganda situations, other teams are requesting similar support (CIV II, Libya and CAR II). The Investigation Section therefore requests

two additional Situation-Specific Investigation Assistants to enhance its investigative activities. Such posts could also be justified for other teams, such as in the new Burundi investigation, but they have not been requested in the current budget in order to limit budgetary growth and to factor in the possibility of redeploying them from old to new investigations.

290. An additional two positions are sought to support fugitive-tracking activities. The Office needs to enhance its ability to track fugitives in view of their growing number and the fundamental importance of securing arrests in order to conduct trials. This requires dedicated investigators and analysts in conjunction with JCCD cooperation advisors, to liaise with relevant national and international authorities, including INTERPOL, to collect the required information and analyse it systematically. The Investigation Section requests one new Investigator (P-3), and the Investigative Analysis Section requests one new Analyst (P-3), to support fugitive-tracking activities.

291. The Forensic Science Section requests one new position of Head of the Forensic Unit (P-4) to provide operational leadership of the Forensic Unit (FU) and supervise the work of Forensic Officers at Headquarters and on missions. The Head of FU ensures the traceability of client requests and quality control of delivered products, supervises and coordinates in-house best practice manuals with due regard for international standards and arranges specialized training and networking to maintain Forensic Officers' skills and knowledge.

292. Within the Planning and Operations Section, PSU is responsible for the holistic management of OTP witnesses. Following the in-depth review of the PSU's needs and profile in 2017 and implementation of some internal reorganizations in 2018, PSU managed a heavier workload in 2018 without any increase in resources. However, PSU requires a modest increase in resources owing to a continued increase in activities – especially in high-risk environments – and the need to be involved in protection-related work for preliminary examinations. Active investigations have seen an upturn in the requirement for protection-related activities.

293. ORSU is responsible for taking a holistic approach to operations within the OTP, from preliminary examination to investigation and prosecution. In the field, ORSU musters only the minimum of experienced Professional and General Service staff. A flexible approach to staff deployment has made it possible to meet these minimum requirements, but any increase in activities will require more resources.

294. The Gender and Children Unit (GCU) plays an important role in the development of OTP policy on handling sexual and gender-based crimes, crimes against children and vulnerable witnesses in general. GCU helps the Integrated Teams, during investigations and prosecutions, to develop and implement strategies related to these specific crimes. GCU ensures policy implementation and constant research to improve the Office's methods in relation to these policies, including through the provision of training. As in previous years, resources are needed to contract Psychosocial Experts from the roster maintained by GCU when parallel investigative activities require simultaneous support beyond GCU's capacity. No additional resources are required in 2019.

295. The administration and planning team is responsible for administrative support; the essential collection, collation and production of management information; monitoring of efficiency and risk management; support for priority projects (including deployment of the Investigation and Witness Management System); and assistance with the Division's complex resource management requirements. No additional resources are required in 2019.

Staff resources

€17,129.7 thousand

296. The amount requested for established posts has decreased by €324.5 thousand (2.4 per cent). The amount requested for GTA positions has decreased by €348.3 thousand (8.1 per cent). In 2019, the Division comprises a total of 136 established posts and 39 recurrent GTA positions (36.45 FTE), plus seven new GTA requests (5.33 FTE), for a total of 182 staff (177.8 FTE).

297. Three positions of Analyst (P-3) in the Investigative Analysis Section and five positions of Associate Investigator (P-2) in the Investigation Section have been resubmitted for conversion.

Established posts: Professional and General Service €13,159.5 thousand

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

299. The Investigation Section is headed by one Investigations Coordinator (P-5) and comprises 61 posts in total:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Investigations Coordinator	P-5	1
Team Leader	P-4	3
Senior Investigator	P-4	6
Investigator	P-3	21
Associate Investigator ⁵¹	P-2	30
Total		61

300. The Investigative Analysis Section is led by a Head of Section (P-5) and comprises 23 posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Head, Investigative Analysis Section	P-5	1
Analyst (Crime Pattern)	P-4	1
Analyst ⁵²	P-3	9
Associate Analyst	P-2	7
Data Processing Assistant	GS-PL	3
Analysis Assistant	GS-OL	2
Total		23

301. The Forensic Science Section is led by a Head of Section (P-5) and comprises nine posts in total:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Head, Forensic Science Section	P-5	1
Forensic Officer	P-3	2
Cyber Forensic Investigator	P-3	3
Associate Analyst (Geographic Information Systems)	P-2	1
Associate Analyst	P-2	1
Information Storage Assistant	GS-OL	1
Total		9

302. The Planning and Operations Section, led by a Head of Section (P-5), comprises 41 posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Head, Planning and Operations Section	P-5	1
Head, Protection Strategies Unit	P-4	1
Protection Strategies Officer	P-3	1
Associate Protection Strategies Officer	P-2	1
Protection Strategies Assistant	GS-OL	5
Head, Operational Risk and Support Unit	P-4	1
Operations Officer	P-3	2
Operations Officer (Security)	P-3	1

⁵¹ Includes five positions resubmitted for conversion.

⁵² Includes three positions resubmitted for conversion.

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Operations Risk and Field Officer	P-3	4
Information Analyst	P-2	2
Assistant Analyst	P-1	1
Field Operations Coordinator	GS-OL	5
Field Operations Assistant	GS-OL	2
Operations Assistant	GS-OL	2
Witness Management Assistant	GS-OL	1
Administrative Assistant	GS-OL	3
Victims Expert	P-4	1
Associate Victims Expert	P-2	3
Administrative Assistant	GS-OL	4
Total		41

General temporary assistance €3,970.2 thousand

303. The Investigation Division continues to require the GTA provision to support the OTP's increased activity. For 2019, the Division is requesting 46 GTA positions, 7 of which are new (41.8 FTE). All GTA resource requests are multi-year unless otherwise indicated.

304. The GTA resources requested for Programme 2300 in 2019 are as follows:

<i>Title</i>	<i>Grade</i>	<i>Number</i>	<i>Months</i>	<i>FTE</i>	
<i>Investigation Section</i>					
Senior Investigator	P-4	1	12	1.00	Continued
Investigator	P-3	6	56.4	4.70	Continued
Investigator	P-3	1	8	0.67	New
Associate Investigator	P-2	2	24	2.00	Continued
Associate Investigator	P-2	1	8	0.67	New
Situation-Specific Investigation Assistant	GS-OL	5	60	5.00	Continued
Situation-Specific Investigation Assistant	GS-OL	1	8	0.67	New
<i>Investigative Analysis Section</i>					
Analyst	P-3	3	36	3.00	Continued
Analyst	P-3	1	8	0.67	New
Analysis Assistant	GS-OL	8	96	8.00	Continued
<i>Forensic Science Section</i>					
Head, Cyber Unit	P-4	1	9	0.75	Continued
Forensic Officer	P-3	2	18	1.5	Continued
Head, Forensic Unit	P-4	1	8	0.67	New
<i>Protection Strategies Unit</i>					
Associate Protection Strategies Officer	P-2	4	48	4.00	Continued
Associate Protection Strategies Officer ⁵³	P-2	1	12	1.00	New
Protection Strategies Assistant ⁵⁴	GS-OL	1	12	1.00	New
<i>Operational Risk and Support Unit</i>					
Operations Risk and Field Officer	P-3	1	12	1.00	Continued
Field Operations Coordinator	GS-PL	2	24	2.00	Continued
Field Operations Coordinator	GS-OL	1	12	1.00	Continued
<i>Gender and Children Unit</i>					
Psychosocial Expert	P-2	1	6	0.50	Continued
<i>ID Administration Team</i>					
Project Officer	P-3	1	12	1.00	Continued
Assistant Planning and Control Officer	P-1	1	12	1.00	Continued
Total		46	501.4	41.8	

⁵³ Carried forward from the Burundi Contingency Fund notification.

⁵⁴ Carried forward from the Burundi Contingency Fund notification.

305. In the Investigation Section, one new Investigator (P-3) is requested to support fugitive-tracking activities. One Associate Investigator (P-2) and one Situation-Specific Investigation Assistant (GS-OL) are requested to support one of the investigation teams in the field. The increase is partially offset by the discontinuation of one Investigator (P-3) position that was approved for nine months in 2018.

306. In the Investigative Analysis Section, one new Analyst (P-3) is requested, also to support fugitive-tracking activities.

307. In the Forensic Science Section, one new position of Head of the Forensic Unit is requested.

308. The position of Associate Protection Strategies Officer and the position of Protection Strategies Assistant are carried forward from the Burundi team.

Non-staff resources

€2,789.0 thousand

309. The requested amount has increased by €700.0 thousand (33.5 per cent) and is required for travel and general operating expenses. Unless otherwise indicated, the resource request is recurrent.

Travel

€2,059.0 thousand

310. The requested amount has increased by €500.0 thousand (32.1 per cent).

311. For the past several years, the Investigation Division has overimplemented its approved travel budget. In both 2016 and 2017, the overexpenditure of the travel budget was about €800.0 thousand. While a number of significant cost-saving measures (such as an alternative model for accommodation in the field during periods of intensive deployment) have been able to save the Office approximately €200.0 thousand in mission costs, the nature of investigative activities and the need to place teams in the field continue to require mission support, even where it leads to over-implementation of the travel budget. This overspend has been, and continues to be, covered by the reallocation of funds from other budget items, which affects the Office's ability to properly staff and equip teams.

312. The Investigation Division has paid considerable attention to identifying savings and efficiencies related to travel. Through a process continued in 2017 and 2018 to evaluate and reduce costs, adapt the design of operations and improve operating conditions, the Investigation Division has reduced accommodation and DSA costs in the situation countries where teams are deployed for missions. It is anticipated that, by maintaining this approach, €120.0 thousand in operations costs can be saved in 2019, assuming similar conditions. The size of savings depends on the frequency and intensiveness of mission travel focused on a single location. In the Proposed Programme Budget for 2018, the Investigation Division proposed reaching a normalized travel budget over a two-year period (based on activity at the time) to respond to its actual needs. Unfortunately, the 2018 approved travel budget remained significantly lower than actual requirements, and the normalized travel budget level will only be achieved in a longer time frame. The Office will continue to be as efficient as possible, adapting travel arrangements to maintain the most effective balance between flight and DSA costs.

General operating expenses

€730.0 thousand

313. The requested amount has increased by €200.0 thousand (37.7 per cent).

314. This budget item is a recurrent cost necessarily incurred by witnesses' attendance at interviews and the Office's satisfying its duty of care to witnesses during all phases of activities (preliminary examinations, investigations, trials and the remaining residual cases). These costs are not covered by the Registry's Victims and Witnesses Section (VWS), as they arise from interactions between the OTP and witnesses (e.g. travel and accommodation for witness to be interviewed) and low-cost/low-impact security measures taken by the OTP in the light of the protocol in place between it and VWS.

315. The requested increase in general operating expenses is based on a number of factors: the need to interact with new witnesses in ongoing investigations while satisfying a continuing duty of care to existing witnesses; longer-term rental of accommodation for staff during missions; and the maintenance and replacement of devices, such as trackers, panic buttons and telecommunications equipment, which facilitate secure communication with the Office.

316. Part of the increase requested is for the contract related to accommodation in the CAR. This solution – as an alternative to expensive accommodation in the only secure hotel in the capital of that country – has led to savings in excess of €100.0 thousand on the cost of missions to the CAR (e.g. reduced DSA and lower per-night cost).

317. Provision has been made for the acquisition of satellite imagery, which is requested for evidentiary purposes more and more frequently given the time lapse between incidents and the Office's intervention and the inaccessibility of certain crime scenes. While the Investigation Division is mindful of these costs and strives to limit expenditure in this area by constantly seeking savings and efficiencies, the requested increase remains necessary to maintain high operating standards and satisfy the OTP's duty of care.

Table 25: Programme 2300: Proposed budget for 2019

2300 Investigation Division	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				10,951.5	477.0	4.4	11,428.5
General Service staff				2,532.5	(801.5)	(31.6)	1,731.0
<i>Subtotal staff</i>	<i>13,975.0</i>	<i>-</i>	<i>13,975.0</i>	<i>13,484.0</i>	<i>(324.5)</i>	<i>(2.4)</i>	<i>13,159.5</i>
General temporary assistance	2,770.1	-	2,770.1	4,318.5	(348.3)	(8.1)	3,970.2
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>2,770.1</i>	<i>-</i>	<i>2,770.1</i>	<i>4,318.5</i>	<i>(348.3)</i>	<i>(8.1)</i>	<i>3,970.2</i>
Travel	2,193.1	-	2,193.1	1,559.0	500.0	32.1	2,059.0
Hospitality	-	-	-	-	-	-	-
Contractual services	29.2	-	29.2	-	-	-	-
Training	122.0	-	122.0	-	-	-	-
Consultants	10.1	-	10.1	-	-	-	-
General operating expenses	633.5	-	633.5	530.0	200.0	37.7	730.0
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>2,987.9</i>	<i>-</i>	<i>2,987.9</i>	<i>2,089.0</i>	<i>700.0</i>	<i>33.5</i>	<i>2,789.0</i>
Total	19,733.0	-	19,733.0	19,891.5	27.2	0.1	19,918.7

Table 26: Programme 2300: Proposed staffing for 2019

2300	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	1	4	13	40	41	1	100	-	40	40	140
New	-	-	-	-	-	-	3	5	-	8	-	-	-	8
Redeployed	-	-	-	-	-	-	-	(1)	-	(1)	-	(11)	(11)	(12)
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	1	4	13	43	45	1	107	-	29	29	136
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	1.75	14.37	10.83	1.00	27.95	3.00	13.78	16.78	44.73
Continued	-	-	-	-	-	1.75	14.20	11.50	1.00	28.45	2.00	14.12	16.12	44.57
New	-	-	-	-	-	0.67	1.33	1.67	-	3.67	-	1.67	1.67	5.33
Redeployed	-	-	-	-	-	-	-	-	-	-	-	(0.12)	(0.12)	(0.12)
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	(3.00)	(5.00)	-	(8.00)	-	-	-	(8.00)
Total	-	-	-	-	-	2.42	12.53	8.17	1.00	24.12	2.00	15.67	17.67	41.78

4. Programme 2400: Prosecution Division

Introduction

318. The Prosecution Division (PD) is central to the core mandate of the Court, namely the conduct of fair, effective and expeditious prosecutions in accordance with the Rome Statute. The Prosecution Division comprises the Prosecution Section and the Appeals Section. Under the overall management of its Director, PD is responsible for giving legal guidance to investigators; litigating cases before the Chambers of all three Judicial Divisions; preparing all written submissions in briefs and other filings to the Chambers; and participating in investigative and case-preparation activities in the Integrated Teams. Senior Trial Lawyers from the Prosecution Section are also responsible for leading the Integrated Teams, providing overall guidance on the investigation of cases and leading trial teams before the Chambers of the Court. PD recruits, trains and monitors the performance of Trial Lawyers, Appeals Counsel, Legal Officers, Case Managers and Trial Support Assistants.

319. The Appeals Section, led by the Senior Appeals Counsel, litigates all interlocutory and final appeals before the Appeals Chamber; prepares all applications for leave to appeal and responses to such applications filed by the defence and other parties before the Trial Chambers; drafts key trial filings, in particular those involving significant and novel international criminal law and procedural law issues; and provides legal advice to teams in the Prosecution Section and other parts of the Office as required.

320. The Prosecution Section and the Appeals Section also organize extensive training and lectures for staff within the Prosecution Division and other parts of the Office on topics such as written and oral advocacy, international human rights law and international criminal law. This includes, *inter alia*, a Legal Meeting for all PD staff members every two weeks, where legal and procedural developments relevant to the Division are discussed, and regular internal advocacy training – encompassing oral motion advocacy and witness examination training – in both French and English.

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

322. The Integrated Teams are responsible for investigating and prosecuting cases before the Court. In the first six months of an investigation (start-up phase), the activities of the (small) prosecution component of the Integrated Team focus mainly on the formulation of the case hypothesis. The Prosecution team will provide legal and strategic guidance for the investigation, analyse evidence, develop the legal theory of the case, participate in investigative activities (including interviews under article 55(2) of the Rome Statute), prepare disclosures and draft relevant documents – including all filings – which may be necessary at the investigation stage. The Case Manager and Trial Support Assistant manage evidence, information and filings and support the lawyers in their tasks. The budget assumptions include eight active investigations in 2019.⁵⁵

323. As soon as the investigation has progressed to a firm case hypothesis, the Prosecution Division increases its capacity to form a pre-trial team. For 2019, it is expected that, along with three trials and seven final appeals, some cases will also be in the pre-trial phase. The pre-trial phase starts with the Integrated Team's preparing the transition from investigation to trial by refining the legal aspects of the case hypothesis and drafting applications for warrants of arrest. The preparation of an application for a warrant of arrest or summons to appear includes a comprehensive evidence review – involving Office staff

⁵⁵ See paragraph 114 above.

members external to the team that is assigned to the investigation or prosecution – aimed at scrutinizing the sufficiency of the evidence according to the standards of that stage of the proceedings. If the warrant of arrest or summons to appear is issued, the Registrar, in consultation with the Prosecutor, transmits a request for arrest and surrender under articles 89 and 91 of the Statute to any State on the territory of which the person may be found. After arrest or surrender, the suspect’s initial appearance should normally take place within 48 to 96 hours of his or her arrival at the seat of the Court. According to rule 121(1) of the Rules of Procedure and Evidence, at the suspect’s first appearance, the Pre-Trial Chamber sets the date of the hearing on the confirmation of charges. The typical target date for the hearing on the confirmation of charges should be around four to six months from the first appearance. Between the initial appearance and the hearing on the confirmation of charges, the Prosecution team will begin disclosure to the defence, a process which includes reviewing and applying the appropriate redactions and preparing the document containing the charges, the pre-confirmation brief and the list of evidence. If needed, an additional evidence review will be conducted, and the need for the use of article 56 of the Rome Statute will be considered. Within 60 days of the hearing on the confirmation of charges, the confirmation decision will be delivered. Following the confirmation of charges, the case is transferred to the Trial Chamber. Before opening statements, the prosecution team will update and finalize disclosure and prepare key trial filings such as the pre-trial brief, witness list, evidence list and requests for in-court protective measures.

324. A team of eight Trial Lawyers, one Case Manager, one Legal Assistant and one Trial Support Assistant, led by a Senior Trial Lawyer, is required for each case that reaches the pre-trial or trial phase. The lawyers, led by the Senior Trial Lawyer, will organize and prepare the case during the pre-trial and trial phases. They will marshal inculpatory and exculpatory evidence; manage witnesses; provide guidance for additional investigations; manage disclosure; draft all filings and briefs before the Pre-Trial Chamber and the Trial Chamber; participate in hearings; and address the Court at the hearing on the confirmation of charges and at trial, examining and cross-examining witnesses and making submissions. The Case Manager and Trial Support Assistant will manage evidence, information and filings and support the lawyers in their tasks. The budget assumptions include three cases at trial for 2019.

325. The Appeals Section comprises the following posts: one Senior Appeals Counsel (P-5), who manages the Section and oversees all of its work; three Appeals Counsel (P-4), three Appeals Counsel (P-3); one Associate Appeals Counsel (P-2); and one Case Manager (P-1). These posts are needed to address the work of the Section, which includes preparing all written filings and briefs on interlocutory and final appeals before the Appeals Chamber; arguing in all oral hearings in final appeals before the Appeals Chamber; conducting all litigation in the interlocutory and final appeals phases (including handling additional evidence and disclosure); preparing all applications for leave to appeal and responses to such applications filed by the defence and other parties before the Pre-Trial and Trial Chambers; and drafting and reviewing key trial filings, in particular those involving significant and novel international criminal law and procedural issues.

326. In addition, the Appeals Section plays a major role in providing legal research and advice both orally and via written memos to all investigation and trial teams in the Prosecution Section, and to other parts of the Office in general and the Immediate Office of the Prosecutor in relation to international criminal law issues.

327. The Appeals Section also conducts a variety of other litigation, such as article 53(3) review proceedings, compensation proceedings, early-release proceedings and reparations proceedings. In addition, the Appeals Section has been responsible for preparing and updating a thorough case digest of all decisions and judgments issued by the Chambers since the inception of the Court – available for use by all divisions in the Office – and coordinates extensive legal training, written and oral advocacy training and lectures throughout the year for all Prosecution Division staff. Staff of other divisions may also attend.

328. It is expected that, in 2019, the Prosecution Division will remain engaged in trial activities in *Gbagbo and Blé Goudé*, *Ongwen* and *Al Hassan*.⁵⁶ In addition, charges are

⁵⁶ Without prejudice to the decision on the confirmation of charges.

expected to be brought for confirmation in one or more cases currently under investigation. PD teams will remain engaged in investigative activities in Georgia, CIV II, CAR II, Libya, Darfur, Burundi and other situations that are open. The Appeals Section will have to deal with final appeals which may be filed in the trial ending in 2018, plus additional interlocutory appeals in other cases.

329. The Prosecution Division will continue to explore creative means of successfully presenting its cases in Court, including further developing its use of new techniques and technologies in the courtroom.

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

331. The Prosecution Division has created internal coordination mechanisms and working groups and is involved in Office-wide initiatives in priority areas for the Office and the Court, such as advocacy training, efficiency improvements, information management and Integrated Teams. Lastly, the Division will continue to use and improve the system of internal evidence reviews – and reviews of critical instances of presentation of cases in court – to perform continuous critical assessments of the quality of its work and ensure high-quality output.

Budget resources

€11,731.5 thousand

332. The requested amount has increased by €75.9 thousand (0.7 per cent).

333. The activities of the Prosecution Division are characterized by, and dependent upon, the use of professionals specializing in the field of international criminal law. The vast majority of the Division's budget (96.9 per cent) is therefore concentrated in staff resources. Consequently, the focus of the Division is on finding savings and efficiencies by stimulating an increase in productivity, eliminating waste from processes, re-examining internal procedures and streamlining cooperation with other divisions and parties where possible. In addition to the internal measures defined above, the Division and its staff members also rely on its robust and wide-reaching network, where practicable. The Division builds its network by, for example, giving lectures and speeches to professionals and students at various institutions.

334. Although it must be considered that the workload of the Prosecution Division is mostly determined by its obligations under the Rome Statute and orders issued by Chambers, the Division is committed to continuing to look for savings and efficiencies. Throughout 2018, the Prosecution Division has committed resources and time to identifying savings and efficiencies. The entire Division has been involved in this exercise, as all PD teams have been asked to provide their thoughts and ideas about potential efficiencies in their work. The Division is developing several proposals to improve efficiency, including adjusting existing procedures and policies. The hope is that finding efficiencies will alleviate work pressure and reduce the long hours faced by Prosecution staff.

335. Following an in-depth review of current staffing resources and minimum requirements for 2019, the Prosecution Division is able to submit a conservative budget proposal for 2019, focusing only on the positions absolutely crucial to achieving the budget assumptions. The Division has put much effort into aligning the proposal with the concerns raised during previous budget meetings, while still reflecting the resources required to fulfil its mandate under the Rome Statute. The Division is therefore requesting only one additional Trial Lawyer (P-4) and one Associate Trial Lawyer (P-2) (both GTA). The Trial Lawyer (P-4) is continued from the 2018 Burundi team. Trial Lawyers at P-4 level provide extensive support during investigations by conducting legal research and analysis on

complex issues. They also coordinate team projects such as evidence review. The Associate Trial Lawyer (P-2) will provide substantive, hands-on support to one of the ongoing investigations, including the ongoing review of evidence collected. The incumbent will also conduct legal research. The Associate Trial Lawyer (P-2) position will be the most junior lawyer position in the Prosecution Division.

336. The Prosecution Division also requires non-staff resources to support its activities. Within the Office, most of the services requiring non-staff resources are provided (and budgeted for) under Sub-programmes 2110, 2120 and 2130. A specific allotment, however, is requested for travel and is included in the Prosecution Division's budget. The requested amount is the same as in 2018.⁵⁷

Staff resources

€11,357.7 thousand

337. The amount requested for established posts has increased by €248.5 thousand (2.6 per cent). The amount requested for GTA positions has decreased by €172.3 (10.2 per cent). The Division will comprise 108 staff members: 91 established posts and 17 GTA (13.58 FTE) positions.

338. Three positions – two Trial Lawyers (P-4) and one Case Manager (P-1) – are resubmitted for conversion.

339. For budgetary purposes only, and owing to the original allocation of the post, the Deputy Prosecutor (ASG) is assigned to the Prosecution Division. His role, however, is to act in full as deputy to the Prosecutor. In such capacity, the Deputy Prosecutor under the direct supervision of the Prosecutor oversees and coordinates the three divisions: JCCD, the Investigation Division and the Prosecution Division. The Personal Assistant to the Deputy Prosecutor is also assigned to the Prosecution Division.

340. In order to implement the structural changes envisioned in 2015/2016 in its organization chart, the Prosecution Division will replace the Assistant Trial Lawyer (P-1) positions with Associate Trial Lawyer (P-2) positions. This measure concerns eight established posts and three GTA positions. In 2015, an external consultant reviewed the staffing composition of the Prosecution Division. The consultant concluded that two positions were wrongly classified, namely the Assistant Legal Officer position – which was classified as G-level although the work performed was at P-level – and the Assistant Trial Lawyer position, which was classified as P-1 although the tasks and responsibilities of the position were equal to those of the Associate Trial Lawyer (P-2) position. As a first step to correct this, in 2016, the Legal Assistant positions in the Division were reclassified from G-level to P-level, reflecting the fact that this position was functioning at a Professional level. To complete the transition, from 2019, the Prosecution Division will discontinue the Assistant Trial Lawyer (P-1) position and replace it with that of Associate Trial Lawyer (P-2). This measure will have no effect on the budget, does not change the FTE requested for 2019 and will enable the Office to come closer to the envisioned composition of prosecution teams. The Associate Trial Lawyer (P-2) position is an existing job profile in the Prosecution Division. Staff members currently occupying the Assistant Trial Lawyer (P-1) position were successful in a recent recruitment process and are on the roster for the Associate Trial Lawyer (P-2) position. This measure will have no budget impact and will not change the number of requested staff.⁵⁸

Established posts: Professional and General Service

€ 9,847.7 thousand

341. No additional established posts are requested.

342. The Prosecution Division comprises the following posts:

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Deputy Prosecutor (Prosecution)	ASG	1
Director, Prosecution Division	D-1	1

⁵⁷ See details in paragraph 346 below.

⁵⁸ This measure is equivalent to that proposed by the Investigation Division in 2017 and approved by the Assembly of States Parties (see Approved Programme Budget for 2017 of the International Criminal Court, para. 342).

<i>Title</i>	<i>Grade</i>	<i>Number</i>
Senior Trial Lawyer	P-5	8
Senior Appeals Counsel	P-5	1
Trial Lawyer ⁵⁹	P-4	13
Appeals Counsel	P-4	3
Trial Lawyer	P-3	14
Legal Officer	P-3	1
Appeals Counsel	P-3	3
Associate Trial Lawyer ⁶⁰	P-2	19
Assistant Legal Officer	P-1	10
Case Manager ⁶¹	P-1	9
Trial Support Assistant	GS-OL	5
Administrative Assistant	GS-OL	2
Personal Assistant	GS-OL	1
Total		91

General temporary assistance

€1,510.0 thousand

343. To enable the Prosecution to effectively carry out the activities provided for in the budget assumptions, 17 GTA positions are requested (13.58 FTE) on a multi-year basis, as follows:

<i>Title</i>	<i>Grade</i>	<i>Number</i>	<i>Months</i>	<i>FTE</i>	
Trial Lawyer	P-4	2	24	2.00	Continued
Trial Lawyer ⁶²	P-4	1	12	1.00	New
Trial Lawyer	P-3	2	24	2.00	Continued
Special Assistant (Prosecutions)	P-3	1	12	1.00	Continued
Associate Trial Lawyer	P-2	2	15	1.25	Continued
Associate Trial Lawyer ⁶³	P-2	3	24	2.00	New
Associate Trial Lawyer	P-2	1	8	0.67	New
Associate Appeals Counsel	P-2	1	6	0.5	Continued
Case Management Coordinator	P-2	1	12	1.00	Continued
Assistant Legal Officer	P-1	1	12	1.00	Continued
Trial Support Assistant	GS-OL	1	6	0.5	Continued
Administrative Assistant	GS-OL	1	8	0.67	New ⁶⁴
Total		17	163	13.58	

Changes in comparison to the 2018 budget

344. Considering the expected development of cases in 2019, the Prosecution Division is requesting one additional Trial Lawyer (P-4)⁶⁵ and one Associate Trial Lawyer (P-2). All existing resources have been assigned elsewhere, including to absorbing new investigations to the extent possible.

Changes with no impact on the budget

345. The Prosecution Division is changing one Personal Assistant (GS-PL) GTA position to an Administrative Assistant (GS-OL) GTA position to align with HR-approved job titles.

⁵⁹ Includes two positions resubmitted for conversion.

⁶⁰ Includes eight positions resubmitted for reclassification.

⁶¹ Includes one position resubmitted for conversion.

⁶² Carried forward from the Burundi Contingency Fund notification.

⁶³ The three Assistant Trial Lawyer (P-1) positions approved in previous budgets are no longer requested. The request for these Associate Trial Lawyers (P-2) is a structural strategic change with no budgetary impact.

⁶⁴ See paragraph 345 below.

⁶⁵ This is a resource continued from the Burundi Contingency Fund notification of 2018.

Non-staff resources**€373.8 thousand**

346. The requested amount has decreased by €0.3 thousand (0.1 per cent). Within the Office, most non-staff resources needed to support the Prosecution Division's activities are provided (and budgeted for) under Sub-programmes 2110 and 2120. The non-staff costs of travel, however, are included in the Prosecution Division budget.

*Travel**€373.8 thousand*

347. Prosecution staff regularly go on mission as part of the Integrated Teams to support ongoing investigations. Travel of Prosecution Division staff is also required in the pre-trial and trial phases of a case to take article 68 statements, prepare witnesses and support witnesses testifying via video link. Additionally, provision is made for the Deputy Prosecutor, the Director of the Division and the Senior Appeals Counsel to undertake missions in pursuit of their representative functions aimed at broadening understanding of – and cooperation with – the Office's activities. On the basis of 2019 assumptions, the Division requests the same amount for travel as was budgeted for in 2018. Travel costs are recurrent.

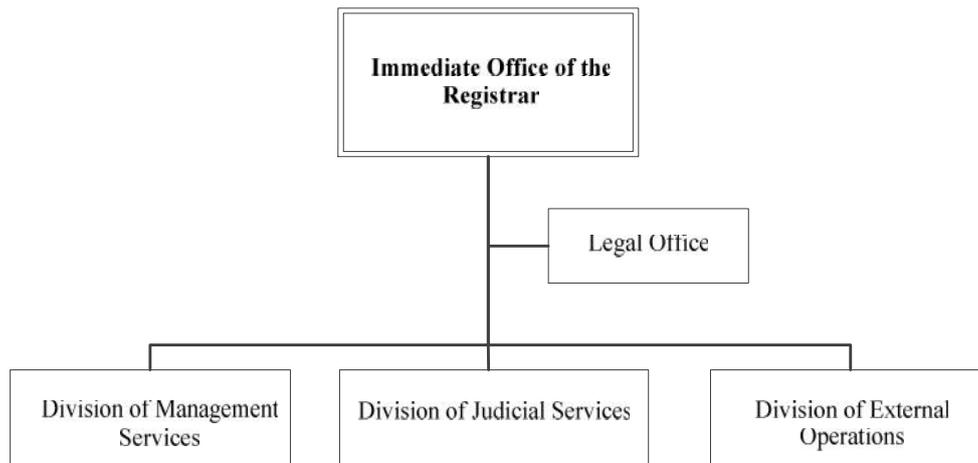
Table 27: Programme 2400: Proposed budget for 2019

2400 Prosecution Division	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				9,062.4	248.5	2.7	9,310.9
General Service staff				536.8	-	-	536.8
<i>Subtotal staff</i>	<i>9,432.1</i>	<i>-</i>	<i>9,432.1</i>	<i>9,599.2</i>	<i>248.5</i>	<i>2.6</i>	<i>9,847.7</i>
General temporary assistance	1,320.6	-	1,320.6	1,682.3	(172.3)	(10.2)	1,510.0
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>1,320.6</i>	<i>-</i>	<i>1,320.6</i>	<i>1,682.3</i>	<i>(172.3)</i>	<i>(10.2)</i>	<i>1,510.0</i>
Travel	297.6	-	297.6	374.1	(0.3)	(0.1)	373.8
Hospitality	-	-	-	-	-	-	-
Contractual services	36.1	-	36.1	-	-	-	-
Training	43.7	-	43.7	-	-	-	-
Consultants	20.6	-	20.6	-	-	-	-
General operating expenses	0.2	-	0.2	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>398.2</i>	<i>-</i>	<i>398.2</i>	<i>374.1</i>	<i>(0.3)</i>	<i>(0.1)</i>	<i>373.8</i>
Total	11,150.9	-	11,150.9	11,655.6	75.9	0.7	11,731.5

Table 28: Programme 2400: Proposed staffing for 2019

2400	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	1	-	1	9	14	18	11	26	80	-	8	8	88
New	-	-	-	-	-	2	-	-	1	3	-	-	-	3
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	8	(8)	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	1	-	1	9	16	18	19	19	83	-	8	8	91
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	4.00	3.00	2.75	3.67	13.42	0.60	0.50	1.10	14.52
Continued	-	-	-	-	-	4.00	3.00	2.75	2.00	11.75	0.60	0.50	1.10	12.85
New	-	-	-	-	-	1.00	-	2.67	-	3.67	-	0.67	0.67	4.33
Redeployed	-	-	-	-	-	-	-	-	-	-	(0.60)	-	(0.60)	(0.60)
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	(2.00)	-	-	(1.00)	(3.00)	-	-	-	(3.00)
Total	-	-	-	-	-	3.00	3.00	5.42	1.00	12.42	-	1.17	1.17	13.58

C. Major Programme III: Registry



Introduction

348. The Registry is headed by the Registrar, the principal administrative officer of the International Criminal Court (“the Court”), and is the organ responsible for the non-judicial aspects of the administration and servicing of the Court. It is divided into three divisions, all crucial for ensuring fair, expeditious and transparent judicial proceedings, as well as support to investigations and Registry clients: the Division of Management Services (DMS), the Division of Judicial Services (DJS) and the Division of External Operations (DEO). The Immediate Office of the Registrar helps the Registrar provide strategic leadership, coordination and guidance to all Registry divisions and sections. The Registry Legal Office is responsible for supporting the performance of the Registrar’s legal functions.

349. Judicial proceedings form the core of the Court’s work and cannot be undertaken without the necessary services and functions provided by the Registry. As a neutral support platform, the Registry supports judicial proceedings through, among other things, court and records management, facilitation of witness testimony, facilitation of victim participation in proceedings, administration of legal aid and support to counsel, court interpretation and translation services, information technology management, security, management of the detention facilities, facilitation of judicial cooperation and assistance, the public nature of the proceedings, communication (in particular with the affected communities) and field operations in support of the work of the judges, parties and participants. Without these Registry functions, judicial proceedings would not be possible, as different participants in the proceedings – including the judges, the Office of the Prosecutor (OTP), the defence, and victims and witnesses – would not have the necessary technical, operational and language support or, where applicable, the necessary financial support to ensure fair and expeditious judicial proceedings. The Registry’s budgetary needs in these areas are directly driven by judicial and prosecutorial developments.

350. The Court is also a unique international institution, with its own external governance framework centred on the Assembly of States Parties (“the Assembly”) and its subsidiary bodies. The Court has a special relationship with the United Nations, with which it cooperates on many different issues, but also requires the cooperation of individual States on a broad range of matters, from warrants of arrest to witness relocation. Consequently, the Court needs to maintain and further develop relationships with these actors. At the same time, the Court needs to provide information to the general public on its activities, as well as more tailored outreach information to communities affected by crimes under its jurisdiction. The Registry is responsible for all of these initiatives, where necessary, both from Headquarters and at its country offices in situation countries. While the costs associated with external activities are also driven by judicial and prosecutorial developments, they partially depend on factors beyond the Court’s control, such as the level of State cooperation with the Court.

351. The administrative services provided by the Registry are crucial to the smooth functioning of the Court as a whole, which is staffed by nearly one thousand people. The Registry manages human resources, budgeting, finance, procurement, facilities, travel and security, and coordinates Court-wide executive functions, such as risk management, reporting to governing bodies, audit and compliance. In the administrative area, as well, the Registry's services are directly linked to the expeditious conduct of judicial proceedings in terms of transporting witnesses, ensuring courtroom security and providing the parties with all the courtroom equipment they need. The Registry's budgetary needs in these areas depend on the needs of the Major Programmes it services.

Overview of Registry budget requirements for 2019

352. The proposed 2019 budget for the Registry amounts to €77,126.3 thousand, which represents a net reduction of €16.2 thousand when compared to the Approved Programme Budget for 2018. As a result of a stringent budgetary process, the Registry has proposed additional resources only when strictly necessary for the purposes of its mandated activities in the context of 2019 budgetary assumptions. It has been able to effectively finance all such increases through savings and efficiencies.

353. For the Registry, judicial assumptions in relation to supporting trial proceedings do not represent a major shift in the required level of resources for 2019. As in 2018, two courtroom teams will continue to be required to support the trial hearings in the *Gbagbo and Blé Goudé* case and the *Ongwen* case throughout the year. Additional trial hearings may take place towards the last quarter of 2019 in the *Al Hassan* case, which will be supported with existing courtroom capacity in the Registry.

354. Importantly, for the Registry's purposes, the assumptions underlying the 2019 budget proposal require additional investments to support the anticipated level of activities and operations. This is particularly the case for the approximately €1.6 million required mainly to support investigations by the OTP and overall Court operations in Mali and Georgia, and to support implementation by the Trust Fund for Victims (TFV) of reparation orders in Mali and the Democratic Republic of the Congo (DRC). Furthermore, additional investments of €0.9 million are required for the continued implementation of the IT/IM strategy, as laid out in Annex IX.

355. As detailed in Annex XI, the Court-wide savings and efficiencies exercise has identified approximately €2.7 million in quantifiable savings, non-recurrent costs and additional cost reductions that have reduced the Registry's baseline. The savings and reductions identified in the Registry have, to a large extent, been the result of a thorough reassessment of what will be required to cope with the expected level of activity in 2019, in particular in relation to field operations and witness support and protection. These reductions do not take into consideration the additional impact resulting from the application of the United Nations Common System, which in Registry amounts to approximately €0.7 million. Consequently, the Registry has effectively managed to reduce and offset the required increase by realizing efficiencies, savings and reductions, and by redeploying resources wherever possible.

356. The Registry's proposed budget includes a reduction of €17.0 thousand corresponding to budget provisions transferred from the Registry to the Secretariat of the Assembly of States Parties (€67.0 thousand) for the External Auditor's fees, and to Major Programme V (€250.0 thousand) in connection with the contract for corrective and preventive maintenance of the Court's premises in The Hague. However, €370.6 thousand have been transferred to the Registry from the Presidency as a result of the placement of the Court's New York Liaison Office under the Registry's DEO.

357. All additional resource requirements in the Registry, including the additional €370.6 thousand resulting from the redeployment of the Court's New York Liaison Office from the Presidency to the Registry, have been fully contained within a budget proposal for the Registry that is slightly lower than the approved 2018 budget. In fact, in terms of staff costs, without the additional costs of the New York Liaison Office, the Registry would have presented a net reduction of €73.1 thousand.

Strategic priorities in 2019 and link to the Proposed Programme Budget for 2019

358. The Registry's proposed budget for 2019 is directly linked to its strategic priority areas, the first three of which relate directly to the workload resulting from 2019 judicial assumptions and Court-wide strategic priorities. They are: (a) conducting hearings in two, possibly three, trials and provision of support for judicial and prosecutorial activities; (b) provision of support for eight investigations and other field activities, including reparations; and (c) key Court-wide information technology requirements. In addition, the Registry is proposing to focus strategic investments on promoting staff engagement and organizational culture in the Court.

Conducting hearings in two, possibly three, trials

359. In 2019, a total of four trial proceedings will continue to require judicial support. The Registry will continue to require the simultaneous use of two courtrooms to support trial hearings in two cases for the full year, and possibly a third towards the last quarter of 2019. Trial hearings in both the *Ongwen* (Uganda) and the *Gbagbo and Blé Goudé* (Côte d'Ivoire) cases are expected to run over 160 days and 124 days, respectively, whereas the estimated length of possible trial hearings in the *Al Hassan* case (Mali) is 40 days. In addition, while trial hearings in the *Ntaganda* case (DRC) are not expected in 2019, specific forms of support in this case continue to be required from the Registry. The four accused and one suspect are expected to remain in detention. Services in 10 languages will be required to support the ongoing proceedings and to facilitate testimony in the courtroom.

360. While some additional resources are required to support new language requirements in Arabic and Tamasheq in the *Al Hassan* case, for the most part, resources are required at the same level as in 2018, namely two courtroom teams to support trial hearings in two courtrooms simultaneously and to cope with additional judicial hearings which may take place in 2019 (trial hearings in *Al Hassan* and judgment and sentencing hearings in *Ntaganda*).

Provision of support for eight active investigations and other field activities, including reparations

361. In 2019, the Court will continue to operate in 11 situations that are open. The OTP is expected to focus its efforts on eight active investigations: Burundi, two investigations in the Central African Republic (CAR), Côte d'Ivoire, Darfur, Georgia and two investigations in Libya. Each of these investigations will continue to require support from the Registry, both in the field and at Headquarters, in areas such as victim and witness support, languages, security and logistics. Registry will also conduct or support other mandated activities such as victim participation and reparations, and outreach. The Registry will maintain its country offices in seven locations: Kinshasa and Bunia (DRC), Bangui (CAR), Abidjan (Côte d'Ivoire), Tbilisi (Georgia), Bamako (Mali) and Kampala (Uganda).

362. Investments are required to ensure the full operationalization of the country offices in Mali and Georgia, the operational models of which, to date, have been restricted to limited activities, with a reduced level of staffing and a reduced operational budget. In 2019, the *Al Hassan* case will require increased resources to support the volume of activities expected to be carried out by the Registry and other actors in Mali. The Georgia office is expected to provide further services to the OTP and other clients and to step up the implementation of effective outreach to affected communities and other key stakeholders. In addition, the Registry is expected to support the OTP's investigative activities in Burundi, in particular in relation to witness protection, pursuant to its own mandate to reach out to victims and affected communities.

363. The Court's work in relation to reparations is expected to continue in 2019. In this regard, support will continued to be required from the DRC offices in Kinshasa and Bunia for the implementation of reparations in the *Katanga* and *Lubanga* cases. Likewise, the country office in Mali (Bamako) will be required to provide support to TFV activities in relation to the implementation of reparations in the *Al Mahdi* case. The offices in the DRC and Mali will require adequate resources to perform the necessary activities in relation to the ongoing reparations processes in those countries.

364. It is expected that the number of people under protective measures will remain high in 2019. According to current figures and assumptions, around 90 witnesses and 360 dependents will be under protection in 2019. Similarly, it is expected that more than 7,500 individuals will apply for participation as victims in the various ongoing judicial proceedings. Furthermore, the Registry will be required to support more than 29 situation-related languages in 2019 for the purposes of the Court's 11 situations that are open.

Investment in key Court-wide information technology improvement projects

365. The Court has undertaken a thorough analysis of its existing IT/IM infrastructure across the organs and the associated immediate and long-term requirements. Since the Court was established 15 years ago, a number of important IT/IM investments have been made to support its judicial, investigative and administrative operations. A number of systems have become obsolete or are expected to become obsolete in the near future as they reach their end of life. Moreover, the Court has grown significantly since it was established, and this has had an impact on its IT requirements as well as on the volume of data generated. Specifically, certain requirements in areas such as digital evidence collection, information security and information management are only partially met by the existing systems.

366. To address these challenges, the Court-wide Five-Year IT/IM Strategy was adopted in February 2017 to ensure a holistic approach to information technology, information security and information management, aimed at meeting the Court's essential needs while maintaining better control of invested resources and maximizing their impact. In 2019, the IT/IM strategy will be entering the third year of its implementation stage and will require an increase of approximately €0.9 million of the €1.6 million required for investments in 2019, which has been fully offset in the context of the Registry's overall proposed budget. The largest portion of funding required for 2019 will be allocated to the Judicial Workflow Platform. Other resources will be required for prosecutorial activities, although they are presented within the Registry budget in the context of inter-organ synergies. Expected Court-wide investments for 2019 are as follows:

(a) Investigative: €295.0 thousand, to include projects to continue improvements in long-term storage of digital and forensic evidence for the OTP, leading to a reduction in processing and retrieval time;

(b) Judicial: €1,060.0 thousand, to acquire a new information repository platform as an integral part of the implementation of the Judicial Workflow Platform, which is intended to provide the Court with a new system to centralize storage of all case records;

(c) Information security: €187.0 thousand, for further enhancements to continue strengthening the Court's information security profile, including the implementation of a data leak prevention system and continued enhancement of the threat intelligence system;

(d) Optimizing IT systems: €50.0 thousand, to include renewal of the Court's virtual infrastructure enabling it to support increasing computational demands;

(e) Administrative: €150.0 thousand, to automate processes and procedures to increase efficiency and reinforce internal controls.

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

Promotion of staff engagement and organizational culture

368. One key priority for the Registry in 2019 is to promote and improve staff engagement, team building and internal communication. To achieve this, the Registry will be required to undertake activities to develop cohesion and facilitate communication, and to develop and implement training programmes focused on welfare and improving staff

motivation and productivity. In addition, capacity-building in informal conflict resolution within the Court will be required, as will the elaboration and implementation of relevant human resources policies.

Reductions in non-recurrent costs

369. The Registry has identified non-recurrent costs, details of which are provided in Annex XI. Non-recurrent costs are one-off decreases in resource requirements arising out of the non-continuation of activities. A total of €18.3 thousand in Registry non-recurrent costs were applicable in 2018 and will not appear in 2019.

Additional cost reductions

370. The Registry has identified additional cost reductions, details of which are provided in Annex XI. Additional cost reductions are workload-related changes resulting in a reduction. A total of €2,243.7 thousands in Registry additional costs that were applicable in 2018 will not appear in 2019.

371. This figure includes a reduction in costs related to the Victims and Witnesses Section amounting to €1,717.4 thousand. This is mainly attributable to the post-*ReVision* structure, OTP referral estimates, improved working practices in case management, enhanced focus on expenditure and increased cooperation from core partner States, and the estimated reduced demand from clients for temporary assistance for meetings.

Reductions through savings

372. The Registry has implemented and continues to implement savings and efficiencies for 2019 in addition to those achieved in 2018. Details of these savings and efficiencies are provided in Annex XI.

373. For 2019, Registry savings have reduced the budget by €124.0 thousand. This includes a reduction in electricity consumption amounting to savings of €94.0 thousand. The General Services Section (GSS) continuously seeks to improve energy use at Headquarters, and this results in constant adjustments and recalibration of the Court's building technology. In addition, the GSS is to move to a new maintenance contractor, thus eliminating the need for one Handyman (GS-OL) and resulting in a saving of €72.9 thousand.

374. Savings of €52.0 thousand have been achieved by VWS through a review of the contract structure established with vendors who assist with witness protection initial response systems. The new contracts no longer contain monthly retainers but focus on payments aligned with work delivered.

375. Savings of €30.0 thousand have been achieved by the Information Management Services Section (IMSS) through renegotiated agreements for landline telephone communications at Headquarters. In addition, IMSS decommissioned ISDN lines as backup for voice services at Headquarters, resulting in a saving of €25.0 thousand.

Avoiding additional costs through efficiencies

376. Efficiencies are activities which limit requests for additional resources and/or provide increased productivity, resulting in the same baseline but avoiding any increase in costs.

377. For 2019, Registry efficiencies have resulted in the avoidance of cost increases in the amount of €75.4 thousand. This includes the Victim Participation and Reparations Section's development and implementation of a new mobile victim application form and tablet-based process, replacing the previous paper-based process. Removing the paper-based elements of the process increases security and data processing speed at Headquarters and enhances the Court's ability to report on key statistics. It is estimated that the time taken to process application forms has been reduced by 10 hours (GS-OL) per week, resulting in a 2019 efficiency allowing the Court to avoid a cost increase of €16.7

thousand. In addition, the Budget Section reduced the time spent on generating monthly expenditure reports by creating an automated interface between the report and SAP data. It is estimated that the time taken to produce the report has been reduced by three days per month (GS-OL), resulting in a 2019 efficiency allowing the Court to avoid a cost increase of €9.4 thousand.

Conclusion

378. The final combined result of the Registry's efforts to achieve savings and efficiencies, coupled with the aforementioned requirements for the implementation of the Registry's four strategic priorities for 2019 and the transfer to the Registry of the costs associated with the Court's New York Liaison Office, is a net reduction of €16.2 thousand.

Table 29: Major Programme III: Proposed budget for 2019

Major Programme III Registry	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				27,834.8	(9.2)	(0.0)	27,825.6
General Service staff				18,631.1	181.0	1.0	18,812.1
<i>Subtotal staff</i>	<i>48,544.2</i>	<i>-</i>	<i>48,544.2</i>	<i>46,465.9</i>	<i>171.8</i>	<i>0.4</i>	<i>46,637.7</i>
General temporary assistance	2,384.0	54.9	2,438.9	3,287.5	367.2	11.2	3,654.7
Temporary assistance for meetings	1,229.4	5.3	1,234.7	1,162.7	(261.1)	(22.5)	901.6
Overtime	271.7	-	271.7	322.8	(61.5)	(19.1)	261.3
<i>Subtotal other staff</i>	<i>3,885.2</i>	<i>60.2</i>	<i>3,945.3</i>	<i>4,773.0</i>	<i>44.6</i>	<i>0.9</i>	<i>4,817.6</i>
Travel	1,881.7	44.4	1,926.1	2,016.5	66.3	3.3	2,082.8
Hospitality	11.2	-	11.2	4.0	1.0	25.0	5.0
Contractual services	2,606.9	5.9	2,612.8	2,286.8	420.9	18.4	2,707.7
Training	451.7	-	451.7	623.2	(13.2)	(2.1)	610.0
Consultants	512.7	40.0	552.7	395.4	72.1	18.2	467.5
Counsel for defence	3,913.3	925.2	4,838.5	3,383.0	150.0	4.4	3,533.0
Counsel for victims	942.8	398.7	1,341.4	1,165.0	(63.7)	(5.5)	1,101.3
General operating expenses	11,590.7	2.2	11,593.0	13,853.6	(1,467.7)	(10.6)	12,385.9
Supplies and materials	1,148.6	-	1,148.6	895.3	172.5	19.3	1,067.8
Furniture and equipment	1,846.1	-	1,846.1	1,280.8	429.2	33.5	1,710.0
<i>Subtotal non-staff</i>	<i>24,905.6</i>	<i>1,416.4</i>	<i>26,322.0</i>	<i>25,903.6</i>	<i>(232.6)</i>	<i>(0.9)</i>	<i>25,671.0</i>
Total	77,335.0	1,476.5	78,811.5	77,142.5	(16.2)	(0.0)	77,126.3

Table 30: Major Programme III: Proposed staffing for 2019

III	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and Above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	1	-	3	22	43	84	89	5	247	15	311	326	573
New	-	-	-	-	-	-	-	4	-	4	-	6	6	10
Redeployed	-	-	-	-	1	-	-	-	-	1	-	1	1	2
Reclassified	-	-	-	-	-	1	(1)	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	1	-	3	23	44	83	93	5	252	15	318	333	585
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	1.00	4.50	7.00	4.00	16.50	5.11	23.00	28.11	44.61
Continued	-	-	-	-	-	1.00	3.00	7.00	4.00	15.00	1.00	21.00	22.00	37.00
New	-	-	-	-	-	-	1.50	3.00	-	4.50	4.51	12.50	17.01	21.51
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	1.00	4.50	10.00	4.00	19.50	5.51	33.50	39.01	58.51

1. Programme 3100: Office of the Registrar

Introduction

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

380. The Legal Office is responsible for performing the legal functions arising from the duties assigned to the Registrar under the Court's legal framework. The LO ensures the quality and consistency of legal and policy approaches throughout the Registry and across a range of subject matters including human resources, finance and procurement, and coordinates all the Registry's legal submissions in judicial proceedings. The LO also negotiates and prepares agreements and arrangements between the Court and third parties and, as appropriate, provides advice on interpreting the Headquarters Agreement and other agreements.

Operating environment

381. The OTR will continue to ensure that the Registry as a whole is able to successfully perform the administrative and operational tasks demanded of it in 2019. In this regard, the OTR ensures appropriate inter-organ coordination, provides the required support to the work of the Registry Management Team, enables the Registrar to ensure that high-quality services are delivered to the organs of the Court and that he is able to discharge his substantive responsibilities on matters such as witness protection, legal aid and support to counsel, and outreach. Given the level and type of support required from the Registry in relation to judicial activities, the Registrar must not only provide oversight with respect to the anticipated activities, but also be able to react and reprioritize activities should developments in situations and cases so require. The continued issuance of new prosecutorial and judicial decisions with regard to ongoing investigations and cases – whether in the pre-trial, trial, appeals or reparations phase – means that the operational direction and allocation of resources, both at Headquarters and in the field, must be constantly monitored to ensure optimal service delivery and consistent implementation of the Registry's legal position. Furthermore, the effective functioning of optimized presences in situation countries, and the opening and closure of country offices, requires sustained attention from both the Registrar and the Registrar's advisers, to ensure that the strategic and legal premises for the Registry's engagement in these countries are sound.

Priorities

Strengthening strategic leadership through the Registry Management Team

382. The RMT oversees and steers the executive management of the Registry. The RMT is the Registry's highest-level forum for advice and assistance to the Registrar on strategy, policy and operational challenges the Court may potentially face in 2019. The RMT is composed of the Registrar, the three Directors, and the Chief of Staff of the IOR. The contributions of the IOR and the Directors' Offices mainly concern strategic guidance and leadership. The RMT will be in a position to ensure that the goals set for 2019, especially in relation to priority activities, are met and that appropriate action is taken where necessary.

Strategic and policy development

383. The OTR will continue to take the lead in fostering the development of clear, consistent and transparent strategies and policies, both within the Registry and Court-wide, as appropriate. The Registry – and the Court as a whole – will continue to focus on staff

welfare and well-being in an effort to improve motivation, productivity and work-life balance. Another area of particular involvement for the OTR will be overseeing, from the Registry, the development and implementation of Court-wide initiatives aimed at improving geographical representation and gender balance among the staff at the Court, including through the establishment of a Focal Point for Women and the introduction of a mentoring programme.

384. The LO's strategic priorities for 2019, apart from providing routine legal services across the Registry, will include continuing the work on alternative resolution mechanisms for staff disputes as a matter of priority. Such mechanisms are indispensable in optimizing working relationships and limiting litigation, which is time- and energy-consuming for both staff and the administration.

Budget resources

€1,723.7 thousand

385. There is an overall proposed decrease of €2.9 thousand (0.2 per cent). This is a result of an increase of €35.0 thousand in non-staff costs mainly as a result of additional requirements in consultants, which have been fully offset by a proposed decrease in staff resources of €17.2 thousand and in non-staff resources of €20.7 thousand stemming from reductions in the LO's travel and training budgets.

Staff resources

€1,620.8 thousand

386. As indicated above, the proposed decrease of €17.2 thousand results from built-in reductions associated with the application of the United Nations Common System.

Established posts: Professional and General Service

€1,620.8 thousand

387. No new established posts are requested. The proposed amount for established posts has decreased by €17.2 thousand (1.1 per cent). These decreases are a result of reductions associated with the application of the United Nations Common System in 2019.

Non-staff resources

€102.9 thousand

388. The net increase in non-staff resources amounts to €14.3 thousand (16.1 per cent) and is mainly the result of an increase of €35.0 thousand in the LO for specialized legal consultants. This increase has been partially offset by reductions in the LO's travel and training requirements amounting to €20.7 thousand. The requested amount in non-staff resources is required for travel, hospitality, training and consultants.

Travel

€50.9 thousand

389. The proposed resources for travel in the OTR have decreased by €7.3 thousand (12.5 per cent) and correspond to a decrease in requirements in the LO.

390. In the IOR, the proposed resources for travel reflect a slight increase of €1.6 thousand. Resources are still required for the Registrar, or a representative of the Registrar, to travel for the purpose of building support and cooperation at the highest levels among States Parties and key external partners such as the United Nations, other intergovernmental organizations (IGO) and non-governmental organizations (NGO). The Registrar's presence is required in the field on particular occasions. The Registrar also plans to visit the country offices as part of his staff engagement strategy and to strengthen relationships with the situation countries and local authorities in order to ensure smooth cooperation with the Court.

391. The LO's proposed travel budget of €16.0 thousand reflects a reduction of €8.9 thousand and will cover travel and related expenses incurred in the performance of the LO's mandate, including: (i) attendance at an annual meeting of legal counsel of specialized agencies of the United Nations system and related organizations; (ii) attendance at meetings related to international administrative law; and (iii) provision of advice on and

assistance outside the Netherlands in the certification of prior recorded testimony pursuant to rule 68(2)(b) of the Rules of Procedure and Evidence.

Hospitality

€4.0 thousand

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

Training

€8.0 thousand

393. The proposed training budget has decreased by €13.4 thousand (62.6 per cent). The amount is required to cover the training needs of the LO staff. In the light of the section's complex and broad mandate, it is imperative that investments be made in training, both on substance and skills, and notably on legal drafting.

Consultants

€40.0 thousand

394. The proposed increase of €35.0 thousand (700.0 per cent) is required in the LO to cover specialized legal consultancy and specific legal expertise needed, in particular in relation to recent cases currently before the Administrative Tribunal of the International Labour Organization. In addition, resources continue to be required for specialized matters involving domestic legislation and jurisdictions. Securing timely, sound and accurate legal advice and assistance on such issues is essential in order to manage the Court's legal risk and defend its position in legal proceedings.

Table 31: Programme 3100: Proposed budget for 2019

3100 Office of the Registrar	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				1,492.5	(17.2)	(1.2)	1,475.3
General Service staff				145.5	-	-	145.5
<i>Subtotal staff</i>	<i>2,191.2</i>	<i>-</i>	<i>2,191.2</i>	<i>1,638.0</i>	<i>(17.2)</i>	<i>(1.1)</i>	<i>1,620.8</i>
General temporary assistance	26.9	-	26.9	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>26.9</i>	<i>-</i>	<i>26.9</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Travel	83.7	-	83.7	58.2	(7.3)	(12.5)	50.9
Hospitality	11.2	-	11.2	4.0	-	-	4.0
Contractual services	85.6	-	85.6	-	-	-	-
Training	42.1	-	42.1	21.4	(13.4)	(62.6)	8.0
Consultants	5.4	-	5.4	5.0	35.0	700.0	40.0
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	0.5	-	0.5	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>228.4</i>	<i>-</i>	<i>228.4</i>	<i>88.6</i>	<i>14.3</i>	<i>16.1</i>	<i>102.9</i>
Total	2,446.6	-	2,446.6	1,726.6	(2.9)	(0.2)	1,723.7

Table 32: Programme 3100: Proposed staffing for 2019

3100	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	1	-	-	2	2	5	2	-	12	1	1	2	14
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	1	-	-	2	2	5	2	-	12	1	1	2	14
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Continued	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-									

2. Programme 3200: Division of Management Services

Introduction

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

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

397. The Division provides a wide range of services in the area of human resources management, such as strategic advice on human resources issues, policy development, staff grievances, recruitment, post management, administration of contracts (staff and non-staff), benefits, entitlements and payroll, insurance and pension matters. Emphasis is also placed on performance management, staff training and managerial development. HRS, with the support of the SAP team, will continue streamlining and automating HR-related processes, such as the submission of pension contributions to the United Nations Joint Staff Pension Fund (UNJSPF), to enhance efficiencies. In 2019, DMS envisages developing and implementing a mediation framework in order to support matters related to internal conflict resolution.

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

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

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

401. DMS also provides a safe and secure working environment at Headquarters and protects all persons to whom the Court owes a duty of care, along with its tangible and

intangible assets. DMS is responsible for policy development related to security and safety, both for the field and Headquarters, and liaises with the host State on security-related matters. At Headquarters, the Division provides uninterrupted, round-the-clock security and safety services, including for the safe and undisturbed conduct of court hearings.

Operating environment

402. The Division has been able to effectively adjust to its dynamic environment and to evolving operational needs, and also cope with the expected 2019 workload and services within the level of its approved resources for 2018. In this regard, the budget proposal addresses the required services in: the area of informal conflict resolution; complex procurement services including for reparations-related activities; further implementation of risk management across the Court following the expected completion of the Court's Strategic Plan in 2019; and implementation of initiatives related to duty of care. At the same time, the adjustments made by DMS have enabled the Division to contain the anticipated increase in the level of prices for goods and services for the entire Court and which fall under the areas of work of DMS.

403. Furthermore, DMS will continue providing services in the areas of budget, finance, human resources, general services and security and safety; and coordinating the provision of information to oversight bodies and other stakeholders, including The Hague Working Group, the Committee, the Audit Committee, the External Auditor, and the Office of Internal Audit, so that they can discharge their mandates efficiently and effectively. DMS will also continue working on streamlining processes and procedures and reinforcing internal controls.

Strategic priorities in 2019 and link to the Proposed Programme Budget for 2019

404. The overarching objective of DMS is to provide the necessary administrative and operational services to the entire Court. To this end, in 2019, DMS will focus on solutions to enhance its services in order to support the Court in achieving its high-level priorities for 2019 in relation to the conduct of judicial and prosecutorial activities and projects to improve information technology. It will likewise support the Registry's priorities with regard to the mandates of the Court and the Registry, the continuous improvement and promotion of staff engagement and organizational culture.

Judicial and prosecutorial activity in 2019 and focus on the mandates of the Court and the Registry

405. In addition to providing management services to the entire Court (Headquarters and country offices) as described in the introduction above, DMS will provide direct support to judicial and prosecutorial activities. In 2019, the Division will support trial hearings in two, possibly three cases, in the light of developments in 2017 and 2018. These cases will require security services for the safe and undisturbed conduct of court hearings; local transportation of witnesses to trial hearings; arrangement of travel for witnesses; arrangement of travel and visa requirements for defence and victims' counsel, court interpreters and journalists attending court hearings; and facilities management at Headquarters, including courtroom management and facilities in the field for remote testimonies (video link). Furthermore, reparations in *Lubanga*, *Katanga* and *Al Mahdi* cases will be implemented in 2019, requiring DMS to provide support both from Headquarters (e.g. travel-related services, financial services and procurement) and from the field (e.g. local transportation and facilities management), including for the TFV.

406. Similarly, the eight active investigations that the OTP will continue conducting in 2019 will require DMS support for the arrangement of official travel and provision of medical-related services, including for investigators and analysts; shipping of equipment (e.g. forensic equipment); and management of the Court's vehicles at country office locations to ensure the safety and efficiency of Court operations in challenging operating environments. Other actors, such as the TFV, will also rely on assistance from DMS to conduct their operations. Likewise, the continuing volatility with regard to security in the situation countries in which the Court operates will require direct support from DMS to

develop security and safety guidelines that respond to the Court's needs in its different areas of operation.

Court-wide projects to improve information technology and continuous improvement

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

408. In order to support the implementation of this strategy, DMS will work on improving administrative processes and putting in place automation initiatives. In this regard, DMS's objective is to review, streamline and digitize paper-based administrative processes, increase efficiency through a higher level of automation and strengthen internal control.

409. In 2019, DMS will continue assisting in the implementation of the Court's Five-Year Information Technology and Information Management (IT/IM) Strategy, which will result in improvements in a number of areas. One of these areas involves administration systems pertaining to human resources, finance and budget. In 2018, DMS implemented the Business Planning and Consolidation (BPC) platform in SAP in order to automate and streamline budget-related processes. The new system is expected to be fine-tuned, on the basis of lessons learned, during Phase II of this project in 2019. Likewise, DMS plans to continue its work in the following projects: automated submission of pension contributions as required by the UNJSPF; SAP integration with mission planning to avoid duplicate data entry; upgrade of the SAP system's finance module; and Position Budgeting and Control (PBC) for improved staff costs management through automation of forecasting. In addition, DMS will start the following initiatives in 2019, in line with the Strategy: digitization of paper personnel files and integration in SAP HR; enhancement of scheduling and attendance management of security and safety staff; and streamlining of SAP approvals through easy access features. The investment required for the continuation of the strategy in 2019 has been kept at the 2018 level of €250.0 thousand.

Promotion of staff engagement and organizational culture

410. Improving staff engagement, team building and internal communication will include undertaking activities to develop cohesion and facilitate communication; implementing training programmes, including for managers, required for the effective delivery of tasks; and addressing welfare issues to improve staff motivation, productivity and work-life balance. The objective is to motivate staff to perform at their best, where communication and ongoing feedback play a key role in identifying achievements, strengths, areas for development and, consequently, action plans that will help the Registry and the Court to continuously enhance its organizational performance.

411. Initiatives related to staff engagement and organizational culture also include capacity-building in informal conflict resolution, both internal and external, and elaboration and implementation of HR-related policies.

Budget resources

€18,937.0 thousand

412. The requested amount has decreased by €97.8 thousand (0.5 per cent).

413. DMS has been able to find solutions to address changes in operational needs through efficient allocation of resources. The level of prices for goods and services for the entire Court has also been partially offset through the achievement of savings and efficiencies.

414. Likewise, DMS has transferred provisions of €67.0 thousand related to the External Auditor's fees to Major Programme IV, as the Audit Committee is heading the procurement process for the selection of the Court's next External Auditor. Similarly, €250.0 thousand have been transferred to Major Programme V as they relate to the corrective and preventive maintenance contract of the Court's premises in The Hague. Reallocation of resources from the Registry's budget to other Major Programmes has been offset in excess by the transfer of the New York Liaison Office's budget to the Registry.

415. DMS expects to achieve total savings of €345.6 thousand. Of this amount, a reduction of €243.6 thousand in the 2019 baseline in GTA, contractual services, general operating expenses, and supplies and materials was realized primarily through the continuous improvement in the use of energy at Headquarters, the review and renegotiation of general services contracts such as garbage removal, and the review of a number of facilities management processes resulting in the need for one fewer GTA (GS-OL). Savings in the amount of €102.0 thousand from the renegotiation of SAP licences allow the Division to avoid cost increases in 2019. In addition, efficiencies of around €31.1 thousand are expected in 2018 and 2019, resulting mainly from the creation of an automated interface between the monthly budget expenditure report and SAP and the mandatory upgrade of the SAP funds management module. Furthermore, with regard to non-recurrent costs, approximately €15.1 thousand has been identified in 2018 related mainly to contractual services to maintain UN System Finance and Budget network membership fees (that are required every other year). Finally, additional cost reductions owing to decreases in estimated workload are expected to reduce the 2019 baseline in overtime, contractual services, general operating expenses, and supplies and materials by €18.5 thousand. This is mainly because of a reduction in overtime for security staff and in workload in connection with witness transportation. Detailed information on savings, efficiencies, non-recurrent costs and additional cost reductions is provided in Annex XI.

Staff resources **€14,082.2 thousand**

416. For 2019, DMS proposes 181 established posts and 12 GTA positions (11.50 FTE), which includes two new established posts, one redeployment, one reclassification, and a net increase for funding of 2.5 GTA FTE.

Established posts: Professional and General Service *€13,213.7 thousand*

417. The requested staff costs have increased by €158.4 thousand (1.2 per cent), mainly owing to the following posts.

418. One *Senior Finance Assistant (Accounts) (GS-OL). Redeployed*. In line with the recommendation of the External Auditor “to ensure stability and reinforcement of the accounting function” at the Court,⁶⁶ and to strengthen financial control at the Court, this post is required to act as a focal point for employee benefit liabilities, fixed assets and intangible assets accounting. These are highly complex areas, whose accounting-related issues under IPSAS are evolving and might further be complicated by the fact that the Court owns its permanent premises. The incumbent will also contribute to the financial year closure by ensuring that recorded transactions are IPSAS-compliant and preparing various year-end reports. Since this is a structural requirement for DMS, a solution has been found by redeploying an established post within the Registry.

419. One *Administrative Officer and Risk Management Coordinator (P-4). Reclassified*. OD-DMS is requesting the reclassification of the Administrative Officer (P-3) position to Administrative Officer and Risk Management Coordinator (P-4). This request has been triggered mainly by the following reasons: (i) the implementation of an internationally recognized risk management framework at the Court, as endorsed by the Coordination Council, the oversight bodies and the Office of Internal Audit (OIA). In this regard, the Audit Committee has reiterated its recommendation for the Court to appoint a Court-wide risk coordinator,⁶⁷ while the OIA has recommended that the Court establish a senior-level risk management function to coordinate, implement, maintain and monitor the Enterprise Risk Management Framework.⁶⁸ In its latest report to the Audit Committee, the OIA stated that resources allocated to risk management remain limited and that the current level of resources is insufficient given the work to be carried out and/or supervised,⁶⁹ and (ii) the increased complexity, responsibilities and workload of OD-DMS, which include providing reporting requirements to oversight bodies and performing executive functions Court-wide (audit compliance, risk management and strategic resource planning). In order to address

⁶⁶ *Official Records ... Fifteenth session ... 2016 (ICC-ASP/15/20)*, vol. I, part III, Annex IX.

⁶⁷ AC/5/5, para. 25.

⁶⁸ OIA.02.13/002.

⁶⁹ AC/8/12, para. 7.

these issues, the structure of OD-DMS has been adjusted by the proposed reclassification and the reallocation of responsibilities to a new established post.

420. *One Associate Administrative Officer (P-2), four months. New.* In the light of the workload and new responsibilities indicated above, this post is crucial to supporting the operational needs and complementing the capacity of OD-DMS under its new structure. It is estimated that the proposed adjustment to the structure of OD-DMS is the most efficient and effective to deliver on its mandate, including the further implementation of the executive functions and the day-to-day work of OD-DMS, which also comprises oversight of the sections that fall under DMS and provide Court-wide services.

421. *One Associate Procurement Officer (P-2), seven months. New.* The requested post is for the Procurement Unit of GSS. The reason for the addition is threefold: (i) the presence of larger and more complex procurements, including for reparations, requires additional capacity at the Professional level.⁷⁰ Currently, the Unit has only one professional staff member, which does not meet the benchmark staffing levels of other international organizations; (ii) the transfer of the role of Procurement Review Committee Secretary from the Registry Legal Office to the Procurement Unit following a reassessment of the procurement workflow; and (iii) the need to track contracts, and expand and improve the vendor database.

General temporary assistance

€625.2 thousand

422. The requested amount has increased by €2.5 thousand (17.4 per cent) in order to accommodate the following new and existing positions. One Handyman position that was originally approved in 2016 to support DMS until the long-term maintenance contract for the premises was established is no longer required given that the contract is due to commence at the beginning of 2019.

423. *One Human Resources Officer (Legal and Policy) (P-3), 12 months. New. Multi-year.* An assessment of needs for internal conflict resolution expertise at the Court (as well as limited external expertise) has determined that a Human Resources Officer (Legal and Policy) is required to develop and implement a mediation framework for DMS to coordinate support in informal conflict resolution, in addition to carrying out the HR legal work transferred from the Registry Legal Office through a redesigned workflow. This will allow potential conflicts to be handled at an early stage to achieve informal resolutions and avoid litigation costs.⁷¹

424. *One Budget Assistant (GS-OL), six months. New. Non-recurrent.* This position is required to provide technical support for the following automation projects: (i) Phase II of the BPC tool, which will fine-tune the current system on the basis of lessons learned; and (ii) the SAP Position Budgeting and Control (PBC) platform, which will enhance and automate the monitoring and forecasting processes to improve control of staff costs by building a bridge between the SAP's HR management system and SAP's Budget Control modules, thereby eliminating the use of cumbersome and complex Excel-based spreadsheets.

425. *One Senior Occupational Health Nurse (GS-PL) and One Field Paramedic (GS-OL), 12 months. New.* As reported in the Proposed Programme Budget for 2018,⁷² and as a result of the savings and efficiencies exercise, by terminating the Field Paramedic contract with an external service provider, the annual cost of the service is being used to recruit one in-house GS-PL Senior Nurse and one GS-OL Field Paramedic. This pilot approach, being implemented by the Court, has proved to be successful. The difference between the yearly cost of the external contract and the budgeted cost of internal resources

⁷⁰ The TFV has calculated that €40.0 million will be required over the next four years to fund assistance and reparations programmes (CBF/30/13, para. 34).

⁷¹ *Official Records ... Sixteenth session ... 2017* (ICC-ASP/16/20), vol. II, part B.2, para. 252: The Committee on Budget and Finance has noted that mediation and informal dispute resolution systems can be very important tools for both management and staff to resolve disputes, at a lower cost, both financial and personal, to those involved; Report of the Committee on Budget and Finance on the work of its thirtieth session (ICC-ASP/17/5), para. 9: It has also encouraged the Court to avail itself of mediation mechanisms and to revise its human resources management approach in order to avoid future litigations to the extent possible.

⁷² *Official Records ... Sixteenth session ... 2017* (ICC-ASP/16/20), vol. II, part A.III, Annex X.

replacing the company represents a saving of €2.2 thousand, which at the same increases OHU's internal capacity. The Nurse will address pressing health issues to implement preventive programmes and measures, while providing backup at times when OHU medical staff are on annual leave or in mandatory training to maintain certifications. The Field Paramedic will maintain and manage medical equipment, pharmaceuticals and relevant infrastructure in field operations; assist with remote (high-risk) missions; train field staff on first aid and emergency protocols; draft and maintain standard operating procedures for field medical support; and draft reports and situation updates as needed.

426. One *Associate ERP Systems Officer (P-2)*, 12 months. *Continued. Multi-year.* This post continues to be required to assist with the implementation of the 2019 initiatives of the Court's Five-Year Information Technology and Information Management (IT/IM) Strategy, which was endorsed by the Information Management Governance Board. This includes digitizing paper personnel files; managing scheduling and attendance of security and safety staff; and streamlining SAP approvals. Additionally, the position is required to assist with the implementation of SAP projects such as the HR automation of processes and reporting requirements which will in turn contribute to the implementation of open audit recommendations, compliance issues and system enhancements in the light of continuously improving the level of automation in the administration.

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

Overtime

€243.3 thousand

428. The requested amount has decreased by €6.5 thousand (21.0 per cent). Overtime resources are recurrent and fluctuate to cope with operational needs. Overtime requirements are reassessed annually.

429. In the area of general services, overtime is required mainly for out-of-hours driver services. The amount of €100.0 thousand is required, which is €20.0 thousand less (16.7 per cent) than the 2018 approved budget and reflects the reduction in the number of driver hours needed for witnesses expected to appear at The Hague in 2019.

430. Overtime requirements have decreased by €4.5 thousand (24.5 per cent) in the area of security owing to the reduction of Court hearing days (400 in 2018 as opposed to 324 in 2019). The amount of €136.8 thousand is required not only to support the expected extended hours for Court hearing days, but also to provide security and safety services during official Court holidays, and for the night differential for staff working evenings and nights, as maintenance of round-the-clock security and safety services requires permanent staffing of a number of posts.

431. The requested amount remains unchanged at €6.5 thousand for support related to budget and finance, which is required for time-bound activities such as the preparation of the annual proposed and approved programme budgets, and for periods of accounting close, financial reporting and external auditing.

Non-staff resources

€4,854.8 thousand

432. Non-staff resources are required for travel, contractual services, training, consultants, general operating expenses, supplies and materials, and furniture and equipment. Some budget items show small increases, which have been fully offset by decreases in other non-staff costs, resulting in an overall decrease of €264.2 thousand (5.2 per cent).

Travel

€192.2 thousand

433. The requested amount is recurrent and has increased by €22.1 thousand (13.0 per cent) mainly as a result of increased requests for security support for the Heads of Organ during official travel to situation countries and other locations that require security

support in line with local security landscapes. In other areas of operations, DMS presents either reductions or no proposed increases in travel requirements for 2019.

434. The proposed amount is required for travel to the field for the assessment, adjustment planning and maintenance of facilities; assessment of the vehicle fleet for purposes of maintenance and capital replacement planning; and participation in meetings to ensure the Court's alignment with the United Nations Common System and with accounting standards/IPSAS.

Contractual services

€515.7 thousand

435. The requested amount is recurrent and has decreased by €127.8 thousand (19.9 per cent) mainly owing to reductions in the area of finance following the transfer of the External Auditor fees to Major Programme IV, as well as in general services and security and safety.

436. As SAP projects require a range of functional and technical expertise that is not always available in-house, resources in the amount of €18.8 thousand are required. This amount has decreased by €6.2 thousand and is required mainly for highly specialized areas (e.g. requirements gathering, impact analysis, coding, configuration and migration) to support the implementation of several new projects, including: digitization of paper personnel files; scheduling and attendance management of security and safety staff; streamlining of SAP approvals; and HR process automation of reporting requirements.

437. In the area of general services, costs have decreased by €83.5 thousand (37.2 per cent). The proposed amount of €41.0 thousand is required to cover the cost of UNLP (United Nations laissez-passer) renewals, a contracting company for conference support (there are already requests for 300 events in 2019 and over 800 events are expected for which support will be required), logistic support for office moves, and external printing and postage costs.

438. Resources are also requested in the amount of €75.7 thousand for the adequate recording of medical data in a digital medical filing system in order to allow DMS to properly map, analyse and evaluate medical and psychological risks for staff and to recommend improvements and preventive measures. This amount is also requested for the Court's participation as an observer in the UN Common System and the UN network of medical officers to ensure the Court's continued awareness of and alignment with UN Common System developments.

439. An amount of €43.0 thousand is required for security services including an annual fee to INTERPOL, key-holding services for residences of elected officials, and the rental of the shooting range to conduct firearms training and certification of security and safety personnel. There is a proposed decrease of €2.5 thousand (34.4 per cent) in security services owing to the implementation of a new approach for the pre-employment screening procedure for all new fixed-term and temporary personnel.

440. Finally, DMS also requires €37.3 thousand for United States tax reimbursement administrative fees and the mandatory actuarial valuation for IPSAS-compliant financial statements. Fees for the External Auditor which were previously included in the DMS budget have been transferred to Major Programme IV.

Training

€363.3 thousand

441. The requested amount is recurrent and has increased slightly by €0.6 thousand (0.2 per cent).

442. An amount of €203.9 thousand mainly for the Court's corporate training programmes, including an online learning platform that offers an online library and flexible, cost-effective tutorials in different languages to help learners achieve personal and professional goals; leadership development; performance management training; and language training. It also includes the Court's onboarding programme for new staff.

443. An amount of €112.4 thousand is required to ensure the provision of mandatory training for security staff members and other staff members involved in the emergency

response capacity, in full compliance with Court and host State regulations. The mandatory training includes courses in first aid, fire and emergency response, and firearms, in addition to specialized topics such as transport of accused persons and close protection. In addition, training on safe and secure approaches in the field environment will continue to be delivered in collaboration with the host State military. The United Nations security certification programme for a new Field Security Officer is also required.

444. Finally, an amount of €47.0 thousand is required for specialized training including training to maintain medical credentials of relevant staff and registration in the Netherlands, training on SAP application developments and new functionalities, training on financial reporting and on enhancement to the SAP-based Business Planning and Consolidation (BPC) module for budget focal points, IPSAS training, mandatory training for drivers at Headquarters and certification training for building technicians.

Consultants

€42.0 thousand

445. The requested amount has increased by €30.0 thousand (250.0 per cent), which is required for external mediation services where cases are brought before the internal justice mechanism, with a view to provide and strengthen early and informal conflict resolution at the Court.

446. Recurrent resources are also required in the amount of €12.0 thousand for external expertise in post (re)classifications and updating of the Court's risk register and risk monitoring strategies. This is periodically reported to the Audit Committee.

General operating expenses

€3,071.4 thousand

447. The requested amount has decreased overall by €188.5 thousand (5.8 per cent), mainly in the area of general services, owing to the transfer of funding for preventive and corrective building maintenance costs of €250.0 thousand to Major Programme V under the new maintenance contract for the Court's Headquarters building in The Hague. This consolidation facilitates cost identification and monitoring, as recommended by the Committee on Budget and Finance.⁷³ All resources below are recurrent.

448. An amount of €2,543.1 thousand is required for cleaning (€900.0 thousand); utility costs (€781.0 thousand); maintenance of furniture and equipment and adjustments (€84.7 thousand), which includes regular and mandatory maintenance for vehicles, furniture repair and adjustments to premises in The Hague and in the field; and sundry operations costs (€277.3 thousand) such as commercial insurance policies, postage, freight and courier services.

449. An amount of €345.6 thousand is required for existing SAP software licence contracts, software subscriptions for the recruitment and performance and goals processes, in addition to new software to support the budget preparation process. Licences are optimized to the most economical licence type per user.

450. In the area of security, recurrent resources are required in the amount of €12.8 thousand for the maintenance of the security screening equipment; maintenance of firearms and diverse security and training equipment for the recertification of security officers; and membership fees to the United Nations Security Management System (UNSMS).

451. An amount of €70.0 thousand continues to be required to cover banking fees and charges.

Supplies and materials

€291.7 thousand

452. The requested amount has decreased by €13.1 thousand (4.3 per cent). All resources below are recurrent.

453. The amount of €228.0 thousand is required in the area of general services for fuel and supplies for vehicles; office supplies and toner; paper for printers; robes for court

⁷³ *Official Records ... Sixteenth session ... 2017 (IC-ASP/16/20)*, vol. II, Part B.2, para. 224.

hearings; uniforms for chauffeurs and facility management staff; and building management supplies, hardware and electrical supplies.

454. Resources related to security and safety remain unchanged and amount to €63.6 thousand. Resources are required for the issuance of passes to staff and visitors; supplies and materials for firearms training; and replacement of security uniforms, safety footwear and protective security equipment such as concealed body armours and bullet-proof vests and helmets, given the end of the life cycle of older equipment.

Furniture and equipment

€378.5 thousand

455. The requested amount has increased by €12.5 thousand (3.4 per cent) and is required to replace high-mileage and obsolete vehicles in field locations, and some furniture at Headquarters and in the field. The Court has a duty of care towards its staff to ensure their safety in the performance of their duties and is liable in the event of any failure in this regard. In the light of this, the Court plans to replace four 4x4 and two armoured vehicles in 2019.

Table 33: Programme 3200: Proposed budget for 2019

3200 Division of Management Services (DMS)	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				3,826.5	61.6	1.6	3,888.1
General Service staff				9,228.8	96.8	1.0	9,325.6
<i>Subtotal staff</i>	<i>14,533.8</i>	<i>-</i>	<i>14,533.8</i>	<i>13,055.3</i>	<i>158.4</i>	<i>1.2</i>	<i>13,213.7</i>
General temporary assistance	319.4	-	319.4	532.7	92.5	17.4	625.2
Temporary assistance for meetings	-	-	-	20.0	(20.0)	(100.0)	-
Overtime	246.6	-	246.6	307.8	(64.5)	(21.0)	243.3
<i>Subtotal other staff</i>	<i>566.0</i>	<i>-</i>	<i>566.0</i>	<i>860.5</i>	<i>8.0</i>	<i>0.9</i>	<i>868.5</i>
Travel	201.6	-	201.6	170.1	22.1	13.0	192.2
Hospitality	-	-	-	-	-	-	-
Contractual services	652.7	-	652.7	643.5	(127.8)	(19.9)	515.7
Training	323.7	-	323.7	362.7	0.6	0.2	363.3
Consultants	52.7	-	52.7	12.0	30.0	250.0	42.0
General operating expenses	3,568.4	-	3,568.4	3,259.9	(188.5)	(5.8)	3,071.4
Supplies and materials	394.7	-	394.7	304.8	(13.1)	(4.3)	291.7
Furniture and equipment	651.1	-	651.1	366.0	12.5	3.4	378.5
<i>Subtotal non-staff</i>	<i>5,844.9</i>	<i>-</i>	<i>5,844.9</i>	<i>5,119.0</i>	<i>(264.2)</i>	<i>(5.2)</i>	<i>4,854.8</i>
Total	20,944.8	-	20,944.8	19,034.8	(97.8)	(0.5)	18,937.0

Table 34: Programme 3200: Proposed staffing for 2019

3200	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	1	5	8	12	6	-	32	8	138	146	178
New	-	-	-	-	-	-	-	2	-	2	-	-	-	2
Redeployed	-	-	-	-	-	-	-	-	-	-	-	1	1	1
Reclassified	-	-	-	-	-	1	(1)	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	1	5	9	11	8	-	34	8	139	147	181
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	-	-	1.00	-	1.00	-	8.00	8.00	9.00
Continued	-	-	-	-	-	-	-	1.00	-	1.00	-	7.00	7.00	8.00
New	-	-	-	-	-	-	1.00	-	-	1.00	1.00	1.50	2.50	3.50
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	1.00	1.00	-	2.00	1.00	8.50	9.50	11.50

3. Programme 3300: Division of Judicial Services

Introduction

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

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

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

459. Although substantively independent, OPCV and OPCD fall under the Registry's DJS solely for administrative purposes. Working under the mandates set out in the Regulations of the Court, they provide additional support to the victims' and defence teams, respectively. When appointed by the Chambers, OPCV represents victims during Court proceedings. Its involvement has steadily increased since 2012. Out of the 8,213 victims currently participating in proceedings before the Court, 4,748 are being represented by OPCV counsel, and over 2,931 by external counsel. When it comes to the effective representation of accused persons, OPCD plays a crucial role in protecting, representing and promoting the rights of suspects pending the appointment of a defence team and, as appropriate, assists those defence teams, once they are assigned, with case management and legal research throughout the proceedings.

Operating environment

460. All ongoing judicial activities in relation to four cases in 2019 will require full support from DJS sections. Support is expected for a total of 324 days of hearings in three ongoing trial proceedings (*Gbagbo and Blé Goudé*, *Ongwen* and *Al Hassan*). For the *Ntaganda* case, no hearings are planned except at the judgment and sentencing stages. This level of expected support will still require two full courtroom support teams and interpretation services in 10 languages in the courtroom alone. In addition, it is expected that language support for 29 other case-related languages will be required. Reparations proceedings in at least three cases will continue in 2019, namely, in the *Lubanga*, *Katanga* and *Al Mahdi* cases. The number of victims applying for participation/reparations in 2019 may be as high as 7,500 and the Registry's assistance will be required to process those applications. Furthermore, DJS will continue to administer legal aid for 10 defence and 5

victims' teams, and to support the work of OPCV teams. Four accused and one suspect are expected to remain in detention throughout 2019.

461. The Division's structure allows it to cope effectively with most of these activities within its existing level of resources. Additional resources are sought exclusively in connection with the Court-wide priorities for 2019, and only after savings and reductions have been identified to contain the required increases.

Pre-trial proceedings, including investigations

462. Active investigations by the Office of the Prosecutor (OTP) in eight situations – namely, Burundi, CAR II (two investigations), CIV II, Darfur, Georgia and Libya (two investigations) – will require the normal DJS support in terms of language services, IT assistance, management of legal aid and processing of victims' applications.

463. Language support, including in the languages of lesser diffusion, will also be required for field activities (communication with victims, witness protection, etc.) in other situations. About a thousand victims are expected to file their applications in the proceedings related to the *Al Hassan* case. Approximately three thousand victims are expected to file their applications in the situation in CAR II. Additional applications are also expected in CIV II (where more than three thousand have already applied and more are expected) and in the Burundi situation. Interpretation and translation services are expected to be required for the pre-trial proceedings in the respective languages used in the context of these situations.

Trial proceedings

464. In 2019, a total of four cases in trial will continue to require judicial support.

465. In the case of *The Prosecutor v. Bosco Ntaganda*, the accused is in the Court's custody and his defence team is funded through legal aid. A total of 2,129 victims are participating in these proceedings and are being represented by two OPCV teams. Language support will be required in Kinyarwanda, in particular in the context of the judgment and sentencing hearings, to provide the accused with adequate interpretation and to translate judicial and public information documents into Kinyarwanda.

466. In the case of *The Prosecutor v. Dominic Ongwen*, the accused is in the Court's custody and his defence team is funded through legal aid. Trial hearings in this case are scheduled for 12 months in 2019. A total of 4,100 victims are participating in these proceedings, 2,599 of whom are represented by external legal representatives funded through legal aid; OPCV is representing the remaining 1,501 victims. In the context of this trial, 64 witnesses are expected to appear before the Court in 2019. DJS will be required to continue providing translation and interpretation services throughout the year in Acholi, Ateso and Lango.

467. In the case of *The Prosecutor v. Laurent Gbagbo and Charles Blé Goudé*, both of the accused are in the Court's custody and both of their defence teams are being funded through legal aid. A total of 726 victims are participating in the proceedings and are being represented by OPCV. For this case, language support in Dioula, Guéré, Mòoré and Bambara are expected to be required throughout 2019.

468. In the case of *The Prosecutor v. Al Hassan Ag Abdoul Aziz Ag Mohamed Ag Mahmoud*, the suspect is in the Court's custody and his defence team is also being financed through legal aid. A significant number of victims are expected to participate in the confirmation hearing scheduled to take place on 24 September 2018 and in the possibly ensuing trial proceedings. For this case, language support in Arabic, Bambara and Tamasheq will be required throughout 2019 to meet both translation and operational interpretation needs. Importantly, while at the time of this budget proposal, this case is still at the pre-trial stage with the decision currently expected in the last quarter of the year, it has been considered more effective and transparent to include limited provisions for 40 days of trial proceedings in this case towards the end of 2019. In other words, solely for budgetary and planning purposes, the Court's proposed budget for 2019 is based on the assumption that trial hearings will take place at the end of 2019. Because of the specific

circumstances in 2019 whereby two full courtroom teams are expected to be required for the *Ongwen* (Uganda) and *Gbagbo and Blé Goudé* (CIV) cases, adding the possible 40 days of trial hearings in the *Al Hassan* case at the end of 2019 will not impact the resources requested in that regard, as such level of judicial support can be covered with the existing courtroom teams. If the charges against the accused are not confirmed, the Registry will identify and reduce any additional proposed resources for this case, as appropriate (mainly legal aid and language services).

Appeals proceedings

469. Final appeals arising from the cases that are currently before the Trial Chambers may reach the Appeals Chamber in 2019. The Appeals Chamber is also expected to be seized of several interlocutory appeals throughout 2019.

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

Reparations proceedings

471. Three cases have reached the reparations stage: *Lubanga*, *Katanga* and *Al Mahdi*. In the *Katanga* case, Trial Chamber II issued its reparations order in May 2017, which led to the implementation stage of reparations. In the *Lubanga* and *Al Mahdi* cases, reparations orders were issued in March 2018 and the relevant implementation activities are ongoing. Furthermore, following the acquittal of Jean-Pierre Bemba by the Appeals Chamber on 8 June 2018, Trial Chamber III has invited submissions by the parties and the TFV on the implications of the acquittal on the reparations proceedings. Although no resources have been proposed to that effect, they may be needed – especially by external legal representatives and by OPCV – depending on the ruling of the Trial Chamber and should additional activities take place.

472. In addition, three reparations proceedings will be ongoing in 2019. In the *Lubanga*, *Katanga* and *Al Mahdi* cases, the implementation of reparations awards is expected to continue in 2019. The Registry will require adequate resources to be able to render a number of services to the Chambers and the parties involved in the reparations process. Effective representation will require counsel, including OPCV, and the Registry, to be active in the field, collecting relevant victim-related information and consulting with clients. VPRS will be required to process additional application forms for reparations and perform the requisite legal review to support the TFV, as appropriate, and to provide adequate reports and other assistance to the Chamber. Field activities will also require language support.

Strategic priorities in 2019

473. In addition to the provision of judicial support and the implementation of Court-wide strategic priorities, additional resources are required to strengthen the efficient and effective support to reparations proceedings and to implement the Five-Year Information Technology and Information Management (IT/IM) Strategy.

Running and supporting trial hearings in two, possible three cases

474. In 2019, trial hearings are expected to take place in three cases: *Ongwen*, *Gbagbo and Blé Goudé*, and *Al Hassan*. The Division will provide all necessary support to these three proceedings, two of which will be taking place simultaneously throughout the year and each requiring a dedicated courtroom support team. It is estimated that the trial hearings will last 124 days in the *Gbagbo and Blé Goudé* case (CIV) and 160 days in the *Ongwen* case (Uganda), whereas the estimated length is 40 days in the *Al Hassan* case (Mali). The three accused and the one suspect are expected to remain in detention. Services in 10 languages will be required to support the ongoing proceedings and to facilitate testimony in the courtroom. This support will be provided both in the courtrooms and for missions. A total of 128 witnesses are expected to appear for the three cases in 2019.

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

475. In 2019, the IT/IM Strategy for 2017-2021, approved by the Information Management Governance Board and endorsed by the Coordination Council in 2017, will be entering its third year of implementation. The strategy is intended to improve all Court processes, making them more suitable, efficient, secure and transparent. Most related activities are being implemented by IMSS for the benefit of all Court organs and external service users such as the victims' and defence teams. In 2019, the largest portion of funding is allocated to the Judicial Workflow Platform. Annex IX to the Proposed Programme Budget contains the Court-wide overview of investments from 2017 through 2021, while the sections on non-staff resources for contractual services and furniture and equipment detail IMSS expenditure for strategic initiatives in 2019.

Budget resources

€33,572.4 thousand

476. The Division's proposed budget presents an overall net increase of €742.0 thousand (2.3 per cent). The proposed net increase in DJS is the result of increases in non-staff costs amounting to €1,271.5 thousand, which have been partially offset by reductions in staff costs and other staff costs amounting to €529.5 thousand.

477. DJS has identified savings that reduce the 2019 baseline in travel and general operating expenses in the amount of €94.0 thousand. This is mainly attributable to the renegotiation of the agreement for landline phone communications and the decommissioning of ISDN lines as backup for voice services at Headquarters. Efficiencies of €38.0 thousand and €44.3 thousand were identified for 2018 and 2019, respectively, resulting mainly from a new mobile victim application form and process and from an upgrade to the Victims Application Management System (VAMS). Additional cost savings have reduced the 2019 baseline in GTA, travel and general operating expenses by €291.8 thousand. This is mainly attributable to a reduction in estimated court hearing days, decreasing the need for certain situation language interpreters at hearings and in the field, in addition to a reduction in mobile communications costs for the Uganda Country Office as a result of a decrease in estimated missions. Detailed information on savings, efficiencies, and additional cost reductions is provided in Annex XI.

478. The Division's proposed budget presents a total reduction in staff costs and other staff costs amounting to €529.5 thousand. This is mainly attributable to a proposed reduction of €338.4 thousand in GTA and temporary assistance for meetings (TAM), and to a decrease of €191.1 thousand in professional and general service staff associated with the application of the United Nations Common System. Other net decreases in the Division's proposed budget include €27.9 thousand in travel, most of which is in relation to OPCV, and €63.7 thousand in counsel for victims, in the light of the anticipated fluctuation of victims' teams funded through legal aid in 2019.

479. The sections presenting net increases in their proposed budgets are IMSS (€1,089.0 thousand) for the implementation of the Court-wide IT/IM strategy, DS (€30.3 thousand) owing to the yearly indexing of the rental prices of detention cells under the Product Price Agreement, and CSS (€75.6 thousand) to support the adequate representation of suspects and accused in ongoing proceedings, including through legal aid. All other sections in the Division present net decreases in their budget proposals amounting to a reduction of €452.5 thousand compared to the 2018 approved budget.

480. Notably, while the overall required investment within the Division in non-staff costs for the implementation of the Court-wide IT/IM strategy in 2019 is €1,592.0 thousand, the additional resources required in IMSS out of this investment amounts to €92.0 thousand. This is in addition to €186.8 thousand also required in IMSS mostly for other activities in 2019. Of the total €1,592.0 thousand in investments earmarked for the strategy, €295.0 thousand is intended for the implementation of solutions in the OTP, mainly in relation to the processing, registration and analysis of evidence; €1,060.0 thousand is required for improvements in the judicial process, including the management of victim-related information; €187.0 thousand is required for improvements in information security,

including for protection from cyberattacks and to ensure secure communications; and €50.0 thousand for virtual infrastructure renewal.

481. As a result of the Court-wide identification of savings and efficiencies, some additional resources have been included in the Registry's proposed budget with a view to maximizing the use of existing resources within the Court.

Staff resources **€19,284.2 thousand**

482. The €29.5 thousand decrease in staff resources corresponds to a net decrease in staff costs amounting to €91.1 thousand as a result of the application of the United Nations Common System, and a total decrease in other staff costs of €38.4 thousand in the light of proposed reductions in GTA and TAM.

Established posts: Professional and General Service *€16,979.9 thousand*

483. The total reduction in staff costs amounts to €91.1 thousand (1.1 per cent) and corresponds to the application of the United Nations Common System. The total number of established posts within the Division remains at the same level as in 2018 (188). No new established posts are required in 2019 and no changes have been proposed to the Division's staffing table.

General temporary assistance *€1,494.1 thousand*

484. On the basis of the anticipated judicial activity for 2019, the overall decrease of €306.7 thousand (17.0 per cent) for GTA in the Division corresponds mostly to reduced requirements in CMS (€76.4 thousand), as two of the French Text Processors will be required only for six months in 2019; and in LSS (€225.6 thousand), as the three Kinyarwanda interpreters are no longer required following the completion of the *Ntaganda* trial hearings. All other sections within the Division propose continuing the same level of approved GTA resources in 2018, with some minor budgetary adjustments in VPRS, OPCD and OPCV.

485. The requested amount of GTA resources in CMS has decreased by €76.4 thousand. The requested reduced resources for CMS are required to fund the positions as outlined below.

486. One *Associate Legal Officer/Courtroom Officer (P-2), 12 months. Continued.* This position is required in CMS to support hearings, alongside the two existing ALO/Courtroom Officers, for two simultaneous trials.

487. Three *Text Processors (French) (GS-OL) (2 FTE), one 12 months, two 6 months. Continued.* With two of the positions required for six months each, the FTE will be reduced from 3.0 to 2.0 in 2019. These positions are required in order to provide French real-time and edited transcripts for the scheduled simultaneous trials. The existing five Court Reporters are to be complemented by the French Text Processors.

488. One *eCourt Project Manager (P-4), 12 months. Continued.* CMS is mandated to handle eCourt administration and management. This position continues to be required to ensure the ongoing implementation of the Judicial Workflow Platform project planned under the Court's Five-Year IT/IM Strategy, to be set up by 2021. This project is a core, essential element of the five-year strategy and requires a dedicated manager. Given the length and extent of the project, a GTA position continues to be more cost-effective for the Court than the use of external resources.

489. The proposed GTA resources for IMSS remain unchanged compared to the approved 2018 budget.

490. One *Information Management Assistant (Web-based Collaboration) (GS-OL), 12 months. Continued.* As part of the Court-wide synergies exercise, the Web Developer was transferred in 2018 from the Secretariat of the Assembly of States Parties to the Registry to consolidate IT expertise. This transfer has enabled the Assembly and its subsidiary bodies to have documentation and information posted on the website and on the

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

491. The requested amount of GTA resources in LSS has decreased by €225.6 thousand, as the three Kinyarwanda interpreters are no longer required following the completion of the *Ntaganda* trial hearings. The proposed amount of €642.5 thousand is required to meet the needs related to the provision of interpretation at hearings and the provision of field interpretation for missions related to the proceedings. The need for three Court Interpreters (Arabic) for two months each has been fully absorbed with the decrease in resources in the Section. Field interpretation requirements (Individual Contractors) are included in GTA costs. Accredited field and operational interpreters (GS-PL or G7/1), are necessary for 42.1 months according to service requests from clients, representing a decrease of 7.2 months compared to 2018.

492. Three *Court Interpreters (Arabic) (P-3) (0.5 FTE), two months each. New. AlHassan* trial – Court capacity. The interpreters will be recruited for the *AlHassan* proceedings on GTA contracts as a more economical option compared to recruiting freelance interpreters. They will provide interpretation from and into Arabic and take on translation and other special projects where required by the Chamber.

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

494. One *Language Assistant (Acholi) (GS-PL) (1 FTE), 12 months. Continued.* The Language Assistant is required to provide support to witness familiarization and interpretation for the accused and also carry out ad hoc written and sight translations as may be needed by witnesses and victims. There are additional sensitive interpretation assignments for the accused that are carried out by the Language Assistant. Without this position, it would not be possible to provide the victims, witnesses and the accused with interpretation and translation services, since the Paraprofessional Interpreters work in the booth, while the Language Assistant prepares witnesses for testimony (witness familiarization, psychosocial assessment and other assignments).

495. Field interpretation requirements (SSA - Individual Contractors) are included in GTA costs. Accredited field and operational interpreters (GS-PL or G7/1), are necessary for 42.1 months according to service requests from clients, representing a decrease of 7.2 months compared to 2018. Field and operational interpreters need to be assigned to facilitate verbal communication in all active situations in all relevant language combinations, including languages of lesser diffusion. Without the services of field and operational interpreters, meetings could not be held between Court staff and witnesses, victims, counsel, clients and others who do not speak and understand a working language of the Court.

496. The proposed GTA requirements in VPRS remain unchanged. It is expected that, in 2019, the Section will need to maintain the 2018 approved level of GTA resources to adequately respond to the continuous needs for the planned proceedings, including in the implementation of reparations in an enhanced partnership with the TFV.

497. One *Assistant Legal Officer (P-1), 12 months. Continued.* VPRS anticipates receiving an amount of victim applications requiring legal analysis, comparable to that of 2018. In addition, the need for comprehensive legal responses and dispatch of external requests to the Section in relevant situations has become more pressing because of increased situation-related activity in the OTP. Victim application processes at pre-trial level, in addition to reparations proceedings in several cases, will generate a similar workforce need as in 2018. The continued assistance of the Assistant Legal Officer as key

dispatcher in a number of cases will be essential to meet the Chambers' deadlines in victim-related matters in all ongoing proceedings.

498. One *Data Processing Assistant (GS-OL)*, 12 months. *Continued.* This position continues to be required for carrying out the processing (scanning, registering, filing, etc.), data entry and redaction of the high volume of victims' applications expected in connection with participation and reparations proceedings. Furthermore, in 2019, the VPRS victim-related database will be made more widely accessible within the Court to provide an improved information and data workflow (web-based application). In addition, an electronic victim application form that was developed in 2018 will be used in the field. While this will ultimately generate tangible efficiencies, it will require the current workforce at Headquarters in 2019. In addition, increased assistance to the TFV, as exemplified in the *Al Mahdi* reparations proceedings, will require at least a similar data processing workforce as in 2018.

499. The proposed GTA requirements in OPCD remain unchanged, and funding continues to be required for the following position.

500. One *Legal Officer (P-3)*, 12 months. *Continued.* This GTA position in OPCD is required for another 12 months in 2019 to cope with the continuing workload of 11 known situations involving at least 11 defendants. The assigned counsel/teams will require continued support, especially in relation to three trials (four defence teams) potentially proceeding into sentencing/appeals/reparations phases, and at least one case potentially moving through pre-trial and into trial. OPCD will need to retain staff to avoid delays in its ability to assist all teams under manageable deadlines. The Legal Officer will undertake a portion of the workload of conducting legal research and preparing manuals to provide assistance to the defence teams, and will also assist in policy and management functions where needed.

501. The proposed GTA requirements in OPCV remain at the same level as approved for 2018.

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

Temporary assistance for meetings

€795.2 thousand

503. The proposed resources in TAM reflect a net decrease of €31.7 thousand (3.8 per cent). This reduction is mainly related to an adjustment of the requirements for CMS in the light of the assumptions and parameters for the 2019 proposed budget, amounting to a decrease of €71.7 thousand (49.6 per cent). This reduction fully offsets the proposed increase of €40.0 thousand required in LSS.

504. Moreover, resources amounting to €72.9 thousand continue to be required in CMS, as the recruitment of freelance Court Reporters and Text Processing Assistants continues to be more cost-effective than outsourcing for contractual services. Most of the resources required in 2019 correspond to the need to continue complementing the current capacity in court reporting teams to sustain services for trial proceedings for 324 days.

505. For LSS, there will be a requirement to supplement in-house resources in 2019. Hence, the resources proposed by LSS in TAM amount to €12.3 thousand, representing an increase of €40.0 thousand compared to the approved budget for 2018. Some hearings in the *Al Hassan* case will be serviced by Africa-based Bambara freelance interpreters, along with French and English interpreters. Their work is essential for providing interpretation of the testimony of Bambara-speaking witnesses. Parallel proceedings and non-judicial events will require the recruitment of additional freelance interpreters to complete the in-house teams of French and English staff interpreters. Two French freelance interpreters will support the in-house interpretation team in the *Ongwen* case. The English Translation Unit and the French Translation Unit will continue to rely mainly on in-house resources to meet the needs of their clients, calling on occasional external support during peak times and for specific projects that require additional staff to be recruited on a short-term basis.

Efficiencies will continue to be achieved through assignment management of various staff: the French Translation Unit has two staff members who can translate into another language (English and Arabic), while other staff will continue to assist with occasional interpretation assignments. The Situation Languages Translation Unit normally relies primarily on in-house resources consisting of interpreters being assigned translations into situation languages whenever their schedule allows. The Unit only outsources when the language combination requested cannot be provided by in-house LSS language staff. Service requests indicate a need to recruit translators on a short-term basis in several situation languages such as Kirundi, Georgian, Tamasheq and Bambara.

Non-Staff resources

€ 14,288.2 thousand

506. The proposed net increase in non-staff costs amounts to €1,271.5 thousand (9.8 per cent). While the total non-staff increases required for new investments and activities in 2019 amount to €1,437.4 thousand, the Division has managed to slightly reduce the impact of the increase with reductions and savings amounting to €385.8 thousand. Such reductions include savings resulting in a net decrease in IMSS in relation to mobile, satellite and internet communication costs (€1.3 thousand); reductions in LSS in relation to language interpreters at hearings and in the field (€185.8 thousand); reductions in CSS in relation to legal aid for victims (€63.7 thousand); and other reductions spread throughout the Division, including in travel, contractual services, training and consultants (€42.1 thousand).

507. The total non-staff additional requirements for new investments and activities are related to: (i) increases required in 2019 for the implementation of the Court-wide IT/IM Strategy, which will result in greater efficiencies for the entire organization (€92.0 thousand); (ii) increases in relation to other investments in IMSS, including maintenance of equipment and non-recurrent expenditure for the replacement of obsolete firewall hardware – a core component in maintaining the security and integrity of Court's systems and data (€186.8 thousand); (iii) increased costs related to support for counsel for defence (€150.0 thousand); and (iv) language support to meet both translation and operational interpretation needs related to proceedings (€72.7 thousand). A further increase in DS results from the yearly indexing of detention cell rental prices under the Product Price Agreement (€34.9 thousand).

508. The majority of the non-staff resources required in DJS relate to IT/IM strategic investments in IMSS. As indicated, the total amount earmarked for these investments is €1,592.0 thousand, of which approximately €295.0 thousand is intended for the implementation of solutions in the OTP, mainly for the processing, registration and analysis of evidence; €1,060.0 thousand is required for improvements in the judicial process, including for the management of victim-related information; €187.0 thousand is required for improvements in information security, including protection from cyberattacks and for secure communications; and an additional €50.0 thousand is proposed for the optimization and renewal of the virtual infrastructure.

Travel

€369.8 thousand

509. Overall, the proposed resources for travel have decreased by €27.9 thousand (7.0 per cent) reflecting a decrease in requirements mainly in OPCV (€20.2 thousand), LSS (€5.3 thousand) and CSS (€2.2 thousand). The resources in OPCV have been adjusted to reflect the anticipated level of judicial activities in 2019 and continue to be required in support of OPCV's mandate during the ongoing reparations proceedings and for necessary consultations with its clients in the ongoing trial proceedings.

510. Travel resources are still required in the Division for missions scheduled to provide the relevant judicial services. Such services include language interpretation (LSS), facilitation of victim participation in proceedings (VPRS), information security assessments and maintenance of country office infrastructure (IMSS). Resources are required in CMS for the travel of the ALO/Courtroom Officers to the video link locations to support planned testimonies by video link. Resources required in CSS have decreased by €2.2 thousand but are still needed for missions to encourage lawyers from situation countries to apply for admission to the List of Counsel and thus contribute to reducing the cost of appointments in situ.

Contractual services

€1,022.7 thousand

511. The proposed resources for contractual services in DJS have increased by €82.3 thousand (132.2 per cent). This is because of an increase of €17.0 thousand in IMSS related to contractual services required for the Judicial Workflow Platform and an increase of €65.3 thousand in LSS considering the additional requirements to outsource judicial translation services in official and situation languages.

512. The requested €37.0 thousand in IMSS for 2019 represents a €17.0 thousand net increase from the 2018 baseline. The increased amount includes €20.0 thousand in recurrent costs resulting from a transfer of storage maintenance from general operating expenses in 2018 to contractual services in 2019. The remaining €497.0 thousand increase is for the implementation of 2019 initiatives under the Court's Five-Year IT/IM Strategy. To control costs, wherever possible, IMSS first utilizes staff resources to build solutions to be delivered to the Court. External vendors are used where there is a specialized need in a particular technology that cannot be addressed solely with staff resources. This includes the following:

(a) OTP - In 2019, an investment of €05.0 thousand is required for the following initiatives: €50.0 thousand to continue improvements in the long-term storage of digital and forensic evidence. This project will improve the OTP's ability to register and manage digital evidence, leading to a reduction in processing and retrieval time. An amount of €55.0 thousand is required to complete the integration of a Fact Analysis Database (FAD) with many other sources of information. Successful implementation of this project will yield efficiencies in evidentiary material analysis and a qualitative increase in investigative leads.

(b) Judicial - To support the implementation of the Judicial Workflow Platform (JWP) in 2019, €80.0 thousand is required, of which €402.0 thousand will be spent on the implementation of the Evidence and Case Record Gateway. This project is an integral part of the JWP and will allow trial parties to significantly decrease efforts required to fulfil their disclosure obligations and litigation material processing. €90.0 thousand is required to implement the information repository system which will be purchased in 2019; this project is a prerequisite for successful implementation of the JWP. Lastly, €88.0 thousand will be spent on initiating the development of the Litigation Platform – the central piece of the JWP allowing parties to access and analyse evidence, and litigate using a single interface.

(c) Information Security - In 2019, an investment of €87.0 thousand is required for the following initiatives: €67.0 thousand to implement Cloud Access Security Broker. This new system will allow the Court to exercise control over all the information going to and from various cloud service providers and pave the way for utilizing cloud services in a secure way. An amount of €20.0 thousand is required to conduct penetration testing of Court systems by a third party. Such project is a common best practice; the results of this exercise will be used to evaluate effectiveness and suitability of Court's information security.

513. The remaining resources continue to be required in LSS in 2019 to outsource a part of translation services as not all languages are available in-house, such as languages for judicial cooperation, some of the official languages and situation languages including Acholi, Ateso, Dioula, Georgian, Kinyarwanda, Lingala and both Congolese and Standard Swahili.

514. The requested amount for VPRS (€32.0 thousand) has remained at the approved level in 2018. Resources are required for: (i) specialized external services regarding certain aspects of the VPRS database development (software improvement and adaptation of VPRS systems to respond to new requirements due to web-based application); (ii) contractual services linked to interaction with victims and intermediaries in relevant countries (particularly where country offices cannot assist); and (iii) limited residual external printing of explanatory booklets and materials for victims regarding participation and reparations.

515. The requested amount in OPCV (€50.0 thousand) remains at the level approved for 2018 and continues to be needed for OPCV's judicial activities in ongoing proceedings in

which it is active, and to transport victims from their place of residence to a safe location where they can meet with counsel.

Training

€91.5 thousand

516. The proposed DJS training budget shows a slight increase by €0.4 thousand (0.4 per cent). The staff training budgeted for 2019 is an essential element which helps DJS cope with the increased workload and covers any additional expertise needed. In this regard, a number of sections must maintain a certain level of technical expertise if the Registry is to provide optimal services to all Court organs, including the OTP and Chambers. Training is requested for the following sections as part of their recurring expenses: OD-DJS (€4.1 thousand), CMS (€5.9 thousand), IMSS (€8.8 thousand), DS (€6.8 thousand), VPRS (€5.3 thousand) and OPCD (€0.6 thousand). The proposed training budget for CMS shows a minor increase (€0.4 thousand). It includes training for eCourt Assistants on specific applications with a view to enhancing an adequate level of in-house support instead of relying solely on external vendors. Training is also intended for Audio-Visual Production Assistants to maintain quality service and updated knowledge. For all training, it is recommended that it be done online or that the trainer be hosted on Court premises, as the most cost-efficient solution.

517. Training requirements in IMSS for 2019 continue to focus on staff receiving the required technical training to maintain certifications, and in particular those which are necessary to perform mandatory upgrades for email, operating systems, Office and networking. Failing to keep certifications and training up to date is likely to increase reliance on vendors for routine maintenance and upgrades, which may lead to increases in contractual services. Wherever possible to maximize training, IMSS uses online or local training; if travel is required, the present budget accommodates all expenses. Resources continue to be required in DS to provide Custody Officers with mandatory training on, for example, the effects of long-term detention and cross-cultural awareness in a detention environment. In VPRS, the resources are required for staff working with the Section's database to train them in software tools to combine and extract data and produce statistics more efficiently. Training is also required for staff members who interact with victims and intermediaries in highly sensitive environments.

Consultants

€385.5 thousand

518. The proposed resources for consultants in the Division have increased by €7.1 thousand (1.9 per cent). This proposed budget is mostly the result of requirements in OPCV, which amount to €37.5 thousand. The resources in OPCV are required for the appointment of field counsel based in the situation country, which is essential to maintain continuous contact with victims represented and in order to keep them updated of the proceedings, to gather their views and concerns, and to collect evidence.

519. An increase of €7.1 has been requested in LSS. The resources requested for OD-DJS (€5.0 thousand), OPCD (€20.0 thousand), DS (€6.0 thousand), and VPRS (€5.0 thousand) are unchanged and continue to be required. In the case of VPRS, the resources are required to bring in external specialist expertise to handle challenges in terms of mass claims regarding reparations before the Court (victim mapping exercises, harm categorization techniques, etc.).

520. The requested amount in LSS is required for a language expert to test situation languages for the accreditation of field interpreters in languages of lesser diffusion and for which expertise is not available in-house. Language expert panels have been organized since 2004 for specific languages where legal and judicial terminology needs to be developed for use during investigative and prosecutorial activities, and also during trial. In 2019, one expert panel is planned in connection with one of the situations currently in the pre-trial phase (Burundi, Mali or Afghanistan).

Counsel for the defence

€ 3,533.0 thousand

521. The proposed legal aid budget for defence counsel presents an increase of €150.0 thousand (4.4 per cent). This is attributable to the application of the Court's legal

aid system for existing judicial activities and related assumptions for 2019. The proposed budget for defence counsel will fund defence teams in the *Lubanga, Katanga, Ntaganda, Ongwen, Banda, Al Mahdi* and *Al Hassan* cases, the five convicted persons in the *Bemba et al.* case, and the two accused in the *Gbagbo and Blé Goudé* case.

522. An additional sum has been proposed for duty and ad hoc counsel, appointed by the Registrar and Chambers, respectively, under the conditions established in the Statute, the Rules of Procedure and Evidence and the Regulations of the Court.

Counsel for victims €1,101.3 thousand

523. The proposed legal aid budget for counsel for victims has decreased by €3.7 thousand (5.5 per cent) compared to the approved budget for 2018. The requested budget is required to fund all existing external teams of legal representatives for victims currently participating in proceedings before the Court. This figure includes 2,605 victims in the *Ongwen* case and all the victims participating in the *Lubanga, Katanga* and *Al Mahdi* cases. An additional sum has been requested for activities at the situation level or where the needs of the cases require the intervention of a legal representative.

General operating expenses €6,124.9 thousand

524. The proposed budget in DJS for general operating expenses (GOE) represents an increase of €135.2 thousand (2.3 per cent). The resources in GOE include an increase of €103.3 thousand in IMSS and a slight increase of €34.9 thousand in DS. In addition, CSS presents a net decrease in GOE amounting to €3.0 thousand, representing a 100 per cent reduction, while OPCV requires resources at the same level as that approved in 2018.

525. Of the requested amount of €6,124.9 thousand, €4,051.9 thousand corresponds to resources required in IMSS and €2,062.0 thousand to resources approved in DS. The remaining €1.0 thousand is required for OPCV.

526. The proposed GOE budget for IMSS amounts to €4,051.9 and represents a net increase of €103.3 thousand. The proposed budget therefore includes annual recurrent costs comprised of (a) €146.6 thousand for the rental of furniture and equipment; (b) €1,097.9 thousand for communication costs; and (c) €2,807.45 thousand for maintenance of furniture and equipment to support Headquarters and country office locations. Costs for the rental of furniture and equipment have increased by €20.0 thousand; communications have decreased in the annual recurrent costs by €61.3 thousand, while maintenance of furniture and equipment has increased by €144.7 thousand from 2018. Details specific to decreases and increases are outlined in the following paragraphs.

527. For the maintenance of furniture and equipment, the requested amount in 2019 is €2,807.45 thousand, which is a €144.7 thousand net increase from the 2018 baseline of €2,662.75 thousand. The increases for 2019 were attributable to €38.0 thousand for additional BlackBerry licences to accommodate the Court's move to the Apple iOS device for security reasons, €18.0 thousand for support and maintenance for a vulnerability scanner solution purchased in 2018, €20.0 thousand for the maintenance of the Court's public website in the light of additional streaming requirements, €48.7 thousand for the maintenance of purchased software in 2018 and the remaining €20.0 thousand for annual increases for support and maintenance per maintenance contracts.

528. An increase in GOE (€34.9 thousand) is presented for DS on account of the yearly indexing of the rental prices of detention cells under the Product Price Agreement. Other recurring expenses for DS are unchanged.

529. The sum of €1.0 thousand approved for OPCV is unchanged. The resources will cover the costs of renting premises where victims can be met safely and in a way that preserves the privileged relationship between counsel and client.

Supplies and materials €353.5 thousand

530. The proposed amount for supplies and materials represents an increase of €87.1 thousand (32.7 per cent). The majority of the resources in the Division's budget for

supplies and materials correspond to the €22.0 thousand required in IMSS. Other allocations of resources include €13.8 thousand in CMS, €7.5 thousand in DS, €8.2 thousand in LSS and €2.0 thousand in VPRS.

531. The proposed 2019 budget for supplies and materials in IMSS includes a €6.0 thousand increase from the 2018 baseline of €26.0 thousand. This increase is a result of the following: the transfer of €5.0 thousand from GOE to supplies per IPSAS; €5.0 thousand in additional funds for inter-library loans owing to the closure of the Peace Palace and €6.0 thousand for annual contractual increases in library subscriptions. The requested 2019 budget is fully composed of recurrent costs, of which €16.0 thousand is for the continued provision of library references and resources such as digital and print subscriptions for serials and monographs, used daily by the OTP, Chambers and the Registry for legal research. The €16.0 thousand consists of serials and subscriptions amounting to €64.0 thousand for library serials in different languages with various titles on international criminal law, human rights, genocide studies, and defence and security analysis which are mainly used by the Office of the Deputy Prosecutor, the Investigation Division, the Situation Analysis Section, and Chambers' Legal Officers on behalf of the Judges. An amount of €75.0 thousand is for subscriptions to Westlaw and UNSEIAC that includes Lexis-Nexis, Factiva, Oxford Reports on International Law, HeinOnline Foreign and International Law Resources Database, etc., which are used by legal officers and researchers. The remaining amount of €42.0 thousand is for various titles of print and electronic book purchases in diverse languages that are used by the whole Court, including defence teams, for legal research. It also consists of €35.0 thousand for new purchases to compensate for inter-library loans that will no longer be possible following the closure of the Peace Palace Library.

532. In LSS, the requested amount will be needed for reference materials. Language professionals, in particular translators, need up-to-date dictionaries and reference materials (online and hard copies) in the working, official, situation and case languages as new situations and cases result in new language combinations. Translation Support and Terminology Unit resources must support such developments, and online subscriptions to various dictionaries and reference materials need to be renewed every year. For CMS, the requested amount has decreased by €8.9 thousand. The amount for supplies and materials will remain unchanged for DS and VPRS.

Furniture and equipment

€1,306.0 thousand

533. The amount approved for furniture and equipment in DJS has increased by €401.0 thousand (44.3 per cent) and corresponds exclusively to investments required in IMSS. No other section in the Division has any approved resources for furniture and equipment. There are two broad categories for software and hardware: those used directly by Court staff, known as front office IT and those required for its support, known as back office IT. Front office IT encompasses software and hardware such as evidence management applications to support evidence registration and management processes, in addition to end user hardware such as workstations, laptops and mobile devices. Back office IT refers to infrastructure that is required for applications and end user hardware to operate, exchange and store data.

534. The budget for furniture and equipment amounts to €1,306.0 thousand and is required for recurring costs and investments under the Court's Five-Year IT/IM Strategy. The proposed budget for furniture and equipment for 2019 in total comprises the following recurrent items, which vary annually as a result of obsolescence and wear and tear:

(a) €200.0 thousand earmarked exclusively for the annual replacement of end user workstations, laptops and mobile devices. This is included in the calculation of the annual baseline operating costs. It is important to maintain this replacement cycle to mitigate risks associated with out-of-date computers and mobile devices that are not compatible with security updates required to protect the Court's systems and data. No change from 2018.

(b) €126.0 thousand to replace obsolete hardware and software, representing a €1.0 thousand increase from 2018. In 2019 IMSS must upgrade its firewall, which is a core component in maintaining the security and integrity of Court's systems and data. In

addition, the Court needs to purchase software to continue to offer videos to the public via its website. The current system will be decommissioned worldwide in 2019.

(c) €160.0 thousand required to maintain the Court's storage per tiered storage model, allowing the Court to decrease the total cost of ownership (TCO) of storage. No change from 2018.

535. In 2019, a total of €20.0 thousand in non-recurrent investment is required for strategic initiatives under the Court's Five-Year IT/IM Strategy. This is an increase of €370.0 thousand from 2018 and is distributed among the following initiatives:

(a) €180.0 thousand for OTP to continue improvements of the OTP's ability to register and manage digital evidence leading to a reduction in processing and retrieval time. €90.0 thousand is requested for the purchase of hardware and software to continue improvements in the long-term storage of digital and forensic evidence. This project will improve the OTP's ability to register and manage digital evidence leading to a reduction in processing and retrieval time. The remaining €90.0 thousand is to support the Investigation Division in achieving efficiencies in the collection, processing and analysis of open-source digital evidence. This builds on existing investments to further automate data transfers and analysis to reduce investigation timelines and utilize staff resources more efficiently.

(b) Judicial: €490.0 thousand is required to acquire a new information repository platform. This project is an integral part of the Judicial Workflow Platform implementation and aims to provide the Court with a new system for centralizing the storage of all case records.

(c) Information Security: an investment of €100.0 thousand is required to continue strengthening the Court's information security profile. An amount of €40.0 thousand is proposed to be spent on software and hardware for the implementation of a Data Leak Prevention (DLP) system, allowing the Court to improve control over document dissemination. Another €40.0 thousand is required to continue enhancing the existing threat intelligence system aimed at improving the Court's security posture against both internal and external threats. The remaining €20.0 thousand will be split between incident response training subscription and risk assessment tools, both aimed at enhancing IMSS information security staff members' capabilities to respond to potential security incidents.

(d) Optimizing IT: an investment of €50.0 thousand is required to renew the Court's virtual infrastructure, enabling it to support increasing computational demands imposed by the implementation of the Court's Five-Year IT/IM Strategy.

(e) Administrative: €150.0 thousand, to automate processes and procedures to increase efficiency and reinforce internal controls.

Table 35: Programme 3300: Proposed budget for 2019

3300 Division of Judicial Services (DJS)	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				12,091.2	(158.3)	(1.3)	11,932.9
General Service staff				5,079.8	(32.8)	(0.6)	5,047.0
<i>Subtotal staff</i>	<i>17,577.7</i>	<i>-</i>	<i>17,577.7</i>	<i>17,171.0</i>	<i>(191.1)</i>	<i>(1.1)</i>	<i>16,979.9</i>
General temporary assistance	1,516.6	54.9	1,571.5	1,800.8	(306.7)	(17.0)	1,494.1
Temporary assistance for meetings	1,020.5	5.3	1,025.8	826.9	(31.7)	(3.8)	795.2
Overtime	12.9	-	12.9	15.0	-	-	15.0
<i>Subtotal other staff</i>	<i>2,550.0</i>	<i>60.2</i>	<i>2,610.1</i>	<i>2,642.7</i>	<i>(338.4)</i>	<i>(12.8)</i>	<i>2,304.3</i>
Travel	318.9	15.4	334.3	397.7	(27.9)	(7.0)	369.8
Hospitality	-	-	-	-	-	-	-
Contractual services	459.6	-	459.6	440.4	582.3	132.2	1,022.7
Training	61.3	-	61.3	91.1	0.4	0.4	91.5
Consultants	408.9	40.0	448.9	378.4	7.1	1.9	385.5
Counsel for defence	3,913.3	925.2	4,838.5	3,383.0	150.0	4.4	3,533.0
Counsel for victims	936.0	398.7	1,334.6	1,165.0	(63.7)	(5.5)	1,101.3
General operating expenses	5,623.2	2.2	5,625.5	5,989.7	135.2	2.3	6,124.9
Supplies and materials	426.7	-	426.7	266.4	87.1	32.7	353.5
Furniture and equipment	953.7	-	953.7	905.0	401.0	44.3	1,306.0
<i>Subtotal non-staff</i>	<i>13,101.6</i>	<i>1,381.5</i>	<i>14,483.1</i>	<i>13,016.7</i>	<i>1,271.5</i>	<i>9.8</i>	<i>14,288.2</i>
Total	33,229.3	1,441.7	34,670.9	32,830.4	742.0	2.3	33,572.4

Table 36: Programme 3300: Proposed staffing for 2019

3300	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	1	7	23	33	42	5	111	2	75	77	188
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	1	7	23	33	42	5	111	2	75	77	188
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	1.00	2.50	2.00	4.00	9.50	5.11	5.00	10.11	19.61
Continued	-	-	-	-	-	1.00	1.00	2.00	4.00	8.00	1.00	4.00	5.00	13.00
New	-	-	-	-	-	-	0.50	-	-	0.50	3.51	-	3.51	4.01
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	1.00	1.50	2.00	4.00	8.50	4.51	4.00	8.51	17.01

4. Programme 3800: Division of External Operations

Introduction

536. The Division of External Operations (DEO) is responsible for and consolidates the Registry's functions in the areas of cooperation, external communication, witness protection, analysis and field operations. In addition to the Office of the Director (OD-DEO), DEO consists of three sections at Headquarters, namely, the Victims and Witnesses Section (VWS), the Public Information and Outreach Section (PIOS) and the External Operations Support Section (EOSS), along with the external representations of the International Criminal Court ("the Court") in six situation countries and at the United Nations (UN) in New York.

537. The Division is responsible for the Court's external offices, which are established in situation countries, and for a liaison office to the UN in New York to facilitate and serve as the base for the Court's operations. The New York Liaison Office was previously located in Major Programme I and, while it serviced all organs of the Court, it reported to the Presidency for administrative matters. Following an agreement of the Coordination Council, the New York Liaison Office (NYLO) will be moved to the Registry in 2019 to be able to benefit from the existing structure in DEO supporting the work of external offices and thus take advantage of the ensuing operational, managerial and budgetary synergies. The size and composition of each external office are determined on a case-by-case basis, taking into consideration the specific circumstances of each situation and the stage of investigative or judicial activities, and are therefore bound to fluctuate depending on specific needs. The Division also plays a central role in ensuring, from Headquarters, that logistical and administrative issues concerning the Court's external offices are addressed effectively and efficiently. Crucially, DEO acts as the centre for all field-related mission planning and also supports the implementation of crisis management procedures.

538. Within the Division, VWS provides protective measures, security arrangements, counselling and other assistance to witnesses, victims appearing before the Court and others who are at risk on account of testimony given by such witnesses. Through the work of PIOS and the external offices, the Division is also responsible for external communication and, in this regard, for delivering accurate and timely information about the Court's principles, objectives and activities to the general public and target audiences. Through outreach in situation countries, the Division ensures that communities affected by the proceedings before the Court are kept apprised of judicial developments.

539. The Division is further responsible for discharging the Registry's statutory responsibilities in relation to State cooperation and judicial assistance, such as the implementation of requests emanating from the Chambers, and establishing operational contacts with States regarding the arrest and surrender of persons subject to warrants of arrest. DEO provides high-quality, targeted and consolidated information and analysis on security and sociopolitical developments in countries of relevance for the work of the Court. This enables the Court to successfully conduct its core activities, meet its obligations towards the safety of staff, and safeguard its property and assets.

Operating environment

540. In 2019, the Court will continue to maintain country offices in six situation countries, namely, the Central African Republic (CAR), Côte d'Ivoire (CIV), the Democratic Republic of the Congo (DRC), Georgia, Mali and Uganda. The trial hearings envisaged for 2019 in the *Ongwen*, *Gbagbo and Blé Goudé* and, probably, *Al Hassan* cases will likely involve a high number of witnesses expected to appear before the Court, either in person or via video link, which will require the assistance and support of the VWS. In addition, active engagement with the communities in the situation countries will be required in relation to these cases, both in terms of outreach and communication, and in relation to victims participating or seeking to participate in the proceedings. As it is expected that the *Ongwen* and the *Gbagbo and Blé Goudé* cases will have proceeded to the defence's presentation of evidence in 2019, support to defence teams from the offices in Uganda and CIV will be required. The active investigations carried out by the Office of the Prosecutor (OTP), notably in CIV, the CAR, Burundi and Georgia, will continue to require

DEO support in terms of the logistics and security of the investigative missions, in addition to the protection of witnesses. Other actors such as the TFV will rely heavily on the support of the situation country offices. The country offices will continue to be heavily engaged in supporting the Court's work in the situation countries through active engagement with diplomatic, governmental and civil society representatives. The offices are responsible for developing, in cooperation with Headquarters, and implementing strategies in relation to outreach, victim participation, reparations and external relations. The country offices also play the primary role in ensuring that the necessary security measures are in place to protect field staff and staff on mission, as well as the Court's property and assets.

541. As the DEO supports and manages the work of the Court's country offices in the situation countries, it is considered more efficient that the Court's strategic requirements – in relation to cooperation with the UN and its programmes, funds and offices – be serviced and supported from within the Division. Therefore in 2019, the NYLO will be integrated into DEO to ensure the implementation of not only a cohesive policy on the management of all the Court's external representations, but also a consolidated strategy in terms of judicial cooperation, external relations and outreach. The NYLO provides Court-wide services and will continue to serve and represent all organs of the Court by providing them with administrative, logistical, strategic and operational support in their respective activities and plans in relation to the UN. The NYLO will also continue to be the Court's focal point for all discussions and activities conducted in New York by the Bureau of the Assembly of States Parties and of its New York Working Group. The country offices and the NYLO have therefore been integrated under the Court's external offices.

542. Challenges are expected in 2019, especially with regard to support for the hearings envisaged in three proceedings for 2019 and to continued cooperation and support to the Court from States. In 2019, the Division will continue to develop its consolidated strategy on its efforts in the areas of external relations, judicial cooperation and outreach to ensure that the efforts in these areas are complementing each other in order to enhance the impact.

Central African Republic

543. In 2019, the country office in Bangui will continue to support the OTP's two active investigations in relation to crimes allegedly committed by the Séléka and the anti-Balaka in the context of the CAR II situation. Likewise, the country office will continue conducting outreach and communication, along with victims' participation activities, and providing appropriate logistical support to the activities of other actors in the CAR such as the TFV. The investments made in 2018, notably to bring the office premises to acceptable standards, have allowed the field office to provide adequate services to clients and to contain the increases proposed for next year.

544. The overall workload generated by the anticipated activities in relation to the situation in the CAR requires limited investments in both staff and non-staff resources to provide security and logistical support for missions to Bangui and elsewhere in the country. As demonstrated by the violent incidents in the capital and other areas in the CAR in 2018, the security situation in the country remains extremely tense. The Court must take adequate precautions to protect its staff based or on mission in the CAR, as well as its assets. In 2019, the country office will also focus on outreach and victim participation activities to address key judicial developments.

Côte d'Ivoire

545. The OTP's active investigations in relation to CIV II will continue to require support from the country office in Abidjan. The trial in the *Gbagbo and Blé Goudé* case will go into 2019, while the TFV will continue to shape its activities next year. The ongoing judicial activities will mean that the Registry's operations in Côte d'Ivoire are expected to remain at the same level as in 2018.

546. The field office in Abidjan will be moving to new premises in 2018. The previous premises were no longer suitable for the Court's operations and the move is necessary to allow the office to meet its operational requirements, such as accommodating the expected increases in personnel, while providing a safe and secure location for video link

testimonies. The increased costs resulting from the move have been fully absorbed in the budget proposal. The office will continue to implement a proactive outreach programme in order to ensure accurate and timely communication regarding the Court's work in Côte d'Ivoire.

Democratic Republic of the Congo

547. The country office in Kinshasa, as well as the additional presence in Bunia in the eastern DRC, will continue to support the Court's activities in relation to the situation in the DRC. The *Ntaganda* trial is expected to conclude in the first half of 2019, with the possibility of reparations and appeals phases to follow. The ongoing implementation of reparations awards in the *Lubanga* and *Katanga* cases will also require continued support from the country offices in the DRC. The offices will continue to reach out to the affected communities to provide information regarding ongoing judicial developments. In addition, the TFV's activities in eastern DRC are expected to continue in 2019.

548. The work of the Court in the DRC takes place against a backdrop of a deteriorating security situation. This will lead to unavoidable costs in the area of security management to ensure that risks arising from the unpredictable operating environment are reduced as much as possible.

Georgia

549. In 2019, the OTP will continue its active investigation in relation to the situation in Georgia. The country office in Tbilisi, established in late 2017, will be expected to provide increasing support to the OTP's investigative activities. This will require increased resources, both staff and non-staff, in order to provide adequate assistance to the different actors. The office is being expanded in a cost-conscious and incremental manner, in full consideration of the expected developments in relation to the Georgia situation.

550. As the office was only partially funded in the 2018, it has had to limit the scope of its operations. The focus so far has been limited to setting up the office, which included securing suitable premises and strengthening relationships with key interlocutors. These relationships will allow the office in 2019 to, *inter alia*, conduct effective outreach and public information activities concerning the Court's work in Georgia. It is proposed that the office be funded for 12 months in 2019 to ensure the uninterrupted continuation of its activities and to enhance its operations as required.

Mali

551. The Court's activities in the Mali situation are expected to increase significantly in 2019, resulting in the need to strengthen the resources of the office in Bamako. The possible commencement of the *Al Hassan* case and the reparations proceedings in the *Al Mahdi* case require the office to perform a wide range of activities within its own mandate, in addition to supporting the work of its clients. The office will require additional staff positions in order to cope with the considerable increase in workload.

552. The upsurge in the Court's work with respect to the situation in Mali comes at a time when the security situation in the country continues to be extremely volatile, with attacks targeting international staff. The office's security team needs adequate resources in order to ensure the safety and security of personnel under the Court's duty of care. In the light of judicial developments, the country office will also dedicate resources for victim participation, reparations and outreach activities. Likewise, witness protection and assistance will be one of the key cost drivers for the Registry's operations in Mali. Carefully planned outreach and victims' participation activities will also need to be conducted.

Uganda

553. The *Ongwen* trial will continue in 2019 with the country office in Kampala providing support and assistance to the parties and participants. Defence witnesses will be

expected to give testimony in the ongoing trial, including via video link from Uganda. While the presentation of prosecution evidence finished in 2018, the country office is expected to provide a high level of support to the defence in the next stage of the trial. The activities of the office will include mission support to reach the affected communities in northern Uganda from the capital, Kampala.

554. The country office will continue its outreach activities and to assist in the implementation of the right to participation by the over four thousand victims admitted to participate in the *Ongwen* case. The TFV's activities in the country will likewise continue in 2019.

Burundi

555. Following authorization by Pre-Trial Chamber III, the OTP is conducting an investigation into the crimes allegedly committed in Burundi since 2018. In 2019, the Division is expected to provide support for the OTP's investigative activities. In addition, the Registry is mandated to reach out to the victims and the affected communities to inform them of developments in the judicial proceedings and the Division will provide its support to the related activities to this end.

556. The withdrawal of Burundi from the Rome Statute also requires the Division to focus on its outreach strategy to keep the general public abreast of the judicial activities in the Burundi situation. Similar efforts will be made as in other situations to gain support and obtain cooperation from key stakeholders.

New York (United Nations)

557. The Court is continuing its endeavour to enhance interaction and facilitate cooperation with the UN and its programmes, funds and offices. The NYLO contributes to serving the needs of the Court and is constantly engaged with the UN Secretariat to explore ways of strengthening cooperation and improving mutual operational support between the two organizations. The NYLO also engages with UN Member States and various policy and decision-making organs of the UN, including the General Assembly, the Security Council and their subsidiary bodies; represents the Court in the relevant meetings of these bodies; and seeks to ensure that the mandate and work of the Court are respected in their deliberations and decisions.

558. The NYLO will continue to monitor and report on UN developments of relevance to the Court and disseminate information and reports from the Court to the UN community in New York to keep delegations and other stakeholders abreast of relevant developments within the Court. The NYLO also provides logistical support to and represents the Court in intersessional meetings of the Bureau and other subsidiary bodies of the General Assembly in New York.

Strategic Priorities for 2019

559. The overarching objective of the DEO is to ensure high-level coordination and give strategic direction for all external operations of the Registry. While the effective implementation of the mandated activities of the sections within the Division remains a key priority, the DEO will in 2019 focus especially on developing processes and strengthening its capacity in the following four main priority areas.

Support for judicial activities

Adequate support to implement reparations orders

560. Throughout 2018, the field offices in the DRC have provided valuable support for the implementation of reparations in the *Katanga* and *Lubanga* cases. Likewise, through its field office in Mali, the Registry has supported the activities of the TFV with respect to the reparations phase in the *Al Mahdi* case. The Court's work in relation to reparations for victims is expected to continue to develop in 2019 in a number of cases and situations. The

offices in the DRC and Mali will require adequate resources, both staff and non-staff, to perform the necessary activities in relation to the reparations proceedings in those countries.

Furthering cooperation with the Court in relation to the conclusion of framework agreements and arrest of suspects

561. The effective implementation of the Court's mandate is highly reliant on the cooperation, support and assistance received from States, international organizations and other stakeholders. In 2019, the DEO plans to build concrete support for the work of the Registry and the Court through the conclusion of further cooperation agreements. These pertain to the relocation of witnesses where effective cooperation from States can reduce the Court's budgetary requirements, as witnesses can exit the Court's protection programme. They also concern the interim and final release of accused and convicted persons. In 2018, the DEO launched a successful pilot process to actively target a number of States to further focus the Registry's efforts in attracting additional signatories to cooperation agreements.

562. The DEO, in full coordination with other organs, as appropriate, will also focus on building support among States Parties for the arrest of suspects currently at large. While the implementation of warrants of arrest will ultimately depend on the cooperation of States, the Court must also work actively to liaise with relevant stakeholders to pursue those who continue to evade justice. A limited increase in resources, notably for travel, is required to further these key cooperation goals.

Development and implementation of asset recovery capacity

563. In 2019, the Division, in full coordination with other organs, as appropriate, will continue to focus on enhancing the Registry's effective capacity to successfully track the assets and property of accused persons in order to make accurate assessments of indigence and reparations. A minimum level of resources is also requested for training and travel in relation to asset tracing and recovery. In 2018, the Division has started developing a broad strategy, including through a gap analysis on operational and resource needs. The ongoing mapping will serve as the groundwork for the Registry's resource requests in the coming years to enable the Registry to conduct effective financial investigations and asset recovery.

Support for OTP investigations and overall Court operations

Full operationalization of the country offices in Georgia and Mali

564. For 2018, the operational models for the field offices in Tbilisi, Georgia and Bamako, Mali were restricted to limited activities. This entailed a reduced level of resources both in terms of staffing and operational budget. For 2019, the new *Al Hassan* case will require increased resources to support the large amount of anticipated activities by the Registry and other actors in Mali. For instance, witness protection in Mali is a demanding exercise in a country facing severe security challenges.

565. In Georgia, the office operated in 2018 with skeleton staffing focusing only on setting up the Court's full-time presence in the country. In 2019, the office is expected to provide further services to the OTP and other clients, in addition to stepping up the implementation of effective outreach to the affected communities and other key stakeholders. Both the Georgia and Mali field offices will be moving to new, fit-for-purpose premises in 2018. While the majority of the costs deriving from these moves will be covered within the 2018 budget, an increase is expected to be required in 2019 owing to the expansion of office space and other service costs.

Budget resources

€22.893.2 thousand

566. The overall proposed budget in 2019 for DEO is €22,893.2 thousand, representing a net decrease of €57.5 thousand (2.8 per cent) as compared to the 2018 approved budget. The decrease results from a number of savings and efficiencies, the discontinuation of non-recurrent costs, and additional cost reductions in temporary assistance for meetings,

travel, contractual services, general operating expenses and furniture and equipment. The total cost for the additional activities expected in 2019 amounts to approximately €1,920.0 thousand. This figure excludes the additional increase of €370.6 thousand arising from the move of the NYLO from the Presidency to DEO. This means that a total of approximately €1,920.0 thousand has been identified as reductions and savings in the Division's budget, thus fully offsetting the required increase, and resulting in a net proposed decrease of €657.5 thousand.

567. DEO has identified savings in travel, contractual services and general operating expenses in the amount of €86.4 thousand. This is mainly attributable to the renegotiation of contracts with vendors who assist with witness protection initial response systems. In addition, savings that allow the Division to avoid additional costs while maintaining the same baseline in 2019 have been identified in travel, general operating expenses and furniture and equipment. The main explanation is the elimination of the travel formally required for Safe and Secure Approaches in Field Environments (SSAFE) training, which was relocated from Headquarters to an in-country location for staff in the DRC. In non-recurrent costs, approximately €3.2 thousand related to PIOS technical training will reduce the training baseline. Additional cost reductions have reduced the 2019 baseline in temporary assistance for meetings, training, and general operating expenses by €1,833.4 thousand. This is mainly attributable to a reduction in general operating expenses for VWS and the level of witness-related temporary assistance for meetings. Detailed information on savings and efficiencies is provided in Annex XI.

568. The total proposed increase in staff costs, including other staff costs, is €96.7 thousand, which is fully offset by the decrease proposed in non-staff costs by €1,254.2 thousand.

569. The Division's proposed budget shows an addition of 9 established posts, of which 8 are new proposed positions and 2 have been redeployed to DEO from the Presidency and the NYLO (the Chief of NYLO and the Administrative Assistant). In addition, one GS-OL established post has been redeployed out of DEO into the Finance Section in DMS. The Division's proposed budget thus shows a net increase of nine established posts. Of the eight new proposed posts, one is required to support the increased workload of the Office of the Director, and the other seven are required to support the full operationalization of the offices in Georgia and Mali. This is mainly attributable to a significant increase in demand from the OTP, as well as other actors, for support for the country offices and to address an increase in workload to support the activities resulting from the two judicial proceedings in the *Al Mahdi* and *Al Hassan* cases, as well as for reparations, as well as other Registry functions. It should also be noted that activities in the DRC and Uganda have decreased or stabilized as the cases of these situations have currently reached a certain phase. In order to use resources efficiently, therefore, one Field Assistant (GS-OL) post in the DRC Country Office is redeployed to the Finance Section and one Field Officer (VPR/Outreach) (P-3) post in the Uganda Country Office is redeployed to the Mali Country Office in order to address the increased activities in Mali. As explained below, following reconsideration of the security need of the country office in Georgia, the post of Field Security Officer (P-3) is also redeployed to the Mali Country Office as a Field Officer (VPR/Outreach) (P-3).

570. All the 16 FTE approved in 2018 in relation to GTA resources will be continued in 2019. The Division has requested a total of 14 new FTE GTAs. The proposed additional GTA resources are required to enable the VWS and the country offices in Uganda, the CAR, Mali and CIV to provide adequate support to the investigative missions in the CAR, the VWS activities in the Mali and Libya situations and the activities resulting from the two active trials in the Mali situation in relation to witness protection, victim participation and reparations, and the outreach-related activities.

571. It should be noted that, in addition to the internal redeployment of posts within the Division, the increase in staff costs is also partially offset by a notable decrease of €209.4 thousand in resources proposed for temporary assistance for meetings (TAM). This reduces the increase in staff costs to €96.7 thousand, and thus partially absorbs the resources required for the overall expected increase in the field activities.

572. Finally, the proposed net decrease of €1,254.2 thousand in non-staff costs is mainly linked to the decrease in the general operational expenses requested for the VWS

(€1,717.4 thousand). This significant decrease offsets the required additional resources incurred by the integration of the NYLO in the Division (€125.7 thousand), additional travel costs owing to the increased number of missions to be conducted in the situation countries, and other proposed increases mostly related to the full operationalization of the Mali and Georgia country offices.

Staff resources **€16,468.1 thousand**

573. The total proposed increase in staff costs, including other staff costs, amounts to €96.7 thousand (3.8 per cent), resulting from a proposed increase of €21.7 thousand in established posts, an additional €3.0 thousand for overtime, and an increase of €81.4 thousand in GTA resources, which have been partially offset by a reduction of €209.4 thousand in TAM.

Established posts: Professional and General Service *€14,823.3 thousand*

574. The amount requested for established posts has increased by 221.7 thousand (1.5 per cent) as compared to the 2018 approved budget. In total, eight new posts are requested and six posts have been redeployed (three internal redeployments within the country offices, one outward redeployment to DMS in the Registry and the inward redeployments of two posts from the Presidency following the transfer of the NYLO). Importantly, the increase in established posts associated with the redeployments of the positions in the NYLO amounts to €44.9 thousand. Therefore, all other additional proposed established posts requirements have been fully offset within the baseline of the 2018 approved budget, as a result of the application of the UN Common System in the Division.

575. *One Associate External Affairs Coordinator (P-2), 12 months. New.* The requested post is proposed to be located in OD-DEO. The addition of this post would bring the composition of OD-DEO more in line with OD-DJS and OD-DMS. A total of six Chiefs of country offices, including the NYLO, and three Section Chiefs in Headquarters report directly to the Director of DEO. The new post is justified by the significant workload created by the complexities associated with administering three sections and seven external offices (six country offices and, as of 2019, the NYLO), encompassing a total over 200 staff members in these locations. The workload is such that it cannot be managed by one External Affairs Coordinator (P-3) alone. In this regard, both the External Affairs Coordinator and the Associate will be assigned the task of coordinating the Division's day-to-day work, including operational support for the country offices and the NYLO, and providing assistance and analysis on policies to the Director, drafting various documents and managing administrative matters.

576. *One Local Security Assistant (GS-OL), 12 months. New.* The post of Local Security Assistant is required to provide adequate security and safety support for the Court's activities in Georgia. The post replaces that of Field Security Officer (P-3), which is redeployed to the Mali Country Office. Because of the relatively stable physical security situation in Georgia and the need to prioritize limited resources, it is not considered necessary to have international security staff for the time being in the country office. The Local Security Assistant will provide services in ensuring the physical safety and security of the Court's staff working permanently in or deployed on mission to Georgia. With the number of deployed personnel and of staff on mission expected to increase in 2019, the post is crucial to enable the country office to have the local knowledge concerning the security landscape in order to assess threats and risks as they arise.

577. *One Administrative Assistant (GS-OL), 12 months. New.* The post of Administrative Assistant is requested to support the Chief of Country Office (P-5) in the administration and management of the country office in Tbilisi. The request is in line with the gradual scaling up of the country office in Georgia to meet the Court's increased activities in the country. The post will be used to ensure the efficient budgetary, financial and technical administration of the office which, because of the increased workload in 2019, cannot be performed by the Chief of Country Office alone.

578. *One Driver (GS-OL). 12 months. New.* One driver is requested to service all Court staff on mission or stationed in Georgia. The post would allow the country office to reduce the funds needed for rental vehicles and driver support. In 2019, the country office in Tbilisi will need to provide a broader range of services to its clients as compared to 2018. The increase in the number of missions versus previous years makes this a cost-effective solution to provide the required logistical support for the OTP, Registry, TFV and other clients. An in-house driver is also desirable to protect the confidentiality of any sensitive operations.

579. *One Associate Field Security Officer (P-2). 12 months. New.* This post is requested as the core field security staff in the Mali Country Office to support the work of the Field Security Officer (P-3) in providing an adequate level of security to staff operating in Mali. Because of the high level of activities in Mali and the country's critical security situation, Professional-level security staff is required to complement the Field Security Officer to enhance field security capacity. A full security team, consisting of one Field Security Officer, one Associate Field Security Officer and one Local Security Assistant, is needed on the ground to ensure the safety and security of the Court's staff, property and assets in one of the most dangerous countries where the Court operates.

580. *Three Drivers (GS-OL). 12 months each. New.* These posts are required to provide support to the users in order to guarantee operational continuity. Currently, driver services are provided by a third party for security reasons. In anticipation of ending the third-party contract with the company in 2019, the Mali Country Office is required to hire drivers to provide the relevant services. Recruiting these essential posts as Court staff will also make it possible to retain more reliable, vetted and motivated personnel.

581. *Two Field Officers (P-3). 12 months. Redeployed.* These posts, which were originally approved in 2018 as part of the offices in Uganda (Field Officer (P-3)) and Georgia (Field Security Officer (P-3)), are now both necessary in Mali to allow the Registry to perform its functions in relation to the reparations proceedings in the *Al Mahdi* case, and with respect to the *Al Hassan* case, where the start of the proceedings will necessitate effective communication with the victim communities, as well as the general public. The current judicial phases of the two ongoing cases and the resulting workload mean that two Professional-level staff are needed to lead the Bamako office's outreach and VPRS efforts in an extremely challenging security environment. The Division has been able to redeploy these posts in the light of the following:

(a) *One Field Security Officer (P-3), 12 months.* Redeployed to Mali as one of the Field Officers (P-3) above. The post of Field Security Officer (P-3) is no longer requested for the Georgia Country Office. In the light of the relatively good security situation, it is considered sufficient for one Local Security Assistant (GS-OL) to provide the security services required to safeguard the Court's operations in the country.

(b) *One Field Officer (Outreach and VPR) (P-3). 12 months.* Redeployed to Mali as Field Officer (Outreach and VPR) (P-3). As the *Ongwen* trial continues into 2019, activities related to victim participation and outreach have stabilized. Therefore, only one Field Officer is considered sufficient to maintain the related workload of the country office and the other is redeployed to the Mali Country Office.

582. *One Senior Driver (GS-OL). 12 months. Redeployment.* The post of Senior Driver is to be redeployed from the Uganda Country Office to the DRC Country Office in Kinshasa. The redeployment is to correct the situation in which the Kinshasa office has not had a Senior Driver post, while the Uganda Country Office has had two.

583. *One Chief of New York Liaison Office (P-5) (New York). 12 months. Redeployment.* Following the integration of the NYLO into the Division, the post of Chief of NYLO is redeployed from the Presidency to the Division and will handle all of the substantive work of the NYLO. The Chief of NYLO focuses on the most essential tasks, including pursuing the most urgent requests for cooperation with the UN, establishing and maintaining formal contacts and informal networks with the UN Secretariat and Permanent Missions, monitoring and reporting to the Court on UN activities of concern to the Court, disseminating information from the Court to stakeholders in New York, and arranging visits of Court officials to the UN.

584. One *Administrative Assistant (GS-OL) (New York)*, 12 months. *Redeployment*. This post is redeployed from the Presidency and is required to support all administrative and logistical matters and assist the Chief of NYLO in her daily management of the office.

General temporary assistance

€1,535.4 thousand

585. The requested resources for GTA within the DEO have increased by €81.4 thousand (60.9 per cent) from the 2018 approved budget and correspond solely to proposed increases in VWS (€300.5 thousand) and the external offices (€280.9 thousand). As in 2018, no other section within the Division requires GTA resources in 2019. In total, 30 FTE positions are being requested, which represents an increase of 14 new FTE GTA, 11 of which are proposed for the country offices. The 16 FTE GTA positions approved in 2018 will continue to be required in 2019.

586. The proposed GTA resources in VWS have increased by €300.5 thousand in the light of the additional requirements of three FTE positions in 2019. The five positions approved in the 2018 budget for VWS will continue to be required in 2019.

587. One *Associate Confidential Accounts and Planning Officer (P-2)*, 12 months. *New*. This position caters for the confidential financial operations related to protected Court victims and witnesses especially during international movements. It supports highly secret relocation missions, liaising with external partners and providing assistance to team leaders and handlers during secret operations. This position is a proven long-term need insofar as it is critical to the efficient functioning of the International Criminal Court Protection Programme (ICCPP), which requires the highest level of secrecy. The confidential accounts systems which have been established by VWS incorporate regular interaction with the Court's external third parties and the handling of a significant amount of confidential funds. The system is being developed further to incorporate covert working practices which require engagement at Professional-staff level. The position also provides the long-term support proven to be needed with respect to fund monitoring and budget and finance administration responsibilities that benefit not only VWS, given the complexity of its operations, but also the Registry, as it contributes to the identification of significant savings and efficiencies. The complexity of VWS operations and the importance of having workable policies to achieve savings and efficiencies require continuous monitoring, review and analysis while ensuring absolute confidentiality of VWS operations. The continuous need for this position is in line with the centralization of all financial and budget functions within the planning team (including the management of field finances after the abolition of the positions of the Field Confidential Accounts Assistants), as well as with the development of a more controlled approach to budget analysis and monitoring and efficiency measures. The position has proved its benefits to VWS and to the Registry through better resource management and the creation of significant savings and efficiencies.

588. One *Associate Team Leader (P-2)*, 12 months. *New*. This position is required to provide the necessary support in relation to the *Al Hassan* trial scheduled for 2019, in addition to the case management of protected witnesses. The Mali team is the basic set-up required to support the increased workload linked to Mali in terms of the trial, but also to initial response systems (IRS) and other mechanisms necessary to the OTP and judicial activities. The position will lead the VWS field team and assist the Team Leader in the daily management of protection-related issues, manage the IRS and follow up on referrals for protection and support made by the parties. It will conduct threat and risk assessments for inclusion in the ICCPP and recommendations on witness-protection measures, and collect and update witness information for senior managers at Headquarters and for filings to be submitted to Chambers.

589. One *Associate Analyst (P-2)*, 12 months. *New*. This resource is required to provide analysis and conduct research in the Mali situation. It provides the necessary support in analysis and information gathering, monitoring and review of the security situation in Mali. The position will assist the situational teams in identifying possible risks in advance and provide advice in relation to protection operations. The position also supports other situations as Mali, Georgia, Libya and other conflict/post-conflict areas in which the Court operates.

590. One *Team Leader (P-3), 12 months. Continued.* This position leads the Georgia team that constitutes the basic set-up for the Georgia situation. It provides coordination functions from Headquarters and manages the day-to-day operations. The position is required to support the increased workload due to the investigations in Georgia and is related to operational set-up including putting in place “response systems” and other mechanisms that are necessary not only to support OTP activities, but also to deal with protection and support cases. The services required include the management of new protection cases following referrals for protection and support made by the parties, management of threat and risk assessments for inclusion in the ICCPP, recommendations on witness-protection measures, and provision of relevant information to senior managers and for filings to be submitted to Chambers.

591. One *Associate Witness Protection Training Officer (P-2), 12 months. Continued.* This position supports the implementation of the Section’s specialized witness protection training and development plan. It is required for the Section to continue its training strategy and to ensure the development, coordination, maintenance and delivery of the VWS training programme to equip staff with a consolidated understanding of protection, risk and case management concepts necessary to implement the Section’s mandate. The continuation is justified by the fact that new staff, especially in the field, must be abreast of the necessary operating standards, given that confidentiality challenges in the area of witness protection and risk reduction techniques are continuously evolving. Furthermore, protection processes should be adapted to changing sociopolitical situations in any particular region of operations. The continued professional development of VWS staff members in the area of witness protection is therefore critical to the efficient functioning of the Section and for the Court’s protection of victims and witnesses.

592. One *Associate Team Leader (P-2) (GEO), 12 months. Continued.* This position is a component of the basic set-up for the Georgia situation. It is required to support the increased workload in connection with recent investigations in Georgia related to operation set-up, response systems and mechanisms necessary to OTP activities. The position leads the VWS field team in the country office, assists the Team Leader in the daily management of protection-related issues, manages the IRS and follows up on referrals for protection and support made by the parties, conducts threat and risk assessments for inclusion in the ICCPP, and provides recommendations on witness-protection measures.

593. One *Associate Field Case Officer (P-2), 12 months. Continued.* This position is a component of the basic set-up for the Georgia situation. It is responsible for administering and managing specific referrals from a calling party. It is required to support the increased workload linked to investigations in Georgia, and oversee ongoing operational support, response systems and mechanisms necessary to OTP activities. It is also required to assist the Associate Team Leader in the field and the Team Leader at Headquarters in managing the daily ICCPP case management workload and the movements of witnesses. It will also conduct threat/risk assessments for the purpose of including victims and witnesses in the ICCPP, assist with protection cases following referrals for protection and support made by the parties, recommend witness-protection measures, and conduct and oversee witness-protection operations in the field.

594. One *Associate Case Development Officer (P-2), 12 months. Continued.* This position is a long-term need to provide the continuity necessary in situational case development and information gathering. This unique position within the VWS Case Development Team is required to support the VWS Analyst in monitoring and reviewing the security situation in Uganda, Mali, Georgia, Libya and other conflict/post-conflict areas in which the Court operates. The position specifically brings the necessary military expertise to ensure that threat actors operating in those conflict zones are properly identified, that their military/rebels’ strategies, capabilities and modus operandi are analysed and understood, and that the risk they pose to victims and witnesses in hostile environments is assessed accordingly.

595. The amount of GTA resources in external offices has increased by €280.9 thousand and corresponds to resources required to support the increased level of field activities in a number of Registry country offices. In addition to the 11 positions approved in 2018, and whose continuation is proposed in 2019, the external offices are requesting an additional 11 positions.

596. Four *Field IT Technicians (GS-OL)*, 12 months. *Continued*. These positions continue to be required for the country offices in Uganda, the DRC, the CAR and Côte d'Ivoire given the need to ensure uninterrupted IT services, notably in relation to witness testimonies conducted by video link from the situation country.

597. One *Field Security Officer (P-3)*, 12 months. *Continued*. The Field Security Officer is required to lead the country office's full security team and enable the country office in Mali, one of the most dangerous countries in which the Court is operating, to provide security support at an adequate level. The start of the *Al Hassan* case and the reparations proceedings in the *Al Mahdi* case mean that the Court's engagement and presence in Mali will increase steeply.

598. One *Local Security Assistant (GS-OL)*, 12 months. *Continued*. The position of Local Security Assistant for the Mali Country Office continues to be required to support the field security team in the country. As described for the posts of Field Security Officer and Associate Field Security Officer, the level of Court activities in Mali has increased significantly and resources to ensure that these activities can be conducted in as safe and secure environment as possible are urgently required. The Local Security Assistant provides support to the two other members of the field security team.

599. Four *Field Assistants (GS-OL)*, 12 months. *New*. Four Field Assistant positions are requested for the country office in Bamako. These positions are needed to support the two Field Officers (P-3) in performing the Registry's outreach, along with victim participation and reparations responsibilities in both the *Al Mahdi* and *Al Hassan* cases. As described above, the profile of activities for the Mali Country Office has changed from the previous years on account of the increased judicial activities in relation to the situation and the resulting need to interact with the victims and affected communities.

600. One *Senior Driver (GS-OL)*, 12 months. *New*. The requested position will be located in the Mali Country Office. The significant increase in support to missions requires a Senior Driver to manage and coordinate the other drivers and the vehicle fleet. Recruiting a Senior Driver for the Mali Country Office will be in line with the driver support capacity of the country offices in other situation countries.

601. Two *Field Assistants (GS-OL)*, 12 months. *Continued*. The requested positions would be required for activities in Gulu, Uganda to be able to support the level of activities and missions expected in 2019 to contact victims and affected communities and to reduce travel costs of the VPRS/Outreach staff supporting the missions and activities in Gulu from the Kampala Country Office.

602. One *Local Security Assistant (GS-OL)*, 12 months. *New*. The country office in Uganda supports the increased level of missions in the country. An additional Local Security Assistant is required in Uganda to provide security services including the collection of security-related information.

603. One *Administrative Assistant (GS-OL)*, 12 months. *New*. As the country office in Uganda supports the activities in the region, an additional Administrative Assistant is requested to assist in the additional workload of the Administration and Operations Officer.

604. One *Driver (GS-OL)*, 12 months. *Continued*. The requested position would be located in the country office in Uganda. This position continues to be required to support the same level of in-country missions anticipated in the light of trial proceedings in the *Ongwen* case.

605. Two *Field Assistants (GS-OL)*, 12 months. *Continued*. The requested positions will be located in the CAR Country Office. They will form part of the VPRS team based in the CAR, working under the direct supervision of the Field Officer. With an estimated three thousand victims potentially applying to participate in proceedings related to CAR II situation cases, the CAR Country Office needs to maintain its capacity to be able to adequately address the needs to support the activities related to victim participation and outreach in 2019.

606. One *Senior Driver (GS-OL)*, 12 months. *New*. The requested position will be located in the CAR Country Office. This position is requested to enable the country office to provide adequate support to the increased number of investigative missions and missions,

scheduled to take place in 2019, to reach out to the high number of victims and affected community scattered throughout the country.

607. *One Driver (GS-OL), 12 months. New.* The requested position will be located in the CAR Country Office. This position is requested to support the team to enable the country office to provide adequate support to the increased number of missions scheduled to take place in 2019.

608. *Two Drivers (GS-OL), 12 months. New.* The requested position will be located in the CIV Country Office. The positions are requested to support an increasing number of anticipated field missions and activities, including in the west of the country, in relation to the ongoing trial and the CIV II investigation.

Temporary assistance for meetings

€106.4 thousand

609. The proposed resources for TAM have decreased by more than one-third (€209.4 thousand) (66.3 per cent) and corresponds to the continuation of a limited roster of Witness Assistants (G-4) required in VWS to facilitate and support witness appearances before the Court and the related workload during trial days. The roster is required to provide important welfare-related services to witnesses appearing before the Court when in The Hague, such as: assisting with escorting witnesses during their stay (medical matters, commuting, shopping, etc.); monitoring and supporting witnesses (day and night) and assisting with day-to-day activities for their well-being; providing logistical support to witnesses during their preparation for trial by the calling party when such is granted by the Chambers.

610. The roster allows more flexibility in the use of human resources, which is more compatible with the fluctuating nature of trial-related activities. It allows the size of the VWS team to adjust to a variable workload and obviates the need for additional staff to manage any escalation in trial activity.

Non-staff resources

€6,425.1 thousand

611. The proposed non-staff resources in the DEO for 2019 have decreased by €1,254.2 thousand (16.3 per cent). Non-staff resources are dedicated to travel, contractual services, training, general operating expenses, supplies and materials, and furniture and equipment. While additional non-staff resources amounting to €32.8 thousand will be required in 2019 – mostly for travel, contractual services, general operating expenses, and supplies and materials mainly in the external offices – the Division has achieved overall reductions in non-staff costs amounting to €2,082.6 thousand. These reductions are mostly linked to reduced requirement in general operating expenses in VWS of €1,717.4 thousand, in addition to some savings in travel, training and contractual services.

Travel

€1,469.9 thousand

612. The resources requested have increased by €79.4 thousand (5.7 per cent) compared to the approved budget for 2018. Most of the increase is the result of a net increase of €59.7 thousand in the external offices linked to additional travel requirements in the CAR, Côte d'Ivoire, Mali, Georgia and New York (€174.4 thousand), which have been partially offset by reductions in travel requirements in Uganda and the DRC (€14.7 thousand).

613. Additional resources are requested for the CAR, Côte d'Ivoire, Mali and Georgia country offices to provide adequate logistical and security support to the OTP, TFV and other clients' increased number of missions, and also to undertake in-country missions to meet with victims and affected communities. Difficult security situations, notably in the CAR and Mali, require additional measures that increase the cost of travel in those areas for security assessment. As indicated above, in 2018 the Mali and Georgia field offices have been operating with only skeleton staff focusing on limited areas of work, thus keeping travel costs at an artificially low level. As the Mali and Georgia offices will be fully operational in 2019, they will now have the necessary capacity to intensify their operations.

614. Resources in the OD-DEO and in EOSS continue to be required at a slightly increased level from the approved budget in 2018, reflecting additional activities related to assets recovery and negotiation of cooperation agreements with States, in addition to the

visit of the Occupational Health Unit to the country offices to monitor the physical and psychological health of the field staff. The travel resources requested for PIOS represent a slight increase (€8.2 thousand) mainly on account of the outreach activities scheduled for the Burundi situation and for other situation countries, as well as to other locations, to build institutional support, promote more coverage of the Court's work and missions in relation to outreach, with a view to preparing and coordinating strategies for engagement with victims and affected communities.

615. The resources requested by the VWS have decreased by €8.0 thousand, in line with reduced Court activities anticipated in 2019. The first quarter of 2018 and assumptions for 2019 indicate continuous increased activities in Mali, Libya and Darfur, in combination with case management in all ongoing situations.

616. The VWS travel budget is directly linked to the Court's activities and implicit to the service requirements of the OTP and the Defence for new referrals, but also to existing case management. The current (first quarter 2018) level of referrals by OTP in the Mali case is indicative of the active case management and/or protection activities for the 2019 operational year. Management of the CAR, DRC, Côte d'Ivoire and Georgia cases is also ongoing, in addition to those situations without country offices, such as Libya and Darfur. In 2019, excluding existing cases, the OTP anticipates that it will need VWS assistance for 30 referrals for relocation/assisted moves and 12 referrals for support. All of these require missions related to assessment, relocation, assisted moves, IRS maintenance, implementation of local protective measures and missions related to risk reduction (RR) and risk reduction internationally (RRI) of existing cases. The proposed travel budget is also required to support operational missions and missions to negotiate relocation agreements within and outside Europe, and to organize regional seminars to promote relocation of ICCPP witnesses to other countries. The travel budget is also requested for missions related to witness escort to the Court for trial purposes and some operational and staff-related travel.

Contractual services

€1,169.3 thousand

617. The resources requested for contractual services for DEO have decreased by €3.6 thousand (2.8 per cent). While the vast majority of the requested resources continue to be for the country offices (€78.3), this amount has been reduced mainly because of decreased activities in the DRC. The resources are necessary, *inter alia*, for security measures to be implemented in the country offices and transportation protection for missions. Contractual services are likewise primarily used in relation to outreach and VPRS activities in the field, but also for intelligence collection in the tracking of suspects at large.

618. There are proposed increases for contractual services in EOSS (€8.0 thousand) and for the offices in Uganda, the CAR, Mali and Georgia (€2.0 thousand), in addition to €5.0 thousand required for the NYLO. In Mali, the increased activities will have an impact on the field security support requirements, such as contracted local police and UN peacekeeping support during field missions. The country office in Georgia will require increased resources to support its outreach activities and to comply with its obligations as part of the UN Security Management System. All other sections and offices in the Division, namely, VWS, PIOS, and the offices in the DRC and Côte d'Ivoire, present reductions amounting to a total of €138.6 thousand. These reductions fully offset the required increases and further result in a net decrease of €3.6 thousand.

Training

€147.2 thousand

619. The resources requested for training have decreased by €0.8 thousand (0.5 per cent). In 2018, the DEO has been able to stabilize its training needs and therefore slightly reduce its required training resources for 2019. The country offices have been able to identify cost-effective means, including through the use of UN training opportunities and greater coordination among the offices for training programmes, to meet the training needs of the organization and staff. The cost drivers for DEO's training budget include annual mandatory security training for both security staff and drivers, for example, firearms certification and a defensive driving course for armoured vehicles, as required under the UN Security Management System. Other limited specialized training is required in the

areas of communication and judicial cooperation to allow staff to maintain the necessary level of expertise to perform their functions at the optimal level. In addition, training resources continue to be required in EOSS in relation to asset identification and recovery, PIOS for technical trainings to implement the Court's social media approach and for maintenance of the infrastructure needed to keep the website up to date, and in VWS to cover external trainers' fees to provide specific training to VWS staff at Headquarters and in the country offices.

General operating expenses

€3,189.6 thousand

620. The proposed budget for general operating expenses presents a net decrease of €1,414.4 thousand (30.7 per cent). While additional resources amounting to €13.0 thousand are proposed mainly in relation to the country offices, these have been fully offset by reductions in the Division amounting to €1,727.4 thousand, of which €1,717.4 thousand corresponds to a reduction in VWS.

621. The proposed increase for the country offices is largely attributable to the increase in the rental of new premises in Mali, Côte d'Ivoire and Georgia, in addition to higher maintenance costs partially resulting from the expansion of office space and the operational costs to support the increased activities in the three situation countries. There is also an increase of €107.6 thousand resulting from the redeployment of the NYLO to DEO. The proposed resources in PIOS have increased by €5.0 thousand and are required mainly for maintenance of editing and film equipment, photography material and USB duplicators.

622. The proposed resources in VWS have significantly decreased from the 2018 level by €1,717.4 thousand (48.6 per cent). The resources requested by VWS support witness appearances before the Court, protection programmes including IRS, case management and relocation costs, and the enhancement of VWS cooperation with States in order to increase relocation agreements that would eventually result in a reduction of case management costs.

623. Notwithstanding the fact that the general operating expense budget is central to the discharge of VWS's mandate, the Section has managed to reduce its budget thanks to a number of measures including: (i) improved working practices and case management methodology of VWS following implementation of its new structure; (ii) swifter and more informed decision-making throughout the VWS structure; (iii) enhanced assistance from core partner States which are cooperating with VWS and accepting victims/witnesses for relocation; (iv) a more centralized and controlled approach to case management expenditure (constant expenditure monitoring and professional trend analysis thanks to the addition of a new specialized position to the original structure); (v) a conscious policy of empowerment and training of staff in the field and at Headquarters; (vi) the RR/RRI measures in place since 2016, allowing the Section to gradually decrease its financial involvement; (vii) the anticipated number of witnesses to appear in trial before the Chambers in 2019; and (viii) a reduction in the OTP's projections in the number of new referrals (for relocation and assisted moves) to be submitted in 2019 (from 33 to 25). These various elements seem to have yielded benefits and enable the Section to take the calculated risk of reducing case management and other costs to a minimum.

Supplies and materials

€422.6 thousand

624. The requested resources have increased by €98.5 thousand (30.4 per cent). The increase is mostly the result of an increase of €97.5 thousand for the country offices. The increase primarily concerns the country offices in Mali and Georgia where limited investments in supplies and materials, such as fuel for vehicles and emergency rations, are required to cater for the increase in both the level of activities and the number of staff stationed in those offices. This operational budget line includes essential resources allowing the country offices to support missions on the ground and staff working in the duty station.

625. Resources will continue to be required in VWS at the 2018 approved level to renew annual subscriptions of analysis tools and electronic newsletters used by the VWS Case Development Team in their research and to cover the costs of supplies for witnesses' waiting rooms at Headquarters. Furthermore, resources in EOSS and PIOS are requested at virtually the same levels as those approved in 2018, with a slight proposed increase of €1.0 thousand in PIOS.

Furniture and equipment

€25.5 thousand

626. The requested amount has increased by €5.7 thousand (160.2 per cent) as compared to the 2018 approved budget. The requested resources are mostly needed to support the Court's field activities. Specifically, the resources are requested for the country offices, notably the office in Bamako, whose number of staff using the office premises will significantly increase in 2019. The increase is partly offset by reductions under the same budget line for the country office in the CAR, where the level of resources requested for 2019 has been reduced following the successfully completed move, thereby reducing the need for additional investments in furniture and equipment. In addition, an increase of €4.0 thousand is requested in PIOS to cover the required costs for purchasing software licences to create information tools (fact sheets, AV programmes, photos and posters) and designs for publications and social media visuals, annual subscriptions to social media monitoring, and renewal costs for licences for publication design software.

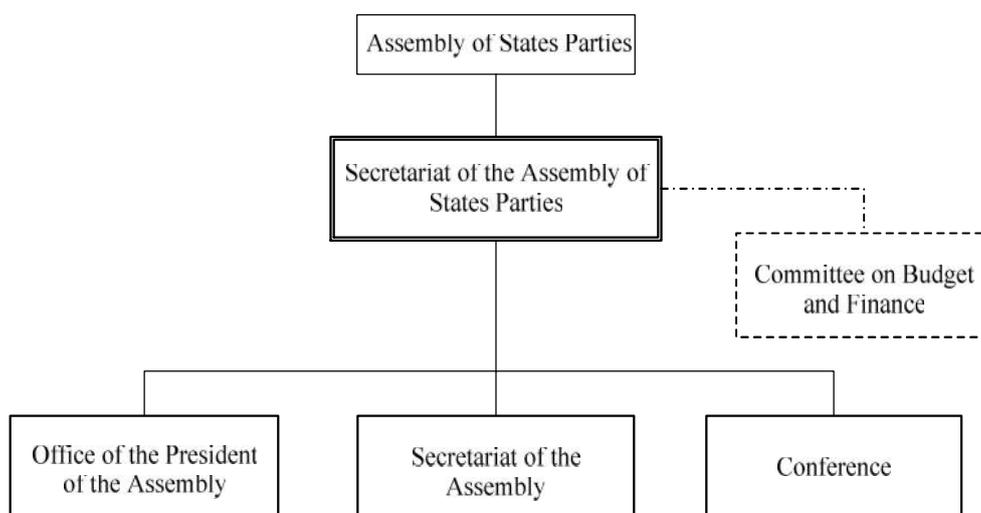
Table 37: Programme 3800: Proposed budget for 2019

3800 Division of External Operations (DEO)	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				10,424.6	104.7	1.0	10,529.3
General Service staff				4,177.0	117.0	2.8	4,294.0
<i>Subtotal staff</i>	<i>14,241.5</i>	<i>-</i>	<i>14,241.5</i>	<i>14,601.6</i>	<i>221.7</i>	<i>1.5</i>	<i>14,823.3</i>
General temporary assistance	521.1	-	521.1	954.0	581.4	60.9	1,535.4
Temporary assistance for meetings	208.9	-	208.9	315.8	(209.4)	(66.3)	106.4
Overtime	12.3	-	12.3	-	3.0	-	3.0
<i>Subtotal other staff</i>	<i>742.3</i>	<i>-</i>	<i>742.3</i>	<i>1,269.8</i>	<i>375.0</i>	<i>29.5</i>	<i>1,644.8</i>
Travel	1,277.5	29.0	1,306.5	1,390.5	79.4	5.7	1,469.9
Hospitality	-	-	-	-	1.0	-	1.0
Contractual services	1,409.0	5.9	1,414.9	1,202.9	(33.6)	(2.8)	1,169.3
Training	24.6	-	24.6	148.0	(0.8)	(0.5)	147.2
Consultants	45.7	-	45.7	-	-	-	-
Counsel for defence	-	-	-	-	-	-	-
Counsel for victims	6.8	-	6.8	-	-	-	-
General operating expenses	2,399.0	-	2,399.0	4,604.0	(1,414.4)	(30.7)	3,189.6
Supplies and materials	326.7	-	326.7	324.1	98.5	30.4	422.6
Furniture and equipment	241.3	-	241.3	9.8	15.7	160.2	25.5
<i>Subtotal non-staff</i>	<i>5,730.6</i>	<i>34.9</i>	<i>5,765.5</i>	<i>7,679.3</i>	<i>(1,254.2)</i>	<i>(16.3)</i>	<i>6,425.1</i>
Total	20,714.4	34.9	20,749.3	23,550.7	(657.5)	(2.8)	22,893.2

Table 38: Programme 3800: Proposed staffing for 2019

3800	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	1	8	9	34	39	-	91	4	97	101	192
New	-	-	-	-	-	-	-	2	-	2	-	6	6	8
Redeployed	-	-	-	-	1	-	-	-	-	1	-	-	-	1
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	1	9	9	34	41	-	94	4	103	107	201
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	-	2.00	4.00	-	6.00	-	10.00	10.00	16.00
Continued	-	-	-	-	-	-	2.00	4.00	-	6.00	-	10.00	10.00	16.00
New	-	-	-	-	-	-	-	3.00	-	3.00	-	11.00	11.00	14.00
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	2.00	7.00	-	9.00	-	21.00	21.00	30.00

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



Introduction

627. The Secretariat of the Assembly of States Parties (SASP or “the Secretariat”) provides the Assembly of States Parties (“the Assembly”), its Bureau and its subsidiary bodies with administrative and technical assistance in the discharge of their functions under the Statute.⁷⁴ The conference-servicing functions of the Secretariat include planning, preparing and coordinating meetings of the Assembly and its subsidiary bodies and receiving, translating, reproducing and distributing their documents, reports and decisions. The Secretariat also provides substantive services to the Assembly and its subsidiary bodies. Its substantive service functions include, *inter alia*, legal and substantive secretarial services such as the provision of documentation, reports and analytical summaries, and advisory services within the Secretariat on legal and substantive issues relating to the work of the Assembly.

628. The Secretariat has four programmes: Programme 4100 (Conference), Programme 4200 (Secretariat of the Assembly of States Parties), Programme 4400 (Office of the President of the Assembly), and Programme 4500 (Committee on Budget and Finance).

Budget resources

€2.871.6 thousand

629. The requested amount for 2019 represents an increase of €153.4 thousand (5.6 per cent) in comparison to the 2018 approved budget, which results from the funding of one established General Service post, as well as the External Auditors’ fees of €67.0 thousand that were transferred from Programme 3200 in the Registry to Programme 4500 (Committee on Budget and Finance) within Major Programme IV. The increase is also partly attributable to the provision of interpretation for Bureau meetings in The Hague.

630. The moderate 5.6 per cent increase in resources was contained through a combination of measures, such as synergies and re-adjustments of staff resources, with a view to meeting the actual needs of the Secretariat in a flexible manner and bearing in mind efficiency considerations and synergy effects.

Staff resources

€1,805.6 thousand

631. The Secretariat has 10 established posts (five Professional-level staff and five GS-level staff) and 12 GTA positions (seven Professional-level (4.43 FTE) and five

⁷⁴ Such bodies include the Bureau and its working groups (the New York and The Hague Working Groups), the Advisory Committee on Nominations of Judges, the Committee on Budget and Finance and the Audit Committee. Although it is based in The Hague, the Secretariat provides substantive services to the Presidency of the Assembly, the Bureau and its New York Working Group through the preparation of pre-session and post-session documentation.

GS-level (1.28 FTE)). Some of the GTA positions are for short periods (0.42 FTE) to service the Assembly and its subsidiary bodies. The requested number of staff remains unchanged.

Established posts: Professional and General Service

€1,004.3 thousand

632. The Secretariat currently comprises one Director (D-1), one Executive Secretary to the Committee on Budget and Finance (P-5), one Legal Officer (P-4), one Legal Officer (P-3), one Special Assistant to the Director (P-2), one Senior Administrative Assistant (GS-PL), one Documentalist/Archivist (GS-PL), one Meetings and Administrative Assistant (GS-OL), and two Administrative Assistant (GS-OL) posts, one of which was unfunded in the 2018 approved budget. With the exceptions indicated below, all Secretariat staff carry out their functions under the supervision of the Director. Secretariat staff provide both substantive services (in the case of Legal Officers) and technical services (in the case of conference-servicing and administrative staff) to the Assembly and its subsidiary bodies.

633. The Special Assistant to the President of the Assembly reports directly to the President. The Executive Secretary to the Committee on Budget and Finance reports directly to the Chair of the Committee on Budget and Finance. In addition to the particular duties of the post, the Executive Secretary continues to perform functions within the Secretariat as a whole, in particular as regards the financing and administration of Major Programme IV. On the recommendation of the Committee on Budget and Finance (“the Committee”), in 2015 the Assembly approved the appointment of the Executive Secretary to the Committee as the Secretary to the Audit Committee,⁷⁵ in addition to the above-mentioned duties. The two Administration Officers (see below) and the Senior Administrative Assistant assist the Executive Secretary in servicing the two committees, as does the rest of the Secretariat, to the extent required.

General temporary assistance

€596.2 thousand

634. The Secretariat currently has four full-time GTA positions and various other, shorter-term GTA positions serving the Assembly and its subsidiary bodies.

635. One *Senior Legal Officer (P-5), 0.05 months. Continued. Multi-year.* Substantive servicing of the Assembly and its working groups (preparation of pre-session and in-session documentation/papers and draft reports) is provided for a limited number of days by a Senior Legal Officer (P-5). This additional officer supplements the two Legal Officers in the Secretariat’s core staff.

636. One *Legal Officer (P-4), 0.55 months. Continued. Multi-year.* Substantive servicing of the Assembly and its working groups (preparation of pre-session and in-session documentation/papers and draft reports) is provided for a limited number of days by a Legal Officer (P-4). This additional officer supplements the two Legal Officers in the Secretariat’s core staff.

637. One *Administration Officer (P-3), 12 months. Continued. Multi-year.* The incumbent assists the Executive Secretary to the Committee in preparing for the two sessions of the Committee and in following up on implementation of Committee recommendations and related matters, including preparation for sessions of the Audit Committee. This position also provides an opportunity for the Executive Secretary to cover more meetings of The Hague Working Group and to report to the Committee on major issues related to budgetary, financial and administrative matters.

638. One *Administration Officer (P-3), four months. Continued. Multi-year.* The incumbent assists the Executive Secretary to the Committee with taking minutes and preparing reports on the two sessions of the Committee and the two sessions of the Audit Committee.

639. One *Legal Officer (P-3), 12 months. Continued. Multi-year.* The incumbent assists the Secretariat on major issues related to budgetary, financial and administrative matters and assists the facilitator on the proposed programme budget.

640. One *Special Assistant to the President (P-2), 12 months. Continued. Multi-year.* The Special Assistant is based in New York and supports the President during visits to New York

⁷⁵ *Official Records ... Fourteenth session ... 2015* (ICC-ASP/14/20), vol. II, part B.3, para. 145.

involving United Nations-related matters concerning the International Criminal Court (“the Court”). This staff member provides substantive and technical support to the President regarding the preparation of statements, correspondence and coordination with key stakeholders. This staff member also assists with the preparation of official communications, coverage of Assembly-related issues at United Nations Headquarters, and continuous engagement with observer States to promote the universality of the Rome Statute. Furthermore, this staff member provides substantive services to the Bureau and the New York Working Group, and to sessions of the Assembly under the direction of the Secretariat. Technical servicing will continue to be undertaken by the New York Liaison Office.

641. *One Special Assistant to the Director (P-1), 12 months. Continued. Multi-year.* The incumbent assists the Director of the Secretariat with, *inter alia*, logistical preparations for the session of the Assembly, participation of NGO representatives,⁷⁶ media and the organization of side events, and processing requests for office space from States Parties for bilateral meetings to be held during the Assembly session, which includes determining space requirements and equipment needs. The incumbent also provides assistance with other logistical activities throughout the year and organizes meetings of the Director with Court officials and States Parties.

642. *Registration Assistants, 10.4 months. Continued. Multi-year.* The Secretariat requires Registration Assistants during the months leading up to and including the annual session of the Assembly. Registration Assistants assist the Director with all the logistical aspects of meetings of the Assembly, including registration of delegations and NGO representatives before and during the annual session of the Assembly, issuance of access passes for participation in the annual session, assisting in the preparation and maintenance of the list of participants in the annual session, reproduction and distribution of documents, determining space requirements and equipment needs for meetings, and any other logistical preparations for the session of the Assembly.

643. *Administrative Assistants, two months. Continued. Multi-year.* The Secretariat requires Administrative Assistants during the months leading up to and including the annual session of the Assembly. Administrative Assistants assist the Director with logistical preparations for the session of the Assembly.

644. *Document Assistant, one month. Continued. Multi-year.* The Secretariat requires a Document Assistant during the month of the annual session of the Assembly. The Document Assistant assists the Director with the preparation of documents for the session of the Assembly.

645. *Service Assistant (GS-OL), two months. Continued. Multi-year.*⁷⁷ The Service Assistant ensures that the annual session of the Assembly is properly serviced in terms of the Court’s IT equipment and software, which has to be installed at the session venue; sufficient personnel must also be on call to resolve any problems that may arise.

Temporary assistance for meetings

€167.1 thousand

646. The amount requested for temporary assistance for meetings has increased by €27.1 thousand (19.4 per cent) due to the provision of interpretation for Bureau meetings.

Temporary assistance is required, in particular, for translating the official documentation of the Assembly and its subsidiary bodies and for registering delegates, issuing passes, photocopying and distributing documents on a large scale, and generally facilitating delegates’ attendance at the sessions. The increase for additional interpretation stems from the 16 July 2018 Bureau decision that its meetings in The Hague should have interpretation in English, French and Spanish.⁷⁸ The Secretariat will seek to limit the financial implications by coordinating with the Registry to use in-house interpreters whenever possible.⁷⁹

⁷⁶ In 2017, more than 600 NGO representatives requested accreditation for the annual session of the Assembly. For Assembly sessions in The Hague, the Secretariat must produce all the requisite badges for access to the convention centre.

⁷⁷ IT support is required for any annual session of the Assembly held in The Hague. This support is not required for years in which the session is scheduled to take place at United Nations Headquarters in New York.

⁷⁸ The costs are based on an assumption of holding six Bureau meetings in The Hague in 2019.

⁷⁹ The Court has interpreters for English and French. If freelance interpreters are required, the necessary administrative steps to engage their services and allow them to work at the premises of the Court will be undertaken by relevant offices of the Registry.

Overtime €38.0 thousand

647. The amount proposed for overtime remains unchanged. Overtime is paid to General Service staff hired on a short-term basis who are required to provide the assistance mentioned above and must necessarily work beyond normal working hours, including weekends, during and in relation to the session of the Assembly and the sessions of the Committees.

Non-staff resources €1,066.0 thousand

648. The amount requested has increased by €73.0 thousand (7.4 per cent), owing mainly to the transfer of external auditing services from the Registry. Non-staff resources comprise travel, hospitality, contractual services, training, general operating expenses, supplies and materials and furniture and equipment.

Travel €438.9 thousand

649. The amount requested for travel has increased by €6.8 thousand (1.6 per cent). The travel budget reflects the cost of travel for: members of the Committee to attend their sessions; the Chair of the Committee to attend meetings with the New York and The Hague Working Groups and Court officials; and a few members of the Committee to visit country offices. This budget item also covers the cost of travel for the Office of the President of the Assembly, including visits to the seat of the Court in The Hague and to New York.⁸⁰ In addition, it covers the travel of five members of the Audit Committee to The Hague.

Hospitality €7.0 thousand

650. The amount requested for hospitality has increased by €2.0 thousand (40.0 per cent) in comparison to 2018, owing to price increases by the caterer. Hospitality is mainly used for the two sessions of the Committee and the two sessions of the Audit Committee.

Contractual services €568.7 thousand

651. The amount requested for contractual services has increased by €67.0 (13.4 per cent) because of the transfer of external auditing services from the Registry. The remaining amount covers the cost of holding the eighteenth session of the Assembly in The Hague at the World Forum Convention Centre, which includes ancillary services and facilities at the venue, issuing badges, hiring additional security personnel, printing and equipment and the outsourcing of translation and external printing.

Training €7.3 thousand

652. The amount requested for training has decreased by €2.8 thousand (27.7 per cent) from 2018. Training is used to keep staff members up to date in their specific fields of work.

General operating expenses €24.4 thousand

653. The amount requested for general operating expenses has remained unchanged from 2018. General operating expenses cover expenditure for mailing documents, notes verbales and publications – to States Parties and to the members of the Committee and the Audit Committee – and occasionally for seminars to promote the universality of the Rome Statute, via regular post, registered mail or courier services.

Supplies and materials €14.7 thousand

654. The amount requested for supplies and materials has remained unchanged from 2018. It covers the cost of office supplies, including stationery used by the staff of the

⁸⁰ The President of the Assembly for the period 2018-2020, Mr O-Gon Kwon, is based in Seoul, Republic of Korea.

Secretariat (including paper, toner, pens, memo pads and folders) and stationery for the two sessions of the Committee, the two sessions of the Audit Committee, the annual session of the Assembly and the regular meetings of The Hague Working Group.

Furniture and equipment

€5.0 thousand

655. The amount requested for furniture and equipment has remained unchanged from 2018. The Secretariat has managed to increase efficiency through the use of USB flash drives, which are distributed to delegates attending the Assembly session. These contain pre-session official documents in the official languages, resulting in savings on the cost of printing, transporting, storing and distributing paper copies of such documents. Increased use of this “paper-light” approach and of the Assembly website and extranets may further reduce the need for printed material in the medium term.

Table 39: Major Programme IV: Proposed budget for 2019

Major Programme IV Secretariat of the Assembly of States Parties	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				652.2	(4.5)	(0.7)	647.7
General Service staff				291.0	65.6	22.5	356.6
<i>Subtotal staff</i>	<i>879.3</i>	<i>-</i>	<i>879.3</i>	<i>943.2</i>	<i>61.1</i>	<i>6.5</i>	<i>1,004.3</i>
General temporary assistance	387.2	-	387.2	604.0	(7.8)	(1.3)	596.2
Temporary assistance for meetings	82.6	-	82.6	140.0	27.1	19.4	167.1
Overtime	13.5	-	13.5	38.0	-	-	38.0
<i>Subtotal other staff</i>	<i>483.4</i>	<i>-</i>	<i>483.4</i>	<i>782.0</i>	<i>19.3</i>	<i>2.5</i>	<i>801.3</i>
Travel	395.8	-	395.8	432.1	6.8	1.6	438.9
Hospitality	6.3	-	6.3	5.0	2.0	40.0	7.0
Contractual services	642.8	-	642.8	501.7	67.0	13.4	568.7
Training	-	-	-	10.1	(2.8)	(27.7)	7.3
Consultants	-	-	-	-	-	-	-
General operating expenses	11.0	-	11.0	24.4	-	-	24.4
Supplies and materials	9.9	-	9.9	14.7	-	-	14.7
Furniture and equipment	5.7	-	5.7	5.0	-	-	5.0
<i>Subtotal non-staff</i>	<i>1,071.5</i>	<i>-</i>	<i>1,071.5</i>	<i>993.0</i>	<i>73.0</i>	<i>7.4</i>	<i>1,066.0</i>
Total	2,434.1	-	2,434.1	2,718.2	153.4	5.6	2,871.6

Table 40: Major Programme IV: Proposed staffing for 2019

IV	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	1	1	1	1	1	-	5	2	3	5	10
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	1	1	1	1	1	-	5	2	3	5	10
GTA Positions (FTE)														
Approved 2018	-	-	-	-	0.05	0.05	2.08	1.00	1.00	4.18	-	1.58	1.58	5.75
Continued	-	-	-	-	0.05	0.05	2.33	1.00	1.00	4.43	-	1.28	1.28	5.72
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	0.05	0.05	2.33	1.00	1.00	4.43	-	1.28	1.28	5.72

Table 41: Programme 4100: Proposed budget for 2019

4100 ASP Conference	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				-	-	-	-
General Service staff				-	-	-	-
<i>Subtotal staff</i>	<i>(0.2)</i>	<i>-</i>	<i>(0.2)</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
General temporary assistance	44.2	-	44.2	350.8	(23.6)	(6.7)	327.2
Temporary assistance for meetings	8.4	-	8.4	80.0	27.1	33.9	107.1
Overtime	2.9	-	2.9	20.0	-	-	20.0
<i>Subtotal other staff</i>	<i>55.6</i>	<i>-</i>	<i>55.6</i>	<i>450.8</i>	<i>3.5</i>	<i>0.8</i>	<i>454.3</i>
Travel	36.8	-	36.8	-	-	-	-
Hospitality	-	-	-	-	-	-	-
Contractual services	581.3	-	581.3	413.0	-	-	413.0
Training	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	11.0	-	11.0	11.0	-	-	11.0
Supplies and materials	9.3	-	9.3	10.0	-	-	10.0
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>638.4</i>	<i>-</i>	<i>638.4</i>	<i>434.0</i>	<i>-</i>	<i>-</i>	<i>434.0</i>
Total	693.7	-	693.7	884.8	3.5	0.4	888.3

Table 42: Programme 4100: Proposed staffing for 2019

4100	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-	-	-	-	-	-	-	-
GTA Positions (FTE)														
Approved 2018	-	-	-	-	0.05	0.05	1.00	-	1.00	2.09	-	1.58	1.58	3.67
Continued	-	-	-	-	0.05	0.05	1.00	-	1.00	2.10	-	1.28	1.28	3.38
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	0.05	0.05	1.00	-	1.00	2.10	-	1.28	1.28	3.38

656. Programme 4100 (Conference) shows conference costs, *inter alia*, for the Assembly and costs for the regular meetings of the Bureau and its working groups (the New York and The Hague Working Groups). Such costs also include temporary assistance for meetings and travel costs.

Table 43: Programme 4200: Proposed budget for 2019

4200 ASP Secretariat	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				502.8	(4.7)	(0.9)	498.1
General Service staff				211.1	65.6	31.1	276.7
<i>Subtotal staff</i>	<i>613.3</i>	<i>-</i>	<i>613.3</i>	<i>713.9</i>	<i>60.9</i>	<i>8.5</i>	<i>774.8</i>
General temporary assistance	127.5	-	127.5	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	8.2	-	8.2	18.0	-	-	18.0
<i>Subtotal other staff</i>	<i>135.7</i>	<i>-</i>	<i>135.7</i>	<i>18.0</i>	<i>-</i>	<i>-</i>	<i>18.0</i>
Travel	59.0	-	59.0	16.5	(0.5)	(3.0)	16.0
Hospitality	3.1	-	3.1	1.0	-	-	1.0
Contractual services	-	-	-	-	-	-	-
Training	-	-	-	5.5	(2.6)	(47.3)	2.9
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	0.6	-	0.6	4.7	-	-	4.7
Furniture and equipment	5.7	-	5.7	5.0	-	-	5.0
<i>Subtotal non-staff</i>	<i>68.4</i>	<i>-</i>	<i>68.4</i>	<i>32.7</i>	<i>(3.1)</i>	<i>(9.5)</i>	<i>29.6</i>
Total	817.4	-	817.4	764.6	57.8	7.6	822.4

Table 44: Programme 4200: Proposed staffing for 2019

4200	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	1	-	1	1	1	-	4	1	3	4	8
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	1	-	1	1	1	-	4	1	3	4	8
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Continued	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-									

657. Programme 4200 (Secretariat of the Assembly of States Parties) reflects the resources for the Secretariat, including costs relating to services and work on behalf of the Bureau of the Assembly and the working groups of the Bureau (the New York and The Hague Working Groups).

Table 45: Programme 4400: Proposed budget for 2019

4400 Office of the President of the Assembly	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				-	-	-	-
General Service staff				-	-	-	-
<i>Subtotal staff</i>	-	-	-	-	-	-	-
General temporary assistance	104.8	-	104.8	121.5	(12.2)	(10.0)	109.3
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	104.8	-	104.8	121.5	(12.2)	(10.0)	109.3
Travel	72.9	-	72.9	99.9	15.5	15.5	115.4
Hospitality	-	-	-	-	-	-	-
Contractual services	-	-	-	12.0	-	-	12.0
Training	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	72.9	-	72.9	111.9	15.5	13.9	127.4
Total	177.7	-	177.7	233.4	3.3	1.4	236.7

Table 46: Programme 4400: Proposed staffing for 2019

4400	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-							
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	-	-	1.00	-	1.00	-	-	-	1.00
Continued	-	-	-	-	-	-	-	1.00	-	1.00	-	-	-	1.00
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	1.00	-	1.00	-	-	-	1.00						

658. Programme 4400 (Office of the President of the Assembly) includes direct costs relating to the Office of the President of the Assembly, such as the costs of the President's travel to The Hague, New York and other destinations, the post of the Special Assistant to the President and contractual services to cover meetings with diplomats and high-ranking officials.

Table 47: Programme 4500: Proposed budget for 2019

4500 Committee on Budget and Finance	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				149.4	0.2	0.1	149.6
General Service staff				79.9	-	-	79.9
<i>Subtotal staff</i>	<i>266.2</i>	<i>-</i>	<i>266.2</i>	<i>229.3</i>	<i>0.2</i>	<i>0.1</i>	<i>229.5</i>
General temporary assistance	110.7	-	110.7	131.7	28.0	21.3	159.7
Temporary assistance for meetings	74.2	-	74.2	60.0	-	-	60.0
Overtime	2.4	-	2.4	-	-	-	-
<i>Subtotal other staff</i>	<i>187.3</i>	<i>-</i>	<i>187.3</i>	<i>191.7</i>	<i>28.0</i>	<i>14.6</i>	<i>219.7</i>
Travel	227.1	-	227.1	315.7	(8.2)	(2.6)	307.5
Hospitality	3.2	-	3.2	4.0	2.0	50.0	6.0
Contractual services	61.5	-	61.5	76.7	67.0	87.4	143.7
Training	-	-	-	4.6	(0.2)	(4.3)	4.4
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	13.4	-	-	13.4
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>291.8</i>	<i>-</i>	<i>291.8</i>	<i>414.4</i>	<i>60.6</i>	<i>14.6</i>	<i>475.0</i>
Total	745.3	-	745.3	835.4	88.8	10.6	924.2

Table 48: Programme 4500: Proposed staffing for 2019

4500	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	-	1	-	-	-	-	1	1	-	1	2
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	1	-	-	-	-	1	1	-	1	2
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	-	1.08	-	-	1.08	-	-	-	1.08
Continued	-	-	-	-	-	-	1.33	-	-	1.33	-	-	-	1.33
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	1.33	-	-	1.33	-	-	-	1.33

659. Programme 4500 (Committee on Budget and Finance) includes direct costs relating to the Committee and the Audit Committee, such as interpretation costs, reflected under temporary assistance for meetings; translation costs, reflected under contractual services; travel costs of the members of the Committee and the members of the Audit Committee; the post of the Executive Secretary to the Committee; the post of the Senior Administrative Assistant; the 12-month GTA position of Administration Officer; the four-month GTA position of Administration Officer; hospitality for the sessions of the Committee and the sessions of the Audit Committee; training; and external printing of the recommendations made by the two committees.

660. As the Audit Committee is now entrusted with making recommendations to the Assembly concerning the nomination of the External Auditors, as set out in the Audit Committee Charter,⁸¹ Programme 4500 further includes (under contractual services) the fees for external auditing services, namely for the audits of the financial statements of the Court and of the Trust Fund for Victims, and for one performance audit. Such fees were previously budgeted for under Programme 3200 (Division of Management Services) in the Registry.⁸² Programme 4500 will cover the relevant procurement process for the External Auditors and for Certifying Officer-related tasks, while the auditees (such as the Court and the Secretariat of the Trust Fund for Victims) will interact with the External Auditors on substantive matters related to the specific audits and on logistical support during the audit missions. Such transfers will be cost-neutral to States Parties.

⁸¹ Charter of the Audit Committee, para. 60. Available at:

https://asp.icc-cpi.int/en_menus/asp/AuditCommittee/Pages/default.aspx

⁸² Approved Programme Budget for 2018 of the International Criminal Court, para. 490.

E. Major Programme V: Premises

Introduction

661. This programme was established to provide for the maintenance of the Headquarters of the International Criminal Court (“the Court”) in The Hague. The programme covers costs related to preventive and corrective maintenance as well as capital replacements for the premises. In 2018, as in previous years, the estimated expenditure is related to preventive maintenance, with no cost estimated for corrective maintenance. Corrective maintenance is covered under this programme as of 2019. No cost is anticipated for capital replacements in 2019.

662. Preventive and corrective maintenance is currently contracted to the construction company. This contract, which was scheduled to expire on 31 December 2017, has been extended to 31 December 2018. Selection of a new contractor is currently being finalized through a competitive procurement process. The new contractor would be expected to take over on 1 July 2019.

Budget resources

€1,800.0 thousand

663. The requested amount has increased by €301.5 thousand (20.1 per cent) in comparison to the 2018 approved budget.

General operating expenses

€1,800.0 thousand

664. The requested amount has increased by €301.5 thousand (20.1 per cent), including the amount of €250.0 thousand which was approved under the General Services Section of the Registry for corrective maintenance (repairs) at the Court and has been redeployed to this Major Programme as recommended by the Committee on Budget and Finance (“the Committee”) at its twenty-ninth session in September 2017.⁸³ The remaining increase of €1.5 thousand is attributable to the price index increase for service contracts in the Netherlands. These resources are recurrent.

665. The amount of €250.0 thousand approved under the General Services Section has been redeployed to facilitate cost monitoring and transparency of maintenance and operating costs for the Court’s premises, as recommended by the Committee. This amount will continue to cover costs related to unforeseen repairs (corrective maintenance).

666. The amount proposed for the price index increase is based on the prevailing price index increase for service contracts in the Netherlands, pending the outcome of the ongoing procurement of the new maintenance contract. The Court cannot guarantee that the price will not increase beyond this estimate, as the result is determined by market forces.

667. While long-term capital replacements related to the permanent premises have been submitted to the premises focal point of The Hague Working Group, capital investment costs are presented in Annex X. The first capital replacements are planned for the year 2020.

⁸³ ICC-ASP/16/15.

Table 49: Major Programme V: Proposed budget for 2019

Major Programme V Premises	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				-	-	-	-
General Service staff				-	-	-	-
<i>Subtotal staff</i>	-	-	-	-	-	-	-
General temporary assistance	-	-	-	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	-	-	-	-	-	-	-
Travel	-	-	-	-	-	-	-
Hospitality	-	-	-	-	-	-	-
Contractual services	-	-	-	-	-	-	-
Training	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	1,454.9	-	1,454.9	1,498.5	301.5	20.1	1,800.0
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>1,454.9</i>	-	<i>1,454.9</i>	<i>1,498.5</i>	<i>301.5</i>	<i>20.1</i>	<i>1,800.0</i>
Total	1,454.9	-	1,454.9	1,498.5	301.5	20.1	1,800.0

F. Major Programme VI: Secretariat of the Trust Fund for Victims

Introduction



668. The Trust Fund for Victims (TFV) at the International Criminal Court (“the Court”) supports activities which address the harm resulting from crimes under the jurisdiction of the Court, by helping victims return to a dignified and contributory life within their communities. The TFV fulfils two mandates: (1) administering reparations ordered by the Court against a convicted person;⁸⁴ and (2) using other resources for the benefit of victims in accordance with the provisions of article 79 of the Rome Statute.⁸⁵ Both mandates provide support to victims of genocide, crimes against humanity and war crimes committed since 1 July 2002.⁸⁶

669. There have been significant developments in the reparations practice of the Court and the TFV from late 2017 onwards, which are expected to continue and further evolve in 2019. The TFV and the Court will present a detailed joint overview of budgetary implications in a separate document, to be read in conjunction with the “Joint Report of the Court and the Trust Fund for Victims on foreseeable administrative and operational cost implications of reparations” (“Joint Report”), submitted to the Committee on Budget and Finance (“the Committee”) ahead of its thirtieth session in April 2018.⁸⁷ The separate document, which is to be viewed as an integral part of the budget submission of the Court and the TFV, allows for an overall appreciation of the reasoning and budgetary implications tied to the implementation of the Rome Statute’s reparations provisions, which give rise to a range of activities cutting across boundaries between, and within, the Court and the TFV.

670. The TFV considers that the information and insights shared with the Committee in the Joint Report and in another report, the “Report of the Trust Fund for Victims on foreseeable workload in relation to its organizational structure”,⁸⁸ remains valid as an important foundation for the TFV’s proposed budget for 2019. Those reports should be viewed an integral part of the present document. For reasons of limited narrative space, the information and insights contained in them are assumed to be known.

Strategic Goals

671. While the strategies of the Court and the TFV are related, the TFV’s Strategic Goals are specific to its dual mandate of delivering assistance and reparations to victims under the jurisdiction of the Court. The TFV is governed by its Board of Directors, which is directly accountable to the States Parties for the activities of the TFV.⁸⁹ Furthermore, the TFV’s victim assistance projects are not financed out of assessed contributions, but primarily through voluntary contributions and private donations. In the case of reparations, funding results from such awards, fines and forfeitures as may be ordered by the Court and/or by

⁸⁴ Rule 98(2), (3) and (4) of the Rules of Procedure and Evidence.

⁸⁵ Rule 98(5) of the Rules of Procedure and Evidence. For more information on the TFV’s legal basis, see <https://www.trustfundforvictims.org/en/about/legal-basis>

⁸⁶ As defined in articles 6, 7 and 8 of the Rome Statute.

⁸⁷ CBF/30/8.

⁸⁸ CBF/30/13.

⁸⁹ Regulations of the Trust Fund for Victims (RTFV), ICC-ASP/4/Res 3, regulation 76.

the use “other resources of the Trust Fund” to complement payments for awards, if so decided by the Board of Directors.⁹⁰

672. The TFV’s new strategic plan for 2019-2022 is in development in 2018 and is scheduled to be formally adopted in 2019 by the Board of Directors, elections to which are to be held at the Assembly of States Parties (“the Assembly”) in December 2018. Accordingly, for the purpose of developing the Proposed Programme Budget for 2019, the TFV’s high-level strategic objectives remain in place, as do the TFV Performance Monitoring Plan (PMP) and the TFV Risk Management Framework.

673. The TFV’s mission is to respond to the harm resulting from the crimes under the jurisdiction of the Court by ensuring the rights of victims and their families through the provision of reparations and assistance.

674. The TFV’s Strategic Goals:

(a) Strategic Goal 1: Reparative justice for victims – overcoming harm and transforming lives. Victims and their families overcome harm, lead a dignified life and contribute towards reconciliation and peacebuilding within their communities.

(b) Strategic Goal 2: Financial growth and sustainability. States Parties and donors ensure financial growth and sustainability.

(c) Strategic Goal 3: Advocacy for victims. The TFV is a powerful advocate for the rights of victims and their families in the public domain, in particular within the global justice system and humanitarian sector.

(d) Strategic Goal 4: Creating an effective organizational structure. The TFV, acting in a collaborative partnership with its strategic partners, ensures good governance, accountability and transparency throughout its activities.

TFV mandates

Assistance

675. In 2018, the assistance programmes in the Democratic Republic of the Congo (DRC) and northern Uganda are entering a new five-year implementation cycle. The assistance programme in Côte d’Ivoire is also scheduled to start in 2018 and will include a capacity-building component to strengthen the national government’s performance in implementing domestic reparation initiatives.

676. New assistance programmes are being explored for the Central African Republic (CAR), Kenya, Georgia and Mali. In the event that convictions are not secured and reparations proceedings not initiated, the TFV may prioritize assistance programmes in the related situation countries. New assistance programmes are likely to differ in scope and size, but each will require TFV field capacity to guide and manage programme implementation.

677. The launch and management of assistance programmes requires adequate organizational capabilities and thoughtful operational strategies, not least to ensure complementarity with existing domestic reparation initiatives – and to reinforce them, as this is an inherent part of the TFV’s assistance mandate. The TFV recalls the External Auditor’s recommendations that the TFV strengthen its field teams to ensure effective project monitoring and control of TFV activities.

Reparations

678. Three cases before the Court are in the reparations phase, ranging from the stage of a draft implementation plan (*Al Mahdi* in Mali) to that of implementation (*Lubanga* and *Katanga* in the DRC). Reparations proceedings may occur in *Ntaganda*, *Gbagbo and Blé Goudé* and *Ongwen*, subject to convictions.

⁹⁰ RTFV, regulation 56.

679. The reparations workload of the TFV is subject to significant increase and/or peak periods during three stages:

(a) *Judicial stage leading to the reparations order*: An increasing number of cases are entering the reparations phase of proceedings. As a key participant in this phase, the TFV is dedicating significant time and resources to legal analysis and operational research in support of TFV filings on reparations proceedings, submitted at the invitation of Chambers.

(b) *The preparation of draft implementation plans by the TFV*, expected (at the time of writing) to occur in *Ntaganda* in 2018-2019, is a particularly resource-intensive undertaking, drawing heavily on the TFV's legal and operational resources and requiring intensive victim and stakeholder consultation efforts both in the field and at Headquarters. This in turn requires the assistance and collaboration of Registry sections and the Legal Representatives of Victims (LRVs).

(c) Most significantly, following the approval of an implementation plan, the overall *responsibility and direct involvement of the TFV* as the implementation agency for reparations awards generates a substantial workload in the following areas: disbursement of individual awards; consultations with victims and their legal representatives on access to reparations, leading to the necessary fine-tuning of collective awards; outreach to and identification of new victims and screening for eligibility to access individual and collective awards; implementation of collective and symbolic awards. In particular, victim screening and award implementation are resource-intensive undertakings requiring additional implementation capacity both in the relevant country offices and at Headquarters.

680. Across these stages, the TFV notes a significant surge in workload related to:

(a) *Legal work*, to lay the foundation for and guide the implementation of reparations awards, including victim identification and verification, as well as overall functional steering of quality control and reporting to Chambers.

(b) *Field activities*, to support the preparation of draft implementation plans and provide oversight for operations and the administration of programme implementation in connection with reparations awards, including management of implementing partners, ensuring good coordination practices, standardizing procedures, outreach to (potentially) eligible victims and their communities and relationships with other stakeholders, including State authorities and agencies.

(c) *Monitoring and evaluation* activities to verify the appropriateness and effectiveness of the implementation of reparations awards, including measuring the satisfaction of victim-beneficiaries and sustaining the required reporting to Chambers on progress and outcomes.

(d) In the event of a TFV complement to the payment of awards owing to the indigence of the convicted person, *fundraising activities* have to be conducted to obtain contributions and donations earmarked for the awards or specific elements thereof.

681. The TFV recalls that its current capacity to cope with ongoing and expected reparations proceedings is dwarfed by the combined capacities of the Court and other parties engaged in each of the reparations cases. In 2017-2018, the increasing workload has eroded both the TFV's responsiveness to proceedings – including its ability to submit filings by the requested deadlines while ensuring review and approval by the Board – and its ability to exercise the desired levels of quality management and control throughout the drafting process for complex filings, which are often breaking new legal, procedural and substantive ground and which are the subject of stringent scrutiny.

682. The TFV recalls resolution 6 of the sixteenth session of the Assembly, in which the States Parties requested the Court and the Trust Fund for Victims to continue developing a strong collaborative partnership, mindful of each other's roles and responsibilities, to implement Court-ordered reparations.⁹¹ In particular, the TFV has been collaborating closely with field offices, the Finance Section, the Procurement Unit, the Victims Participation and Reparations Section (VPRS), the External Relations and State

⁹¹ *Official Records ... Sixteenth session ... 2017* (ICC-ASP/16/20), vol. I, part III.A, ICC-ASP/16/Res.6, Annex, para. 12(c).

Cooperation Unit (ERSCU), the Counsel Support Section (CSS), the Office of Public Counsel for Victims (OPCV), the Security and Safety Section (SSS), and the Public Information and Outreach Section (PIOS). The TFV highly appreciates the collaboration and assistance provided by the Registry and the LRVs throughout the preparation and implementation of reparations awards in the past year, and seeks to strengthen this collaboration in 2019.

Security

683. The effective delivery of assistance programmes and reparations awards is highly susceptible to insecurity or conflict in areas where the TFV operates. This is currently apparent in the Ituri Province of the eastern DRC, in northern Mali and in the CAR. The only currently stable areas of intervention are northern Uganda and (precariously so) the DRC's Kivu Provinces.

684. Security challenges are inherent to the mandates of the Court and the TFV. They take on particular importance for the TFV, as its assistance and reparations mandates thrive best in a context of longer-term stability that allows reparation measures to come to fruition, assisting victims and their communities to overcome harm, rebuild their lives and contribute to peaceful co-existence.

685. Security challenges may impact the implementation of the TFV's activities in different ways, forcing reorientation, delays and adaptation and complicating the selection and management of implementing partners. Such impact has human and financial resource consequences for the TFV, which it must absorb in order to remain responsive to its obligations with respect to the Court and the expectations of victims. For this reason, the TFV's organizational structure must retain its ability to respond flexibly to unexpected developments, including through the rotation of field-based staff.

Organizational development

686. The above trends oblige the TFV to seek to strengthen its organizational structure significantly in order to remain responsive in the discharge of its mandates, in particular in the form of activities emanating from judicial reparations proceedings. This strengthening is based on the premise of continuity of the organizational logic of the existing structure, which will not be affected.

687. TFV programmes and reparations awards are managed from the country offices under the auspices of the Programme Managers. Functional steering (standard setting, technical advice and quality control) is achieved under the responsibility of the following positions: Legal Adviser, Finance Officer, Monitoring and Evaluation Officer and, to a lesser extent, the Fundraising and Visibility Officer. Administrative procedures, including internal control, to support implementation processes are therefore also provided by or coordinated from the office in The Hague. Legal work is conducted mostly in The Hague, as are activities related to mobilizing resources to fund programmes and awards.

688. The following four functional areas require strengthening:

(a) *Field operations, including monitoring and evaluation*: to develop and manage programmes under the assistance and reparations mandates, including preparation of implementation plans; and to implement reparations awards, including eligibility screening. Strengthening of field-based teams is required to build the requisite case-specific capacity for the duration of implementation of reparations awards; to implement programmes under the assistance mandate at the same time; and to monitor and evaluate the effectiveness of assistance programmes and reparations awards.

(b) *Finance and administration*: to ensure internal control (extended to implementing partners) as recommended by the External Auditor, and procurement (selection of implementing partners); to ensure centralized administration of award and programme implementation; to support the TFV's rapidly expanding complex procurement practice; to enable functional reporting to donors and the Court; and to coordinate and steer a consistent practice of financial monitoring across programmes and awards.

(c) *Legal work*: to support the TFV's engagement at all stages of the reparations proceedings, including legal filings throughout the reparations phase, drafting of implementation plans and contribution to reparations progress reports to the Court; and to ensure legal guidance and quality control during the implementation of awards.

(d) *Fundraising and visibility*: to maintain efforts to raise the level of annual revenue from private donations and States Parties' voluntary contributions to at least €10.0 million per year, so as to strengthen the TFV's financial sustainability and ability to respond to its mandates (this includes capacity required to launch and manage the TFV Bonds initiative, about which the TFV intends to inform the Committee separately in more detail); to improve the TFV's ability to engage in mandate-specific communications and outreach, including campaigns to support fundraising; and to increase awareness of the TFV's mandates and activities in the international public domain as well as in situation countries.

689. The budget proposal includes reference to future positions currently left unfunded, which the TFV expects will be needed for possible additional reparations proceedings requiring the development of case-specific organizational capacity, in the same manner as proposed for the 2019 budget. The related positions are included in the Proposed Programme Budget for 2019, with zero funding. This is meant to be of informative value only.

Cooperation and synergy with the Registry

690. The TFV recalls resolution 6 of the sixteenth session of the Assembly, in which the States Parties encouraged the Board of Directors and the Secretariat of the Trust Fund for Victims to continue to strengthen its ongoing dialogue with the organs of the Court, States Parties and the wider international community, including donors as well as non-governmental organizations, which all contribute to the valuable work of the Trust Fund for Victims, so as to ensure increased strategic and operational visibility and to maximize its impact and ensure the continuity and sustainability of the TFV's interventions.⁹²

691. The strengthening of the organizational capacity of the Secretariat is envisaged on the basis of assumptions about sufficient support and advisory services to be provided by the Registry, especially in but not limited to the country offices, obviating the need for the TFV to build such in-house capacity.

692. For example, cooperation with the VPRS and country offices has been important in the design of the TFV's victim verification procedures, to allow previously unidentified victims to have access to the collective reparations awards in *Lubanga* and the individual awards in *Al Mahdi*. The continued availability, experience, expertise and prospective supporting role of VPRS, in The Hague and especially in the field, will define the TFV's ability to successfully perform these procedures. The TFV must therefore be able to rely on the Registry's VPRS capacity and expertise, especially in the country offices, in order to avoid having to replicate this functionality in its own structure.

693. During the preparation of draft implementation plans and the implementation of reparations awards, the TFV continues to collaborate with the LRVs and relies on CSS to provide them with logistical and administrative support. The TFV highly appreciates the support that has been provided in relation to reparations in *Lubanga*, *Katanga* and *Al Mahdi*, and will continue to rely on CSS's assistance in 2019 for the three cases mentioned and for additional reparations cases.

694. The TFV also relies on the Finance Section, the SAP team and the Procurement Unit for the selection of implementing partners and the disbursement of amounts/awards, and to ensure good financial reporting in the system for reporting to relevant stakeholders. The TFV also expects to strengthen this collaboration in 2019 in order to continue the implementation of reparations awards and assistance programmes.

⁹² *Official Records ... Sixteenth session ... 2017* (ICC-ASP/16/20), vol. I, part III.A, ICC-ASP/16/Res.6, Annex, para. 12(b).

695. In the country offices, cooperation between the TFV and the Registry in regard to outreach and communications has improved. Yet, the exigencies of outreach related to the implementation of reparations awards are expected to lead to a need to further strengthen the relevant field-based capacities.

696. The implementation of multiple reparations awards is increasing the TFV's need to rely on Registry services to manage external relations with governments and international organizations, especially the United Nations and its related organizations.

697. Security challenges threatening the implementation of assistance programmes and reparations awards require the TFV to rely increasingly on the services of the Registry to help assess, anticipate and mitigate such situations.

Responsiveness, adaptability and flexibility

698. The envisaged strengthening of the TFV is guided by the following considerations:

699. *Responsiveness.* The TFV is required to be responsive, in particular, with regard to the obligations resulting from approved implementation plans for reparations. According to the Court's reparations principles, swift implementation of awards is in the interest of victims, the Court and the TFV.

700. *Adaptability.* The pace and scope of the implementation of reparations awards and programmes can be affected by external developments, e.g. related to security. The organizational structure is designed to enable the (temporary) transfer of staff capacity across awards and programmes, as well as across country offices in different situation countries. The positions in the country offices are all standardized, allowing for contextualized task-setting and transfers. The same approach has been adopted for the administrative and programme support positions at Headquarters.

701. In this regard, it is noted that future Court reparations orders and TFV decisions to initiate assistance programmes may require a (temporary) expansion of the TFV's organizational capacity, following the same logic as currently applied to ongoing reparations proceedings and programmes. Any such (temporary) expansion will take the form of existing generic TFV positions, including Programme Managers, Associate Legal Officers, Associate Field Programme Officers and different support positions (administrative/programme, field assistance, monitoring and evaluation).

702. *Flexibility* of the organizational structure is achieved by using different types of contracts:

(a) *Established posts*, including in the field, represent the TFV's long-term organizational needs, as provided for in the RTFV. These serve as anchors for more temporary needs and ensure the TFV's core responsiveness in terms of its mandates and the management of relationships with numerous stakeholders, including donors.

(b) *General temporary assistance (GTA) positions* represent capacity needed for activities operating on the basis of a certain timespan, such as for the implementation of reparations awards (3-5 years). Each of these positions is dedicated to a specific activity or award. It is the intention of the TFV to continually monitor the need for such positions and to conduct a formal evaluation of need and appropriateness every two years of operation.

703. The TFV remains dedicated to continuously exploring synergies with the Registry and other organs of the Court in response to staffing needs.

Budget resources

€4,027.8 thousand

704. The requested amount has increased by €1,486.3 thousand (58.5 per cent).

705. The proposed increase relates predominantly to staff costs and is attributable to the organizational capacity of the TFV to meet its rapidly expanding and intensifying responsibilities during the implementation phase of reparations proceedings.

706. The TFV employs a modular, team-based approach to developing the operational capacity required to respond to evolving implementation practices. At field level, case-specific teams, operating under the supervision of the Programme Manager, consist of

the following positions: Associate Field Programme Officer(s), Field Assistant(s) and Monitoring and Evaluation Assistant(s). The capacity requirements of reparations teams depend on the complexity of Court-ordered awards, including whether or not new victims need to be identified and screened for eligibility. The deployment of reparations teams will be time-bound by the duration of implementation of the reparations awards.

707. At Headquarters level, case-specific legal capacity is deployed under the supervision of the Legal Adviser, assisted by the Legal Officer, ensuring TFV responsiveness during separate and concurrent reparations proceedings, as well as quality control and technical steering throughout the awards delivery process, via Associate Legal Officers assigned to two or more reparations proceedings.

708. Additional capacity at Headquarters level, reflecting the increasing scope and depth of the TFV's implementation practice, is needed in regard to administrative programme support and monitoring and evaluation.

709. The substantial growth and complexity of reparations orders and the expansion of the assistance mandate is inducing an exponential rise in the need for financial resources originating from voluntary contributions and donations. There is a rapidly widening gap between expected annual revenue and the TFV's resource needs. This trend requires a significant strengthening of the TFV's fundraising and visibility capacity, among both traditional public and private donors, as well as in regard to the development of innovative financing models for the TFV, such as the TFV Bonds initiative.

Staff resources

€3,144.9 thousand

710. The amount requested for established posts has increased by €176.1 thousand (15.7 per cent) compared to the 2018 approved budget. The amount requested for GTA positions has increased by €1,092.5 thousand (145.2 per cent) compared to the 2018 approved budget. As outlined above, a significant increase is needed in order for the TFV to be able to both implement multiple reparations orders and expand assistance mandate programmes to other situation countries.

711. Under this proposal, the TFV comprises 13 established posts and 44 (including 18 unfunded) GTA positions (36.25 FTE). Established posts amount to €1,300.1 thousand. GTA will total €1,844.4 thousand.

Established posts: Professional and General Service

€1,300.1 thousand

712. The TFV is managed by one Executive Director (D-1). Continued.

713. One *Legal Adviser (P-4)*. Continued. This position provides the TFV's Board and Secretariat with expert legal advice regarding the development and implementation of the TFV's assistance and reparations mandates. This includes high-level advice on the development of the TFV's legal strategy, management of the process of preparing legal filings, external representation of the TFV and functional steering of the legal dimension of implementing Court-ordered reparations awards.

714. Three *Programme Managers (P-4)*. Continued. These positions are based at the country offices in Kampala (Uganda), Bunia (DRC) and Abidjan (Côte d'Ivoire) (one each). These posts reflect the placement of responsibility and accountability for the design, implementation and management oversight of programmes and reparations awards. The Programme Managers report directly to the Executive Director.

715. One *Programme Manager (P-4)*, six months. New. This new position is required to (i) set up and manage the TFV's new programmes under the assistance mandate (CAR and Georgia); (ii) ensure cohesion, consistency and mutual learning among the TFV's assistance and reparations programmes across situation countries; and (iii) undertake representation and programme-related tasks vis-à-vis the Court and other stakeholders. Placing this position, with these functionalities, in The Hague is the most effective and efficient solution.

716. One *Monitoring and Evaluation Officer (P-3)*. Continued. This position is based in The Hague, plays a central role in programme coordination and reports to the Executive

Director or the Legal Adviser/functional deputy by delegation. The Monitoring and Evaluation Officer is responsible for steering and assuring quality control in regard to all programme monitoring, evaluation and reporting activities, as well as for managing technical and administrative support and processes for TFV programmes. The Monitoring and Evaluation Officer is also responsible for setting standards for monitoring and evaluation through the PMP.

717. One *Finance Officer (P-3)*. *Continued*. This position provides strengthened financial oversight, reporting, (internal) control and compliance within the TFV and in relation to implementing partners, as well as management and further development of the TFV's SAP Grants Management System and financial policies related to the TFV's mandates and activities.

718. One *Legal Officer (P-3)*, *nine months*. *New*. This proposed position is placed in The Hague to support the work of the Legal Adviser (P-4) in coordinating and managing legal staff relevant to reparations, with responsibility for ensuring the consistency of legal positions across cases and the compliance of implementation plans for reparations with the legal provisions of Court orders; setting up and coordinating one or more independent review boards related to victims' eligibility for reparations awards; advising on ongoing cases that may result in reparations awards, with a view to decisions on complementary funding; reporting to Trial Chambers; and assisting in preparing Court filings relevant to assistance mandate activities.

719. One *Administrative Assistant (GS-OL)*. *Continued*. The Administrative Assistant is needed to carry the administrative workload for the functioning of the TFV Board and Secretariat.

720. One *Programme Assistant (GS-OL)*. *Continued*. This position is to support the programme management team in The Hague, including for the administration of the development and implementation of assistance programmes and reparations awards.

721. One *Programme Assistant (GS-OL)*, *eight months*. *New*. This new position is needed urgently to support and strengthen the management and administration of programmes and awards under both mandates. The additional position is also required as a result of the expansion of the assistance mandate programme to other situation countries (foreseeably to an additional three countries in 2019) and to a rapidly increasing volume of activities in implementing reparations awards (*Lubanga, Katanga* and *Al Mahdi*). In particular, this position will provide assistance for complex procurement processes related to the identification and selection of the TFV's implementing partners. The incumbent will also provide assistance with recruitment processes. Current delays as a result of insufficient capacity are affecting the delivery of assistance and reparations to victims.

722. One *Finance Assistant (GS-OL)*, *eight months*. *New*. An increase in finance capacity is necessary to support the recruitment process, the implementation of assistance programmes and the financial preparation of and support for the implementation of individual and collective reparations awards throughout 2019. This position supports the Finance Officer (P-3) in administering financial activities and ensuring internal controls of TFV programmes. The need for financial support capacity is reflected by the fact that the number of implementing partners operating under the assistance mandate is to increase from 8 to 30 (in around five situation countries, resulting in five Assistance Programmes: the DRC, Uganda, Côte d'Ivoire, the CAR and Georgia). The number of finance-related activities linked to the reparations mandate is estimated to increase in 2019 owing to the significant estimated increase in the implementation of both individual and collective reparations awards.

General temporary assistance

€1,844.8 thousand

723. The amount requested for GTA positions has increased by €1,092.5 thousand (145.2 per cent) compared to the 2018 approved budget. As outlined above, this significant increase is needed for the TFV to be able to implement multiple reparations orders and expand assistance mandate programmes to other situation countries.

724. In 2018, the TFV comprised 10 GTA positions (9.24 FTE), which are proposed to continue into 2019.

725. In addition, the TFV is requesting 34 new GTA positions (27.0 FTE) for 2019. Of the newly proposed GTA positions, 16 (9.0 FTE) are requested as fully funded (9 Professional and 7 GS-OL), while 18 (18.0 FTE) are proposed as unfunded (7 Professional and 11 GS-OL) in 2019. To demonstrate the proposed strengthening of the TFV's capacity, the explanation of continued and newly proposed positions is organized by functional area.

726. *One Fundraising and Visibility Officer (P-3), 12 months. Continued. Multi-year.* Awareness-building and fundraising go hand-in-hand to create a stronger political and financial foundation for realizing the TFV's mandates, mission and goals. The strategic diversification of the TFV's revenue base to include private donors alongside a growing number of States Parties requires building on the availability of in-house expertise. Both awareness-raising and resource development are strategic functions of the TFV and require dedicated capacity, which the Fundraising and Visibility Officer will be able to provide.

727. *One Associate Executive Officer (P-2), 12 months. Continued. Multi-year.* This position is responsible for ensuring the smooth functioning of the executive office, which includes providing support and advice to the TFV's Executive Director and Board, as well as to the Legal Adviser, the Finance Officer and the Fundraising and Visibility Officer. The Associate Executive Officer engages in relationship management with external high-level TFV stakeholders and, along with the Fundraising and Visibility Officer, organizes events to improve the TFV's public visibility and increase both voluntary contributions and private donations.

728. *One Associate Programme Officer (P-2), 12 months. Continued. Multi-year.* This position is based in The Hague and supports the work of the Programme Manager, covering the TFV's assistance and reparations programmes. This position reports to the Monitoring and Evaluation Officer (P-3) and is responsible for providing support in the development, oversight and results-reporting of TFV programmes under the reparations and assistance mandates in a given situation country. In this key position within the TFV Secretariat, the position holder has direct working relationships with the Programme Managers and Associate Field Programme Officers, as well as with the Associate Executive Officer in The Hague. This position will have a functional reporting line to the Finance Officer in matters related to programme administration, including procurement processes, and will oversee administrative support functions at the Secretariat. This position supports the development of programmatic frameworks – assessments (assistance mandate) and draft implementation plans (reparations mandate) undertaken by the TFV field staff. Relevant outputs include preparatory research and engagement of experts as required. The position further facilitates the efficiency, effectiveness and transparency of the TFV's programmatic interventions; comprehensive, timely and correct reporting on programme results; and adequate reporting on those results to external stakeholders.

729. *Seven Associate Field Programme Officers (P-2), one at three months (Kenya redeployed to Uganda) and six at 12 months. Continued. Multi-year.* These proposed positions are to be based at country offices: two in the DRC, one in Uganda, one in Mali, one in the CAR, one in Côte d'Ivoire and one in Kenya (to be redeployed to Uganda). The continued Associate Field Programme Officers (P-2) are part of the long-term backbone of the TFV's field capacity, along with the Programme Managers (P-4). They help ensure continuity and consistency in regard to the implementation of assistance programmes and reparations awards.

Programme management and field operations

730. *One Programme Manager (P-4), nine months. New. Multi-year.* This proposed position is to be located in Mali. The implementation of reparations in the *Al Mahdi* case requires the TFV to operate voluminous, complex and judicially sensitive reparations programmes in a highly volatile security context, and to look at the possibility of expanding assistance programmes to Mali. Appropriate professional oversight will be needed on site to develop and oversee complex interventions in conflict-sensitive settings.

731. *Four Associate Field Programme Officers (P-2), three at six months (DRC) and one at three months (Georgia). New. Multi-year.* Three proposed positions are to be located in Bunia, DRC, given the increasing activities related to reparations. As ordered by the Trial

Chamber in *Lubanga*, the TFV is required to conduct the screening and identification of unknown victims who may be eligible to receive reparations. This process will require full-time dedicated field staff based in Bunia to work together with the LRVs, VPRS and the country office. Additional staff are required in Bunia, DRC, for the implementation of *Katanga* reparations awards in 2019, which will involve housing assistance, education assistance, income-generating activities and psychological rehabilitation. The additional proposed positions that are to support the implementation of reparations awards are case-bound and time-bound for the duration of implementation. The TFV is also requesting one Associate Field Programme Officer to be placed in Tbilisi, Georgia (three months) to support the launch and implementation of an assistance programme.

732. Three *Field Programme Assistants (G-5)*, two at nine months (*Mali and DRC*) and one at six months (*Côte d'Ivoire*). *New. Multi-year.* Owing to increasing activities in the current three reparations awards (*Lubanga, Katanga and Al Mahdi*) and the expansion of the assistance mandate programme to Côte d'Ivoire, the TFV is requesting additional capacities in the DRC, Côte d'Ivoire and Mali. One proposed position is to be located in the DRC (nine months) to support the implementation of reparations awards in *Lubanga* and *Katanga* and the new cycle of the assistance mandate programme. A second proposed position is to be located in Côte d'Ivoire (six months) to support the start of an assistance mandate programme in that country. A third proposed position is to be located in Mali (nine months) for the implementation of the *Al Mahdi* reparations awards. These additional capacities are needed to ensure essential field-based programme support functions and to support Programme Managers and Associate Field Programme Officers by collecting, recording and maintaining information on project activities, preparing status and progress reports, ensuring that implementing partners' quality controls are aligned with the TFV's rules and procedures, and providing administrative support to the TFV field team.

733. Three *Monitoring and Evaluation Assistants (G-5)*, six months. *New. Multi-year.* Three positions are proposed, two in the DRC and one in Mali. These positions are crucial to supporting data analysis and verification related to the monitoring, reporting and evaluation of the implementation of assistance programmes in the DRC and reparations awards (*Lubanga, Katanga and Al Mahdi*), including support for victim-beneficiary satisfaction surveys. Monitoring and Evaluation Assistants will liaise with the Monitoring and Evaluation Officer in The Hague to support the consistency and cohesion of the TFV's monitoring, reporting and evaluation practices, in accordance with the standards and protocols of the PMP.

Fundraising and visibility

734. One *Special Adviser on Innovative Financing (P-5)*, eight months. *New. Multi-year.* This position is needed to launch and manage the TFV Bonds initiative.

735. One *Associate Communications Officer (P-2)*, nine months. *New. Multi-year.* This position is needed to improve visibility and awareness of the TFV's mandates, strategies and achievements by supporting the development and implementation of TFV communications strategies. This is done through key messages in the public domain about the importance of making reparative justice a reality and the related role of the TFV's reparative function to achieve this. Under the supervision of the Fundraising and Visibility Officer, the Associate Communications Officer will develop and leverage active messaging strategies for the TFV leadership through various media, including social media and related platforms. The aim is to increase the effectiveness of TFV communications tools and assist in achieving the TFV's target of raising a minimum of €40 million in the period 2019-2022 by developing materials supporting the development of targeted fundraising strategies, donor reporting, reporting to States Parties, fundraising proposals to existing and new donors, fundraising and advocacy campaigns and related events. The TFV is exploring cooperation and synergy with the Registry for this capacity related to communications support staff at Headquarters and country offices.

736. One *Communications Assistant (GS-OL)*, five months. *New. Multi-year.* This proposed position is to be placed in The Hague to support the Associate Communications Officers. The Communications Assistant will serve as a liaison with the field-based programmes and Monitoring and Evaluation Assistants to support the consistency and

cohesion of TFV's communications and outreach practice, as well as ensuring that programme results are communicated to the public, in particular in support of the TFV's strategic goal of advocacy for victims in the global justice system.

Legal

737. Two *Associate Legal Officers (P-2), seven months. New. Multi-year.* In response to the TFV's rapidly expanding reparations practice, Associate Legal Officers are required to provide research, drafting and reporting capabilities throughout the reparations phase, and to maintain working-level relationships with parties and participants in the reparations proceedings and with relevant staff at the Court, including in the Judiciary and the Registry. The Associate Legal Officers' deployment will be case-related in regard to ongoing reparations proceedings and will include resource-intensive activities related to the TFV's administrative victim screening process, such as managing victim files and supporting the TFV Secretariat's decision-making on eligibility at first instance and administrative review. Further responsibilities will include the monitoring of cases in the trial phase, in order for the TFV to be properly informed and positioned at the outset of the reparations phase. The Associate Legal Officers are to support the work of the Legal Adviser and the Legal Officer.

Unfunded

738. Four *Associate Field Programme Officers (P-2), unfunded. New. Multi-year.* These proposed positions are unfunded. One will be in Uganda, one in Mali, one in the CAR and one in Côte d'Ivoire. Since the need for these positions has not yet been confirmed by judicial decisions at the time of submission of the budget narrative, the TFV has opted to indicate its likely future need on an unfunded basis.

739. Two *Field Programme Assistants (G-5), unfunded. New. Multi-year.* These positions are proposed in 2019 but are unfunded. One will be in the CAR and one in Uganda. Since the need for these positions has not yet been confirmed by judicial decisions at the time of submission of the budget narrative, the TFV has opted to indicate its likely future need on an unfunded basis.

740. Three *Monitoring and Evaluation Assistants (G-5), unfunded. New. Multi-year.* These positions are proposed in 2019 but are unfunded. One will be in the CAR, one in Uganda and one in Côte d'Ivoire. Since the need for these positions has not yet been confirmed by judicial decisions at the time of submission of the budget narrative, the TFV has opted to indicate its likely future need on an unfunded basis.

741. One *Monitoring and Evaluation Assistant (GS-OL), unfunded. New. Multi-year.* This position is proposed in 2019 but is unfunded. The position will be located in The Hague. Since the need for this position has not yet been confirmed by judicial decisions at the time of submission of the budget narrative, the TFV has opted to indicate its likely future need on an unfunded basis.

742. One *Associate Legal Officer (P-2), unfunded. New. Multi-year.* This position is proposed in 2019 but is unfunded. The position will be located in The Hague. Since the need for this position has not yet been confirmed by judicial decisions at the time of submission of the budget narrative, the TFV has opted to indicate its likely future need on an unfunded basis.

743. Two *Associate Communications Officers (P-2), unfunded. New. Multi-year.* These positions are proposed in 2019 but are unfunded. Both positions will be located in The Hague. Since the need for these positions has not yet been confirmed by judicial decisions at the time of submission of the budget narrative, the TFV has opted to indicate its likely future need on an unfunded basis.

744. One *Administrative Assistant (GS-OL), unfunded. New. Multi-year.* This position is proposed in 2019 but is unfunded. The position will be located in The Hague. Since the need for this position has not yet been confirmed by judicial decisions at the time of submission of the budget narrative, the TFV has opted to indicate its likely future need on an unfunded basis.

745. One *Communications Assistant (GS-OL), unfunded. New. Multi-year*. This position is proposed in 2019 but is unfunded. The position will be located in The Hague. Since the need for this position has not yet been confirmed by judicial decisions at the time of submission of the budget narrative, the TFV has opted to indicate its likely future need on an unfunded basis.

746. Two *Programme Assistants (G-5), unfunded. New. Multi-year*. These positions are proposed in 2019 but are unfunded. Both positions will be located in DRC. Since the need for these positions has not yet been confirmed by judicial decisions at the time of submission of the budget narrative, the TFV has opted to indicate its likely future need on an unfunded basis.

747. One *Programme Assistant (GS-OL), unfunded. New. Multi-year*. This position is proposed in 2019 but is unfunded. The position will be located in The Hague. Since the need for this position has not yet been confirmed by judicial decisions at the time of submission of the budget narrative, the TFV has opted to indicate its likely future need on an unfunded basis.

Non-staff resources **€882.9 thousand**

748. Non-staff resources are required for travel, hospitality, contractual services, training, consultants, general operating expenses, and supplies and materials. The requested amount has increased by €17.7 thousand (32.7 per cent). This increase is required to accommodate the TFV's need for expanding operational capacity in relation to both the reparations and assistance mandates. Non-staff funds are recurrent.

Travel *€483.5 thousand*

749. The requested amount has increased by €183.5 thousand (61.2 per cent) and will be required mainly in relation to the TFV's programme activities (reparations and assistance mandates), visibility/fundraising and Board-related initiatives. This amount will cover meetings and field trips of the TFV Board; meetings with donors and other external TFV stakeholders (Board members, Executive Director and other staff as needed); visibility and fundraising; design and engagement with implementing partners, authorities and other programme-related stakeholders; and the TFV annual staff meeting.

Hospitality *€3.0 thousand*

750. The requested amount remains unchanged and is required for effective engagement with third parties in the context of the TFV's external relations management.

Contractual services *€187.0 thousand*

751. The requested amount remains unchanged. Contractual services are needed for external printing in the field and at Headquarters, SAP Grants Management support including business support services, development of fundraising events and materials, rental of premises in the field, the External Auditor's fee, TFV Board meeting costs and external English-French translation.

Training *€63.4 thousand*

752. The requested amount has increased by €31.2 thousand (96.9 per cent). This amount is required to cater for the training needs of existing and new staff in The Hague and in the country offices within the newly expanded TFV Secretariat structure.

Consultants *€120.0 thousand*

753. The requested amount remains unchanged. Consultants are needed to assist with technical writing and progress reporting/proposal drafting. Consultants may also be used to promote the TFV's visibility and fundraising activities, and to provide expert advice on reparations.

General operating expenses

€23.0 thousand

754. The requested amount has increased by €3.0 thousand (15.0 per cent). This amount is required for workshops and meetings at country offices and for communications materials and mailing costs.

Supplies and materials

€3.0 thousand

755. The requested amount remains unchanged. This amount is required for basic office supplies and other expendable office materials.

Table 50: Major Programme VI: Proposed budget for 2019

Major Programme VI Secretariat of the Trust Fund for Victims	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				992.8	88.7	8.9	1,081.5
General Service staff				131.2	87.4	66.6	218.6
<i>Subtotal staff</i>	<i>868.4</i>	<i>-</i>	<i>868.4</i>	<i>1,124.0</i>	<i>176.1</i>	<i>15.7</i>	<i>1,300.1</i>
General temporary assistance	260.5	-	260.5	752.3	1,092.5	145.2	1,844.8
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	(0.1)	-	(0.1)	-	-	-	-
<i>Subtotal other staff</i>	<i>260.4</i>	<i>-</i>	<i>260.4</i>	<i>752.3</i>	<i>1,092.5</i>	<i>145.2</i>	<i>1,844.8</i>
Travel	234.5	-	234.5	300.0	183.5	61.2	483.5
Hospitality	0.7	-	0.7	3.0	-	-	3.0
Contractual services	246.8	-	246.8	187.0	-	-	187.0
Training	2.9	-	2.9	32.2	31.2	96.9	63.4
Consultants	89.0	-	89.0	120.0	-	-	120.0
General operating expenses	1.0	-	1.0	20.0	3.0	15.0	23.0
Supplies and materials	0.5	-	0.5	3.0	-	-	3.0
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>575.5</i>	<i>-</i>	<i>575.5</i>	<i>665.2</i>	<i>217.7</i>	<i>32.7</i>	<i>882.9</i>
Total	1,704.3	-	1,704.3	2,541.5	1,486.3	58.5	4,027.8

Table 51: Major Programme VI: Proposed staffing for 2019

VI	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	1	-	4	2	-	-	7	-	2	2	9
New	-	-	-	-	-	1	1	-	-	2	-	2	2	4
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	1	-	5	3	-	-	9	-	4	4	13
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	-	1.00	8.24	-	9.24	-	-	-	9.24
Continued	-	-	-	-	-	-	1.00	8.25	-	9.25	-	-	-	9.25
New	-	-	-	-	0.67	0.75	-	10.67	-	12.08	-	14.92	14.92	27.00
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	0.67	0.75	1.00	18.92	-	21.33	-	14.92	14.92	36.25

G. Major Programme VII-2: Permanent Premises Project – Host State Loan

Introduction

756. In 2008, the Assembly of States Parties (“the Assembly”) accepted the host State’s offer of a loan for the Permanent Premises Project of up to a maximum of €200 million, to be repaid over a period of 30 years at an interest rate of 2.5 per cent.⁹³

757. In response to requests from the Committee on Budget and Finance (“the Committee”) and the Assembly, in its approved budget for 2011, the International Criminal Court (“the Court”) established Major Programme VII-2 to report on the interest expected to be paid on the loan amounts received by the Court for the Permanent Premises Project.⁹⁴

758. The financial implications of Major Programme VII-2 are applicable only to those States Parties that did not opt for a one-time payment or did not fully complete their one-time payments.⁹⁵

759. The loan agreement signed between the host State and the Court stipulates that the interest due from the Court to the host State over the preceding calendar year and/or any repayment to be attributed to previous calendar years is to be paid by the Court on the due date (namely on or before 1 February of each calendar year).⁹⁶

760. The impact over the coming years is shown in greater detail below.

Table 52: Interest and loan repayment impact over the coming years (in euros)

	2017	2018	2019	2020	2021
Interest only					
Interest payment	1,191,050 ^(*)	-	-	-	-
Loan repayment					
Capital and interest	1,796,256 ^(**)	3,585,127	3,585,127	3,585,127	3,585,127
Total payments	2,987,306	3,585,127	3,585,127	3,585,127	3,585,127

^(*) Interest accrued from 1 January to 30 June 2016 based on the loan expiry date of 30 June 2016.

^(**) Repayment of the loan started on 1 July 2016. Half-year repayment corresponding to the period from 1 July to 31 December 2016, and full-year repayment thereafter.

761. Repayment of the loan started after surrender of the interim premises leases on 30 June 2016. Repayment of capital and interest for the period from 1 January to 31 December 2018 will be payable on or before 1 February 2019.

⁹³ *Official Records ... Seventh session ... 2008* (ICC-ASP/7/20), vol. I, part III, ICC-ASP/7/Res.1, para. 2 and Annex II.

⁹⁴ *Official Records ... Ninth session ... 2010* (ICC/ASP/9/20), vol. II, part A, section G, para. 466.

⁹⁵ *Official Records ... Seventh session ... 2008* (ICC-ASP/7/20), vol. I, part III, ICC-ASP/7/Res.1, Annex III.

⁹⁶ Loan agreement between the State of the Netherlands (Ministry of Foreign Affairs) and the International Criminal Court, dated 23 March 2009, para. 6.1.

Table 53: Major Programme VII-2: Proposed budget for 2019

Major Programme VII-2 Host State Loan	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				-	-	-	-
General Service staff				-	-	-	-
<i>Subtotal staff</i>	-	-	-	-	-	-	-
General temporary assistance	-	-	-	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	-	-	-	-	-	-	-
Travel	-	-	-	-	-	-	-
Hospitality	-	-	-	-	-	-	-
Contractual services	-	-	-	-	-	-	-
Training	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	-
<i>Host State Loan</i>	2,983.6	-	2,983.6	3,585.2	(0.1)	(0.0)	3,585.1
Total including Host State Loan	2,983.6	-	2,983.6	3,585.2	(0.1)	(0.0)	3,585.1

H. Major Programme VII 5: Independent Oversight Mechanism

Introduction

762. Major Programme VII-5, the Independent Oversight Mechanism (IOM), was established by the Assembly of States Parties (“the Assembly”) at its eighth session,⁹⁷ in accordance with article 112(4) of the Rome Statute, to provide independent, effective and meaningful oversight of the International Criminal Court (“the Court”). At its twelfth session, the Assembly approved the IOM’s mandate of inspections, evaluations and investigations in its resolution ICC-ASP/12/Res.6.⁹⁸ The IOM undertakes evaluation and inspection work at the direct request of the Assembly or the Heads of Organ of the Court, and conducts investigations at its own discretion into received reports of misconduct or breaches of the Court’s rules and regulations, including the Rules of Procedure and Evidence.

Budget resources **€556.6 thousand**

763. The requested amount has increased by €22.1 thousand (4.1 per cent).

Staff resources **€482.0 thousand**

764. The requested amount has decreased by €3.4 thousand (0.7 per cent) owing to a reduction in transitional measures. At its twelfth session, the Assembly approved the IOM’s permanent staffing complement of three Professional-grade posts and one General Service-grade post.⁹⁹ The IOM expects to be fully staffed throughout 2019. No changes to the approved staffing complement are proposed.

Established posts: Professional and General Service *€482.0 thousand*

765. The IOM comprises the Head, Independent Oversight Mechanism (P-5), one Senior Evaluation Specialist (P-4), one Associate Investigator (P-2) and one Administrative Assistant (GS-OL). The Head of the IOM is expected to be recruited by the end of 2018.

Non-staff resources **€74.6 thousand**

766. Non-staff resources are required for travel, training, consultants, general operating expenses, and furniture and equipment. The requested amount has increased by €25.5 thousand (51.9 per cent). This is attributable to an increase in travel, training and consultants.

Travel *€12.1 thousand*

767. The requested amount has increased by €1.5 thousand (14.2 per cent). The requested funds will cover two field missions directly supporting investigation-related or Assembly-instructed oversight activities, or providing guidance or assistance to a Head of Organ or non-Assembly managed activity. These costs are recurrent.

Training *€15.5 thousand*

768. The requested amount has increased by €4.0 thousand (34.8 per cent) and is required to allow the IOM’s four staff members to participate in training to maintain their substantive skills, to ensure that they are conversant with international best practices in their areas of expertise and to assist in maintaining their relevant professional qualifications. The requested amount reflects full consideration of professional fee discounts, discounted or free training forums within the international community, and locally-based training opportunities. These costs are recurrent.

Consultants *€40.0 thousand*

769. The requested amount has increased by €20.0 thousand (100.0 per cent) and is required to provide support in cases where specific and additional expert skill sets are needed or to provide local assistance if necessary at country office locations. These costs are recurrent.

⁹⁷ *Official Records ... Eighth session ... 2009* (ICC-ASP/8/20), vol. I, part II, ICC-ASP/8/Res.1.

⁹⁸ *Official Records ... Twelfth session ... 2013* (ICC-ASP/12/20), vol. I, part III, ICC-ASP/12/Res.6, para. 1.

⁹⁹ *Official Records ... Twelfth session ... 2013* (ICC-ASP/12/20), vol. I, part III, ICC-ASP/12/Res.1, section L.

General operating expenses

€2.0 thousand

770. The requested amount remains unchanged. The amount will cover the costs of supplies and materials to support office activities. The efficient use of already available Court facilities continues to allow a significant cut to be made in expected expenditure. These costs are recurrent.

Furniture and equipment

€5.0 thousand

771. The requested amount remains unchanged. The amount will cover the costs of maintaining and modernizing the IOM through the purchase of specialist oversight equipment to enable it to provide a more efficient and effective professional service. These costs are recurrent.

Table 54: Major Programme VII-5: Proposed budget for 2019

Major Programme VII-5 Independent Oversight Mechanism	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				412.5	(3.4)	(0.8)	409.1
General Service staff				72.9	-	-	72.9
<i>Subtotal staff</i>	425.5	-	425.5	485.4	(3.4)	(0.7)	482.0
General temporary assistance	-	-	-	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	-	-	-	-	-	-	-
Travel	27.7	-	27.7	10.6	1.5	14.2	12.1
Hospitality	-	-	-	-	-	-	-
Contractual services	2.1	-	2.1	-	-	-	-
Training	4.7	-	4.7	11.5	4.0	34.8	15.5
Consultants	-	-	-	20.0	20.0	100.0	40.0
General operating expenses	0.0	-	0.0	2.0	-	-	2.0
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	1.0	-	1.0	5.0	-	-	5.0
<i>Subtotal non-staff</i>	35.6	-	35.6	49.1	25.5	51.9	74.6
Total	461.1	-	461.1	534.5	22.1	4.1	556.6

Table 55: Major Programme VII-5: Proposed staffing for 2019

VII-5	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	-	1	1	-	1	-	3	-	1	1	4
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	1	1	-	1	-	3	-	1	1	4
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Continued	-	-	-	-	-	-	-	-	-	-	-	-	-	-
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-									

I. Major Programme VII-6: Office of Internal Audit

Introduction

772. The Office of Internal Audit (OIA) assists the International Criminal Court (“the Court”) in achieving its strategic and operational objectives by rigorously reviewing systems and operations across all areas of the Court. These reviews (audits) are aimed at identifying how well potential threats and opportunities (risks) are managed, including whether the most effective structures, policies and processes are in place, and whether agreed procedures are being adhered to. The OIA also provides advisory services at the request of the Court’s management.

773. In 2019, the OIA will perform the following activities:

- (a) Prepare audit plans (general audit plan for 2020, ICT audit plan for 2020-2022) on the basis of the Court’s strategic plans and an analysis of the risks that may affect the achievement of the Court’s objectives;
- (b) Perform at least six audits;
- (c) Review the status of implementation of recommendations, in consultation with the operational managers of the Court, and report on the progress made;
- (d) Prepare various reports for the Audit Committee and attend its meetings;
- (e) Provide advisory services when requested by Court managers; and
- (f) Implement and update the quality assurance and improvement programme.

Budget resources **€688.0 thousand**

774. The requested amount has decreased by €19.3 thousand (2.7 per cent).

Staff resources **€647.6 thousand**

775. The OIA comprises four established posts and one GTA position (1.0 FTE). The OIA is not requesting any additional established posts, but requires that the current GTA position be continued.

Established posts: Professional and General Service *€527.8 thousand*

776. One Director, Office of Internal Audit (D-1), is responsible for the administrative management of the OIA, the formulation of a risk-based audit plan, the supervision of the audit work of auditors and the maintenance of a quality assurance and improvement programme. The Director provides guarantees to the three Heads of Organs on the effectiveness and efficiency of governance, risk management and internal controls.

777. One Senior Auditor (P-4) and one Internal Auditor (P-3) perform audits, provide advisory services, review the implementation of recommendations and carry out additional tasks at the request of the Director.

778. One Internal Audit Assistant (GS-OL) contributes to audit performance, provides support to the Director for the management of the quality assurance and improvement programme and provides administrative support to the OIA (two-thirds of working time is dedicated to audit assistance).

General temporary assistance *€119.8 thousand*

779. One Auditor (*Information Technology*) (P-3), 12 months. *Continued.* The OIA currently has one Auditor (Information Technology) (P-3), who is an expert in information and communication technologies (ICT) and auditing. The incumbent prepares and updates the three-year audit plan for ICT activities and performs ICT audits and advisory services. The Auditor (Information Technology) also follows up on the implementation of ICT audit recommendations, which cannot effectively be done by the other auditors in established

posts on account of their lack of technical knowledge in this field. The Auditor also contributes to the audits performed by the other auditors when these engagements include ICT-related activities.

780. ICT audit expertise is required for the OIA to properly address all the risks involved in the organization of information systems. ICT, including information security, is increasingly part of the Court's operations and requires significant investments over several years. The associated risks have to be covered through the audit workplan.

Non-staff resources

€40.4 thousand

781. Non-staff resources are required for travel and training. The requested amount has decreased by €13.8 thousand (25.5 per cent). This is mainly attributable to non-recurrent costs related to consultancy to conduct a five-year external assessment of OIA, included in the 2018 programme budget.

Travel

€12.7 thousand

782. The requested amount has increased by €2.5 thousand (24.5 per cent). The resources are required to enable the OIA to perform audits in several country offices, in accordance with its 2019 workplan. These costs are recurrent.

Training

€27.7 thousand

783. The requested amount has increased by €3.7 thousand (15.4 per cent). Auditors are required to undertake regular training so as to maintain their professional competence. All five auditors of the OIA are certified in internal auditing or IT auditing. The Institute of Internal Auditors and the ISACA (Information Systems Audit and Control Association) require certified auditors to attend 40 hours of continuing professional education (CPE) each year to keep their certifications active. Training courses must be specifically related to the work of auditors and to their skills and experience. Currently, the Court does not offer training courses in the fields of governance, risk management, compliance, general auditing, IT auditing, internal control management or other areas of interest to OIA auditors. These costs are recurrent.

784. The cost of a course that provides 25 hours of CPE is approximately €5.0 thousand, depending on the location in Europe. The OIA has contemplated all of the options available to efficiently meet the requirement of 40 hours of CPE. In-house training courses at the Court, conferences, online training and courses given only in the Netherlands were considered. There are, however, limitations to these alternatives: e.g. courses are only offered in Dutch and deal with a limited range of topics. The Court's online training platform can be used only by the OIA team for non-audit related training courses.

Table 56: Major Programme VII-6: Proposed budget for 2019

Major Programme VII-6 Office of Internal Audit	2017 Expenditures (thousands of euros)			2018 Approved Budget	Resource Changes		Proposed 2019 Budget
	Total	Cont. Fund	Total Incl. CF		Amount	%	
Professional staff				458.6	(3.7)	(0.8)	454.9
General Service staff				72.9	-	-	72.9
<i>Subtotal staff</i>	<i>505.9</i>	<i>-</i>	<i>505.9</i>	<i>531.5</i>	<i>(3.7)</i>	<i>(0.7)</i>	<i>527.8</i>
General temporary assistance	93.0	-	93.0	121.6	(1.8)	(1.5)	119.8
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	<i>93.0</i>	<i>-</i>	<i>93.0</i>	<i>121.6</i>	<i>(1.8)</i>	<i>(1.5)</i>	<i>119.8</i>
Travel	2.7	-	2.7	10.2	2.5	24.5	12.7
Hospitality	-	-	-	-	-	-	-
Contractual services	-	-	-	-	-	-	-
Training	19.4	-	19.4	24.0	3.7	15.4	27.7
Consultants	-	-	-	20.0	(20.0)	(100.0)	-
General operating expenses	-	-	-	-	-	-	-
Supplies and materials	-	-	-	-	-	-	-
Furniture and equipment	-	-	-	-	-	-	-
<i>Subtotal non-staff</i>	<i>22.1</i>	<i>-</i>	<i>22.1</i>	<i>54.2</i>	<i>(13.8)</i>	<i>(25.5)</i>	<i>40.4</i>
Total	621.0	-	621.0	707.3	(19.3)	(2.7)	688.0

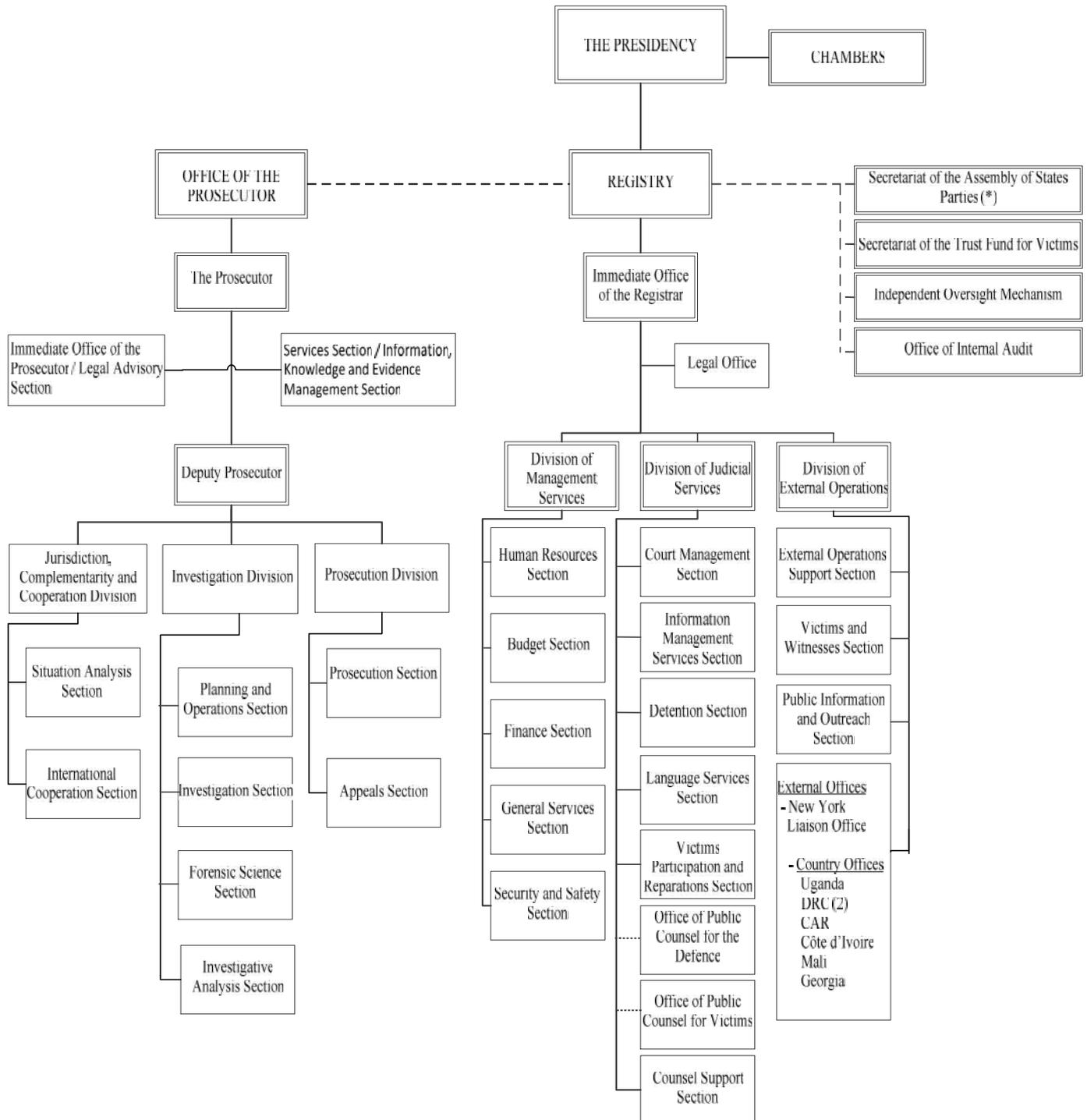
Table 57: Major Programme VII-6: Proposed staffing for 2019

VII-6	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-Staff and above	GS-PL	GS-OL	Total GS-Staff	Total Staff
Established Posts														
Approved 2018	-	-	-	1	-	1	1	-	-	3	-	1	1	4
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Returned	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	1	-	1	1	-	-	3	-	1	1	4
GTA Positions (FTE)														
Approved 2018	-	-	-	-	-	-	1.00	-	-	1.00	-	-	-	1.00
Continued	-	-	-	-	-	-	1.00	-	-	1.00	-	-	-	1.00
New	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Redeployed	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassified	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Converted	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	-	-	-	-	-	-	1.00	-	-	1.00	-	-	-	1.00

Annexes

Annex I

Organizational structure of the Court



(*) The Secretariat of the Assembly of States Parties operates under the full authority of the Assembly and reports directly to the Assembly. The Secretariat of the Assembly is an integral part of the International Criminal Court and, for administrative purposes, the Secretariat and its staff are attached to the Registry of the Court.

Annex II

Assumptions and parameters for the 2019 Proposed Programme Budget

<i>Parameter</i>	<i>2019 Assumptions</i>	<i>Explanations</i>
1. Number of Court hearing days	324	Two courtrooms: <i>Gbagbo and Blé Goudé</i> (CIV): 124 days, <i>Ongwen</i> (Uganda): 160 days, and <i>Al Hassan</i> ¹ (Mali II): 40 days.
2. Number of situations under investigation	11	Burundi, CAR I, CAR II, CIV, DRC, Darfur, Georgia, Kenya, Libya, Mali and Uganda.
3. Number of active investigations	8	Burundi, CAR II.a (Séléka), CAR II.b (anti-Balaka), CIV II, Darfur, Georgia and Libya (III and IV).
4. Unsealed warrants of arrest pending execution	16	CIV I <i>bis</i> (1); Darfur I (2), II, IV and V (2), III (1); DRC IV (1); Kenya Art. 70 (3); Libya I (1), Libya II (1); Libya III (2); Uganda (2).
5. Number of preliminary examinations	9	Colombia, Gabon, Guinea, Iraq/UK, Nigeria, Palestine, Philippines, Ukraine and Venezuela. ²
6. Number of trial teams ³ (Chambers)	6	Trial Chamber I (<i>Gbagbo and Blé Goudé</i>), Trial Chamber VI Reparations (<i>Ntaganda</i>), Trial Chamber IX (<i>Ongwen</i>), Trial Chamber II Reparations (<i>Lubanga and Katanga</i>), Trial Chamber VIII Reparations (<i>Al Mahdi</i>); <i>Al Hassan</i> .
7. Number of trial teams (OTP)	3	CIV I (<i>Gbagbo and Blé Goudé</i>), Uganda (<i>Ongwen</i>), and Mali II (<i>Al Hassan</i>).
8. Number of Registry courtroom support teams	2	Two courtroom teams to ensure maximum use of courtroom capacity.
9. Number of defence teams financed by legal aid	10	Trial: <i>Ntaganda, L. Gbagbo, Blé Goudé, Ongwen, Al Hassan</i> ; Appeals: <i>Bemba et al., Kilolo, Mangenda</i> ; Reparations: <i>Katanga, Lubanga</i> .
10. Number of victims' representatives financed by legal aid	5	<i>Katanga, Lubanga, Al Mahdi, Ongwen and Al Hassan</i> .
11. Number of LRV teams within the OPCV	6	Trial: <i>Gbagbo and Blé Goudé</i> (1), <i>Ntaganda</i> (2), <i>Ongwen</i> (1); Reparations: <i>Lubanga</i> (1), <i>Katanga</i> (1).
12. Number of languages supported in courtroom	10	1-Arabic, 2-English, 3-French, 4-Swahili (Congolese), 5-Kinyarwanda, 6-Acholi, 7-Dioula, 8-Lingala, 9-Ateso and 10-Lango.
13. Number of case-related languages supported	29	1-English, 2-French, 3-Acholi, 4-Arabic, 5-Arabic (Sudanese), 6-Swahili (Congolese), 7-Kinyarwanda, 8-Lingala, 9-Dioula, 10-Bambara, 11-Ateso, 12-Alur, 13-Sango, 14-Zaghawa, 15-Tamasheq, 16-Georgian, 17-Russian, 18-Songhai, 19-Lendu, 20-Guéré, 21-Lango, 22-Ossetian, 23-Fulfulde, 24-Dari, 25-Pashto, 26-Kirundi, 27-Kihema, 28-Mòoré, 29-Toura.
14. Number of languages supported for correspondence with States Parties	8	English, French, Arabic, Spanish, Dutch, German, Portuguese, Georgian.
15. Number of final appeals	5 ⁴	<i>Ntaganda</i> (Art. 74; Art. 76); <i>Gbagbo and Blé Goudé</i> (Art. 74; Art. 76); <i>Bemba et al.</i> (Art. 76).
16. Number of witnesses appearing for testimony	128	Average time: 2.5 days per witness.

¹ Without prejudice to the decision on the confirmation of charges.

² Nine situations that were under preliminary examination in 2018, without prejudice to situations in 2019.

³ Trial teams are Chambers teams which may be assigned to handle preparations for upcoming trials, trial hearings, sentence hearings and reparations hearings.

⁴ Number of final Trial Chambers decisions being appealed. A given decision may be appealed by more than one party, resulting in a heavier workload.

<i>Parameter</i>	<i>2019 Assumptions</i>	<i>Explanations</i>
17. Expected maximum duration of stay per witness	10	5 preparation and/or familiarization days + 2 hearing days + 3 days (weekends/possible breaks) = 10 days average per witness.
18. Number of victims applying for participation/reparations	7,500	CAR II.a (1,500), CAR II.b (1,500), CIV II (2,000), DRC (500), Mali II (1,000), Uganda (1,000).
19. Number of witnesses and victims under protection	90	Witnesses/victims and others at risk on account of testimony who are under VWS protection, including ICCPP and other forms of protection.
20. Number of persons under protection	450	The current numbers and assumptions indicate that around 90 witnesses/victims and 360 dependents could be under the protection and care of the VWS in 2019.
21. Number of suspects/accused appearing before the Court ⁵	8	Al Hassan, Bemba, Kilolo, Mangenda, Ntaganda, L. Gbagbo, Blé Goudé, Ongwen.
22. Number of suspects, accused or convicted persons in detention	5	Ntaganda, L. Gbagbo, Blé Goudé, Ongwen, Al Hassan.
23. Number of cells required	6	Renting model is either 6 or 12 cells. For five detainees: one 6-cell block.
24. Number of country offices/presences	7	1 in the CAR (Bangui), 1 in Côte d'Ivoire (Abidjan), 2 in the DRC (Kinshasa and Bunia), 1 in Georgia (Tbilisi), 1 in Mali (Bamako), 1 in Uganda (Kampala).

⁵ The term "accused" includes persons who have been acquitted or convicted at first instance and are awaiting a final judgment. This definition is used for the purposes of this document only. Persons appearing before the Court solely for reparations proceedings are outside the scope of this definition.

Annex III

List of potential developments which could impact the 2019 Proposed Programme Budget

1. Procedural developments leading to delays in ongoing proceedings, including:
 - (a) Delays in proceedings due to unexpected evidentiary obstacles (example: (temporary) unavailability of witnesses);
 - (b) Issues subject to interlocutory appeals before the Appeals Chamber: any interlocutory appeals (requiring suspensive effect) in cases at trial, delaying progress in proceedings on the merits; and
 - (c) Temporary abeyance of proceedings due to the unavailability of a judge or a party to the proceedings (or the latter's senior representative) owing to, *inter alia*, disqualification, withdrawal, serious illness or death.
2. Developments currently unforeseeable, including:
 - (a) Arrest or surrender to the Court of persons sought under a warrant of arrest;
 - (b) Opening by the Prosecutor of a *proprio motu* investigation in a new situation (after having sought and obtained leave to do so from the Pre-Trial Chamber);
 - (c) United Nations Security Council referral of a situation to the Court; and
 - (d) State Party referral.

Annex IV¹**Strategic Goals****Annex IV (a)****List of strategic goals of the International Criminal Court (2013-2018)**

<i>Goal 1: Judicial and Prosecutorial</i>	<i>Goal 2: Managerial</i>	<i>Goal 3: Cooperation and Support</i>
1.1 Ensure high-quality, fair, transparent and expeditious judicial proceedings, while further refining legal standards through well-developed jurisprudence and encouraging the development of standardized processes.	2.1 Deliver coherent governance and efficient, well-planned and cost-effective administration to support the Court's judicial functions, actively managing change while retaining the ability to respond effectively to unexpected developments.	3.1 Facilitate the work of the Assembly of States Parties in exercising its management oversight while fully respecting the independence of the Court.
1.2 Perform high-quality, independent and impartial preliminary examinations.	2.2 Maintain high standards of integrity, professionalism and respect for diversity.	3.2 Further foster global support for the Court by strengthening the understanding, trust and commitment of States, international and regional organizations, non-governmental organizations and other key partners and stakeholders.
1.3 Perform impartial, in-depth, open-ended investigations and objective, efficient and well-founded prosecutions, supported by effective international cooperation.	2.3 Provide adequate human resources for the fulfilment of the Court's mandate and ensure equitable geographical representation and fair gender balance.	3.3 Encourage full and timely cooperation by States in accordance with their obligations under the Rome Statute, including compliance with Court orders such as warrants of arrest and orders for identification, tracing and freezing of assets.
1.4 Guarantee the rights of the defence to a fair and impartial trial.	2.4 Provide and maintain a healthy, motivating, sustainable and caring environment for staff and others participating in the Court's work, and strive to offer career development and mobility opportunities.	3.4 Encourage States to conclude further voluntary agreements with the Court on enforcement of sentences, relocation of witnesses and interim and other forms of release.
1.5 Ensure adequate and meaningful participation and representation of victims.	2.5 Ensure adequate and effective technological support for judicial and administrative activities.	3.5 With States Parties, intergovernmental and non-governmental organizations, encourage and support further accessions to the Rome Statute and the Agreement on the Privileges and Immunities of the Court, with the ultimate goal of universality.
1.6 Ensure meaningful reparations and successful implementation of reparation orders, including coherent principles for victim reparations.	2.6 Further develop the Court's processes for planning and budgeting strategically, including efficient management of performance and risks.	3.6 With States Parties and other stakeholders such as intergovernmental and non-governmental organizations, encourage and facilitate the development of national capacities to achieve the goals of the Rome Statute.
1.7 Increase awareness of, communication with, and understanding among victims and affected communities, in line with the stages of the proceedings of the Court and its processes generally.	2.7 Ensure an efficient, timely and cost-effective transition to the permanent premises and make full, innovative use of their new potential.	
	2.8 Ensure adequate security and protection for staff and other persons at risk on account of their interaction with the Court, as well as for information and other assets.	

¹ Pending finalization of the Court's strategic goals for 2019-2023, the current strategic plans for 2013-2018 have been used. Where applicable, information on expected results, performance indicators and targets has been updated to realign with the 2019 Proposed Programme Budget.

Annex IV (b)

List of strategic goals of the OTP Strategic Plan (2016-2018)

1. Achieving high performance in relation to the Office's mandate:
 - (a) *Strategic goal 1*: conduct impartial, independent, high-quality preliminary examinations, investigations and prosecutions;
 - (b) *Strategic goal 2*: continue to integrate a gender perspective into all areas of the Office's work and to implement its policies on sexual and gender-based crimes (SGBC) and crimes against children;
 - (c) *Strategic goal 3*: further improve the quality and efficiency of preliminary examinations, investigations and prosecutions; and
 - (d) *Strategic goal 4*: further adapt the Office's investigative and prosecutorial capabilities and network to the complex and evolving scientific and technological environment.
2. Creating the necessary conditions to fulfil the Office's mandate:
 - (a) *Strategic goal 5*: achieve a basic size commensurate with the demands placed on the Office so that it can perform its functions with the required quality, effectiveness and efficiency;
 - (b) *Strategic goal 6*: contribute to strengthening cooperation and promoting general support for the mandate and activities of the Office;
 - (c) *Strategic goal 7*: adapt the Office's protection strategies to new security challenges; and
 - (d) *Strategic goal 8*: ensure professional, accountable, transparent and efficient management of the Office.
3. Contributing to a coordinated investigative and prosecutorial strategy to further close the impunity gap for crimes falling within the jurisdiction of the Court:
 - (a) *Strategic goal 9*: work with partners to develop a coordinated investigative and prosecutorial strategy to close the impunity gap.

Annex IV (c)

Major Programme I: Judiciary

Expected results, performance indicators and targets for 2019

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</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) Potential issues identified and effectively managed) 100%
) Quality of preparation and support for Presidency and Judges' meetings) Fully satisfactory
) Efficient management of applications/filings before the Presidency) All decisions issued within agreed timeline
) Timeliness and quality of advice to the President and Vice-Presidents on administrative and managerial issues) Fully satisfactory
2. Conduct pre-trial, trial and appellate processes fairly and expeditiously, with full respect for the rights of the accused and due regard for the protection of victims and witnesses) Timelines between phases of proceedings shortened, without prejudice to the rights of the parties, participants and victims to fairness and protection, as the case may be) Measurable improvement in comparison with earlier cases
3. Advance the lessons-learned review of judicial processes, consulting stakeholders as appropriate, with emphasis on changes not requiring amendments to the Rules of Procedure and Evidence) Continued harmonization of Judiciary practice) By end of 2019
4. Implement and operate in line with appropriate performance indicators for judicial processes and relevant judicial support) Continued collection of relevant data in key areas for performance indicator initiative concerning both Court-wide and Judiciary processes) 100%
) Use of performance indicators in Court-wide and Judiciary processes) Fully satisfactory
Objective 4 (POs 2.1.2 and 2.5.1) 1. Effective resource management including identification and implementation of possible further efficiency measures) Improvements in timeliness of judicial proceedings through implementation of lessons-learned changes) Measurable improvements
2. Efficient use of Chambers staff resources through central management and flexible deployment to meet changing case workload needs) Effective central management of staff resources by Head of Chambers (P-5)) 100%
Objective 6 (PO 2.3.1) 1. Further improve management of staff performance) Full MP I compliance with the Court's performance appraisal system, including appropriate input from line managers and Judges) 100%
Objective 7 (PO 3.1.1) 1. Transparent and effective communication and information exchange between Judiciary and Working Groups of the Assembly) Number of HWG/SGG meetings attended by a Presidency/Court representative, as appropriate) Representation where appropriate
) Provision of requested reports and information in a timely and transparent manner) 100%

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Objective 8 (POs 3.1.1, 3.2.1, 3.2.2, 3.5.1, 3.5.2 and 3.6.2) 1. Strengthened trust, commitment and support among the Court's external stakeholders through information-sharing at meetings, conferences, etc. regarding the Court's efforts and commitment to provide high-quality justice in an expeditious manner) Number of high-level meetings held with States, international organizations and civil society by the President/Presidency) Presidency participation in meetings of the Assembly, HWG, SGG and the Committee on Budget and Finance, diplomatic and NGO briefings, etc.) 100+ meetings) Whenever required
2. Further accessions to/ratifications of the Rome Statute and the Agreement on Privileges and Immunities (APIC) and enhanced communication and cooperation of non-States Parties with the Court) Coordinate efforts with other stakeholders to draw attention to the importance of universality and the APIC and encourage States that have not ratified the Rome Statute and APIC to do so) 1 new accession to Rome Statute and 1 to APIC
3. Conclusion of further sentence enforcement agreements with States) Sentence enforcement agreements concluded) 1

Annex IV (d)

Major Programme II: Office of the Prosecutor

A. Sub-Programme 2100: Expected results, performance indicators and targets 2019

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Judicial and Prosecutorial 1.2 OTP Strategic Goal 1 Conduct impartial, independent, high-quality preliminary examinations, investigations and prosecutions.) Contributions to legal research and advice to the Office as required) Increased understanding and public awareness of the activities of the Office through public information	Performance Indicator 7: Productivity of the Office) Milestones: planned versus actual) ExCom frequency and decisions) Provide legal research and advice as requested and in accordance with expressed needs) Conduct interviews; prepare opinion pieces, press releases, statements, etc.
Judicial and Prosecutorial 1.2 OTP Strategic Goal 2 Continue to integrate a gender perspective into all areas of the Office's work and to implement its policies on sexual and gender-based crimes (SGBC) and crimes against children.) Addressing SGBC more effectively) Addressing crimes involving children more effectively; adoption of a child-sensitive approach) Increased public awareness of SGBC and crimes involving children through public information	Performance Indicator 4: Compliance with Key Office Policies and Standards) Milestones: implemented versus planned) SGBC Implementation Plan finalized for implementation by teams) Policy on Children adopted) Draft Implementation Plan for Policy on Children) Develop guidelines on interpreter-mediated questioning of (traumatized) minors (participation in Consortium Study on Interpreter-mediated Questioning of Minors, in cooperation with KU Leuven, sponsored by the EC Directorate General for Justice)
Judicial and Prosecutorial 1.2 OTP Strategic Goal 3 Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions.		Performance Indicator 7: Productivity of the Office) Milestones: planned versus actual) Provide legal research and advice as requested) Introduce automated quality and target monitoring reports for core and strategic activities: 95% of planned reports implemented
Cooperation and Support 3.2, 3.3 OTP Strategic Goal 6 Contribute to strengthening cooperation and promoting general support for the mandate and activities of the Office.) Support the Prosecutor's missions, conduct interviews, prepare opinion pieces, press releases, statements, etc.) Further development of academic network, including through the organization of Guest Lectures) Contribution to public information and external representation of the Office) Further development and management of the Legal Tools Project	Performance Indicator 5: Quality of interaction with the Office) Milestones: planned versus actual) Explain, raise awareness of and build cooperation and support for the activities of the Office through missions undertaken by the Prosecutor and through public information) Communication to stakeholders implemented as planned

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Managerial Objectives 2.1, 2.2, 2.3 and 2.4 OTP Strategic Goal 8 Ensure professional, accountable, transparent and efficient management of the Office.	J Provision of legal advice and drafting with regard to individual administrative matters J Development of the Office's regulatory framework J Contribution to the development of the Court's internal regulatory framework J Development of strategic policies for the Office J Implementation of the Lessons Learnt Project J Development of assurance system to monitor compliance J In liaison with HR, delivery of the annual OTP training plan for staff J Liaising with HRS to finalize policies with respect to teleworking and other staff-related policies J Improved gender and nationality balance in the OTP workforce J Key working-climate issues within OTP's control addressed J Office's core values project finalized and implemented J OTP internal structure reviewed to increase its effectiveness and efficiency and ensure enhanced quality assurance	Performance Indicator 14: Impact of improvement projects on effectiveness and operational and management excellence J Provision of legal advice and drafting with regard to individual administrative matters J Development of the Office's internal regulatory framework J Contributions to development of the Court's internal regulatory framework J Development of strategic policies for the Office J Implementation of the Lessons Learnt Project	J Minimize litigation and ensure satisfactory outcomes whenever litigation is inevitable J Operations Manual reviewed and updates prepared as and when needed J Timely contributions provided J Satisfactory representation of Office views and interests J Implementation plan for policy on sexual and gender-based crimes adopted J Policy on crimes against children adopted J Project implemented, electronic system operational and Lessons Learnt incorporated into general Office practice J Framework for OTP assurance system defined and being implemented
Managerial Objectives 2.1, 2.4 and 2.6 OTP Strategic Goal 8 Ensure professional, accountable, transparent and efficient management of the Office.	J Maximize efficient budget implementation rate J Maximize efficient Contingency Fund implementation rate J Maintain effective reconciliations process (percentage and time) J Update procedures/process J Timely and efficient provision of services to the OTP (variance compared to expected time and effort foreseen in the agreed processes and procedures) J Timely completion of performance appraisal cycles J Update programme risk register	Performance Indicator 7: Productivity of the Office Performance Indicator 8: Staff Development Performance Indicator 12: Financial planning, performance and compliance J Milestones: planned versus actual	J 95% < budget implementation rate < 100% J CF implementation rate > 70% J MOD processing (certification and posting of expenditures): operational expenditure reports – delayed settlement due to errors < 5% J Certification of expenditures under travel claim reports: travel claim reports – delayed settlement due to incomplete information or missing certification of expenditure < 5% J Implement recent change decisions relating to the Office's information management structures, work flows and processes J Implement organizational changes to units to ensure structures provide timely,

Strategic Goal	Expected results	Performance indicators	Target 2019
			<p>efficient and consolidated information support services to the OTP</p> <p>) Create and implement a standardized and comprehensive internal project and programme review mechanism for information, evidence and knowledge management initiatives</p> <p>) Deploy e-learning courses for delivery of internal training: 95% of planned work completed</p> <p>) Develop specifications (project to be completed in coordination with Registry and Chambers) to implement/configure tools to provide charts and reports (business analytics)</p> <p>) Develop electronic questionnaire to assess client satisfaction and identify areas for process improvement</p> <p>) 100% of PAF completed on time</p> <p>) Conduct one risk assessment exercise to update the programme risk register developed in 2017</p>
<p>Managerial Objective 2.3</p> <p>OTP Strategic Goal 3</p> <p>Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions.</p>	<p>) Provide effective and timely support for evidence registration</p> <p>) Provide effective and timely support for disclosure</p> <p>) Provide effective and timely guidance for information management projects across the Office</p> <p>) Provide effective and timely guidance for data management across the Office</p> <p>) Provide timely and accurate:</p> <ul style="list-style-type: none"> o transcription of audio and video material in working, situation-related and cooperation languages as requested by OTP clients o translation of OTP evidence and core Office documentation in working, situation-related and cooperation languages as requested by OTP clients o interpretation of witness and insider interviews in working, situation-related and 	<p>Performance Indicator 7: Productivity of the Office</p> <p>Performance Indicator 14: Impact of improvement projects on effectiveness and operational and management excellence</p> <p>) Milestones: planned versus actual</p>	<p>) 95% or more of evidence registered within two days (non-electronic) or three days (electronic)</p> <p>) Disclosure errors < 3%</p> <p>) Implement updates to OTP evidence review practices and systems for better utilization of developments and faster, higher-quality document review: 100% implementation of new systems</p> <p>) Language support provided per agreed schedule 98% of time</p> <p>) Conduct lessons learned and after-action review exercises following defined OTP milestone events. 95% of milestone events reviewed for lessons learned</p>

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
	<p>cooperation languages as requested by OTP clients</p> <ul style="list-style-type: none"> ○ support activities such as summarizing, redacting, language identification and editing of documents; subtitling audio and video material for the Office ○ advice and support for projects within the Office requiring language expertise 		
<p>Managerial Objectives 2.3 and 2.6</p> <p>OTP Strategic Goal 5</p> <p>Achieve a basic size commensurate with the demands placed on the Office so that it can perform its functions with the required quality, effectiveness and efficiency.</p>	<p>⌋ In the provision of interpretation, transcription and translation services, manage the entire recruitment, resourcing, planning, monitoring and production chain by building and maintaining effective relationships with individual providers and companies; implement effective deployment processes, remaining mindful of security and vetting issues, while monitoring performance and workload; train internal and external language personnel</p>	<p>Performance Indicator 7: Productivity of the Office</p>	<p>⌋ In cooperation with Procurement, build an updated Vendors List with internationally accredited language services providers</p> <p>⌋ In cooperation with LSS, build a roster of candidates for interpretation, transcription and translation services</p> <p>⌋ In cooperation with LSS, HRS, and RLO, propose a new SOP for recruitment of language staff to meet the need for secure, reliable and rapid finalization of recruitment processes in response to the Court's language requests</p> <p>⌋ Investment in training: implement resources supporting learning on demand via standardized tools, processes and procedures</p>
<p>Managerial Objective 2.5</p> <p>OTP Strategic Goal 4</p> <p>Further adapt the Office's investigative and prosecutorial capabilities and network to the complex and evolving scientific and technological environment.</p>	<p>⌋ Coordinate technological projects to increase the ability of the OTP to securely and efficiently perform its investigations implemented as planned (e.g.: automated searches, internet archive)</p>	<p>Performance Indicator 14.1: Evaluation of Improvement Projects</p> <p>⌋ Milestones: planned versus actual</p>	<p>⌋ Complete the Office's information, evidence and knowledge management strategic plan, including a forecast technological needs assessment</p> <p>⌋ Implement a standardized and comprehensive project and programme review process for technological innovation initiatives</p>

B. Programme 2200: Expected results, performance indicators and targets 2019

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
<p>Judicial and Prosecutorial Objective 1.2</p> <p>OTP Strategic Goal 1</p> <p>Conduct impartial, independent, high-quality preliminary examinations, investigations and prosecutions.</p>	<p>⌋ Conduct 8-10 preliminary examinations</p>	<p>Performance Indicator 7: Productivity of the Office</p>	<p>⌋ Number of Preliminary Examinations: 8-10</p>

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Judicial and Prosecutorial Objectives 1.2, 1.3 OTP Strategic Goal 3 Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions.	Preliminary examination Cooperation) Define and conduct internal cooperation training programmes and experience-sharing exercises) Ensure coordination and rolling assessment of the quality of internal cooperation results and selected improvement projects implemented	Performance Indicator 7: Productivity of the Office) Milestones: planned versus actual) Impact of improvement projects on effectiveness and operational and management excellence) Rate of successful article 15 applications) Rate of processing of article 15 communications (including responses to senders)) Compliance with transparency commitment (PE report and other public reports in support of key decisions)	Preliminary examination) Timely processing of article 15 communications and submission of at least one report to ExCom for approval of recommendation with regard to all pending Phase 1 reports) Publication of one OTP report on PE activities before the Assembly; other public reports in support of key decisions Cooperation) 90% of relevant staff trained) 75% of the training program conducted) Improvement projects defined and assessment mechanism in place with regular review of quality ongoing
Cooperation and Support Objectives 3.2, 3.3, 3.4, 3.6 OTP Strategic Goal 6 Contribute to strengthening cooperation and promoting general support for the mandate and activities of the Office.) Annual cooperation and external relations strategic objective defined and implemented) Cooperation plans for critical support to investigations drafted and implemented as planned) Expansion of network of operational focal points to 3 partners) Ensure relative stability or improvement of rate of response to requests for assistance, bearing in mind the relative variety/sensitivity of requests and the weight of external factors beyond OTP control) Ensure quality of judicial assistance requests to States and international organizations to enable effective investigations and prosecutions) Make available relevant cooperation lines to ensure the range of judicial assistance measures requested is in line with the diversification of evidence types) Ensure proper communication to stakeholders implemented as planned	Performance Indicator 7: Productivity of the Office) Milestones: planned versus actual) Annual cooperation and external relations plan drafted, circulated and approved, and steps defined for the relevant period implemented) 100% of cooperation plans drafted and implementation ongoing; steps planned for the reference period implemented) Network expanded to more than 3 partners) More than 75% of RFAs responded to) About 95% of requests drafted, reviewed and checked for quality) Support for diverse types of assistance requests implemented) Communication to stakeholders implemented as planned
Cooperation and Support Objectives 3.2, 3.3, 3.4, 3.6 OTP Strategic Goal 9 Work with partners to develop a coordinated investigative and prosecutorial strategy to) As appropriate, factor Strategic Goal 9 into cooperation plans in support of the Office's investigations) Consolidate and further expand the Office's network of general and operational focal points and judicial	Performance Indicator 14.1: Evaluation of Improvement Projects) Milestones: planned versus actual) Implemented as appropriate in all investigations) General strategy developed and consultation sessions implemented

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
further close the impunity gap.	actors, and streamline and standardize processes and interactions with partners (States, international and regional organizations, NGOs) J Together with other divisions, contribute to the 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 J Answers to incoming requests for assistance provided		J Responses sent (positive or negative) to requests

C. Programme 2300: Expected results, performance indicators and targets 2019

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Judicial and Prosecutorial Objective 1.2 OTP Strategic Goal 1 Conduct impartial, independent, high-quality preliminary examinations, investigations and prosecutions.	J Conduct 8 investigations, provide investigative support to 3 trials and preserve 10 investigations pending an arrest	Performance Indicator 7: Productivity of the Office J Milestones: planned versus actual	J Number of investigative activities: 8 + 3 + 10 J 80% or more of investigative steps within ID control on track
Judicial and Prosecutorial Objective 1.2, 1.3 OTP Strategic Goal 2 Continue to integrate a gender perspective into all areas of the Office's work and to implement its policies on sexual and gender-based crimes (SGBC) and crimes against children.	J (Investigative) policy in relation to sexual and gender-based crimes and crimes against children implemented in all active investigations J Roll-out of the Policy on Children	Performance Indicator 4: Compliance with Key Office Policies and Standards J Milestones: implemented versus planned	J 80% or more of measures foreseen in policies implemented across all active investigations
Judicial and Prosecutorial Objective 1.2 OTP Strategic Goal 3 Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions.	J Training program implemented as planned	Performance Indicator 8: Staff Performance and Development J Milestones: planned versus actual	J 80% or more of relevant staff trained
Managerial Objective 2.5 OTP Strategic Goal 4 Further adapt the Office's investigative and prosecutorial capabilities and network to the complex and evolving scientific and technological environment.	J Scientific and technological projects to increase the Office's ability to securely and efficiently conduct its investigations implemented as planned (e.g. automated searches, internet archive)	Performance Indicator 14.1: Evaluation of Improvement Projects J Milestones: planned versus actual	J 80% or more implemented as planned
Managerial Objective 2.8 OTP Strategic Goal 7 Adapt the Office's protection strategies to new security challenges.	J All foreseeable risks properly managed J Yearly strategic security risk assessment and strategy updated for staff, witness and information security provided as planned J Project to improve information security with Registry implemented as planned	Performance Indicator 4.1 – IRA updated and checked	J All critical protection measures required to manage foreseeable risks implemented as planned J All main recommendations approved by ExCom

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Managerial Objectives 2.1, 2.2, 2.3 and 2.4 OTP Strategic Goal 8 Ensure professional, accountable, transparent and efficient management of the Office.) Efficiency gain through process review identified and achieved	Performance Indicator 6: yearly efficiency gains) Total efficiency gains versus Total ID budget) Maintain efficiency gains achieved in 2018 and identify new areas for improvement
Cooperation and Support Objective 3.3 OTP Strategic Goal 9 Work with partners to develop a coordinated investigative and prosecutorial strategy to close the impunity gap.) Priority projects implemented as planned (e.g. increased exchange of information with WCU; increase in number of coordinated activities with relevant jurisdictions)	Performance Indicator 14.1: Evaluation of Improvement Projects) Milestones: planned versus actual) 80% or more

D. Programme 2400: Expected results, performance indicators and targets 2019

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Judicial and Prosecutorial Objective 1.3 OTP Strategic Goal 1 Conduct impartial, independent, high-quality preliminary examinations, investigations and prosecutions.) Be ready to litigate three trials and seven final appeals, and to conduct pre-trial activities in eight investigations	Performance Indicator 1: Prosecutorial results in terms of perpetrators. Performance Indicator 2: Prosecutorial results in terms of charges. Performance Indicator 7: Productivity of the Office) Activities: 3 trials, 7 final appeals and pre-trial support for 8 investigations. Participation in reparations proceedings as appropriate
Judicial and Prosecutorial Objectives 1.2, 1.3 OTP Strategic Goal 2 Continue to integrate a gender perspective into all areas of the Office's work and to implement its policies on sexual and gender-based crimes (SGBC) and crimes against children.) Integrate SGBC and crimes against children charges in prosecution of cases, wherever applicable, implementing the guidelines contained in the relevant OTP policies	Performance Indicator 1: Prosecutorial results in terms of perpetrators. Performance Indicator 2: Prosecutorial results in terms of charges Performance Indicator 3: Quality of mandated activities Performance Indicator 4: Compliance with Key Office Policies and Standards) 80% or more of measures foreseen in policies implemented across all prosecutorial activities
Judicial and Prosecutorial Objective 1.3 OTP Strategic Goal 3 Further improve the quality and efficiency of preliminary examinations, investigations and prosecutions.) Maintain or improve success rate of confirmation of charges) Maintain or improve success rate of acceptance of submission) Have independent reviews performed for each case) Have evidence reviews performed for each case	Performance Indicator 1: Prosecutorial results in terms of perpetrators Performance Indicator 2: Prosecutorial results in terms of charges Performance Indicator 4: Compliance with Key Office Policies and Standards) Milestones: planned versus actual) Charges confirmed versus Charges issued/granted/convicted \geq 80%) Submissions accepted and requests granted versus number of requests > 80%) 100% of evidence reviewed) 100% of cases reviewed by independent panel) Implement 80% of the training programme, including the fortnightly PD legal lectures) Improvement projects in priority areas: internal processes, management capabilities, technology, disclosure) Contribute to progress in ensuring expeditious proceedings where possible) Continue to develop legal skills and oral and written advocacy through training

<i>Strategic Goal</i>	<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Managerial Objective 2.5 OTP Strategic Goal 4 Further adapt the Office's investigative and prosecutorial capabilities and network to the complex and evolving scientific and technological environment.) Revise training programme for prosecutors defined in annual Training Plan, including additional advocacy skills sessions and training on the use of new technologies in the courtroom) Implement the selected improvement projects related to priority areas: internal processes, management capabilities, case design, case review process, technology, key competencies	Performance Indicator 14.1: Evaluation of Improvement Projects Performance Indicator 8.2: Implementation of annual training plan / number of training days per staff member per year) 80% or more of training programme implemented as planned) Conduct training on new tools and strengthen the Division's capabilities in existing tools such as Trial Director and Ringtail
Managerial Objectives 2.1, 2.2, 2.3 and 2.4 OTP Strategic Goal 8 Ensure professional, accountable, transparent and efficient management of the Office.) Priority areas for efficiency gains identified; potential gains identified; contribution to Office-wide efficiency improvement initiatives	Performance Indicator 6: yearly efficiency gains) Total potential efficiency gains versus total PD budget) Priority areas and potential for efficiency gains identified; potential gains identified) Contribute to Office- and Court-wide efficiency improvement initiatives) Continuously improve the level of management in the Division) Continue the risk management process) Actively contribute to the further development of performance indicators) Contribute to the lessons learned programme) Develop and implement actions to improve the working climate in the Division) Actively contribute to the review of information management and structure within the Office) Improve internal communications, with the implementation of a SharePoint site and regular dissemination of information

Annex IV (e)

Major Programme III: Registry

A. Office of the Registrar

- 2.1.2 Manage resources effectively; identify and implement any further efficiency measures.
- 2.4.1 Further improve the management of staff performance.
- 2.6.3 Improve performance measurement and evaluation, including through performance indicators.
- 3.1.1 Further improve the effectiveness and efficiency of dialogue between the Court and the Assembly and its subsidiary bodies.

OTR: Expected results, performance indicators and targets 2019

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Priority Objective 2.1.2		
<ul style="list-style-type: none">)] Finalization of the new Court-wide and organ-specific Registry Strategic Plan)] Implementation of Organizational Development (OD) plans across identified Registry Sections 	<ul style="list-style-type: none">)] Development of the Registry Strategic Plan)] OD plan implementation rate 	<ul style="list-style-type: none">)] Registry Strategic Plan adopted)] 95% or higher OD plan implementation rate
Priority Objective 2.3.1		
<ul style="list-style-type: none">)] Improved Court-wide human resources performance management system 	<ul style="list-style-type: none">)] Performance management)] compliance rate 	<ul style="list-style-type: none">)] 100% compliance rate Registry-wide
Priority Objective 2.6.3		
<ul style="list-style-type: none">)] Integrated work planning with clear links to the Strategic Plan of the Court and to the Registry 	<ul style="list-style-type: none">)] % of Registry sections monitoring and measuring performance according to the Strategic Plan 	<ul style="list-style-type: none">)] 100%
Priority Objective 3.1.1		
<ul style="list-style-type: none">)] Efficient dialogue between the Court and the Assembly and its subsidiary bodies 	<ul style="list-style-type: none">)] Satisfaction of relevant actors/bodies 	<ul style="list-style-type: none">)] NA

B. Division of Management Services (DMS)

- 2.3.1 Further improve the management of staff performance.
- 2.3.2 Further improve gender balance and geographical representation across different levels of the Court's structure.
- 2.4.1 Improve working environments.
- 2.4.2 Develop a strategic approach to staff development (including staff mobility).
- 2.5.3 Improve efficiency through technological developments.
- 2.6.1 Improve and streamline the budget process, including further dialogue with States Parties on the budget process and document.
- 2.6.2 Fully implement the Court's risk management framework.
- 2.7.1 Make best use of the new premises to provide for the business needs of the Court. Maximize design flexibility to allow for expansion and/or temporary modification with minimum disruption and cost.
- 2.8.3 Apply a risk management process to security and safety risks.

DMS: Expected results, performance indicators and targets 2019

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Priority Objective 2.3.1 J Improved Court-wide human resources performance management	J Performance management compliance rate	J More than 95% compliance Court-wide
Priority Objective 2.3.2 J Increased representation of women in recruitment through gender-neutral vacancy announcements and increased inclusion in selection rounds J Improved awareness of recruitment opportunities in under-represented countries	J Gender balance across all established posts, excluding elected officials per organ J Number of targeted recruitment outreach initiatives in under-represented countries	J 50/50 gender balance Court-wide J 2 targeted recruitment outreach initiatives
Priority Objective 2.4.1 J Adoption of priority policies on key HR issues	J Number of key policies promulgated	J 3 priority policies promulgated
Priority Objective 2.4.2 J Efficient and transparent management of staff expectations with regard to career development J Structured dialogue and coordination with the Staff Union on all staff welfare and related matters via a relationship agreement	J Survey score J Relationship agreement signed and number of coordination meetings on staff well-being	J 10% increase in staff satisfaction with mobility opportunities J Agreement signed, ICC staff well-being model adopted and 3 welfare committee meetings held
Priority Objective 2.5.3 J Improved SAP capability to deal with increased workloads related to business processes, especially in human resources and budget J Operationalization of IPSAS-compliant policies	J Number of business processes reviewed and improved through increased SAP capability J Number of IPSAS-compliant financial process improvements	J 5 business processes streamlined and implemented J 3 IPSAS-compliant financial process improvements
Priority Objective 2.6.1 J Improved and streamlined budget process	J % increase in time available to analyse data: budget process improvements will decrease data processing time for staff J % automation of budget data creation process	J 20% for 2 GS-OL J 100% automation of budget data creation process
Priority Objective 2.6.2 J Full implementation of the risk management framework across the Court	J Updated risk register	J 1 update per year
Priority Objective 2.7.1 J Use premises flexibly within technical capacities	J All new requests for office space fulfilled in a timely manner using the flexibility of closed versus open-plan office spaces J Use of conference facilities to save costs of holding meetings off-premises	J 100% of office space requests fulfilled J 75% conference facility occupancy rate achieved
Priority Objective 2.8.3 J Security risk assessment updated and required measures reviewed	J Number of security risk methodologies (SRMs) completed J % of required measures implemented	J 1 strategic SRM and 1 SRM for each Court location (Headquarters and country offices): total 8 J 90% of required measures implemented

C. Division of Judicial Services (DJS)

- 1.4.1 Implement the revised legal aid system and continuously monitor its adequacy and cost-effectiveness in a manner consistent with judicial decisions and the rights of the defence.
- 1.4.3 Engage and consult with the International Criminal Court Bar Association (ICCBA) as appropriate.
- 1.6.1 Ensure meaningful reparations and successful implementation of reparation orders, including the application of coherent principles for victim reparations.
- 1.6.2 Develop coordination mechanisms with the TFV and legal representatives of victims as appropriate for the implementation of judicial decisions in relation to reparations.
- 2.1.5 Improve the performance of judicial services; develop and refine appropriate performance indicators.
- 2.5.1 Review and update the eCourt system to increase the efficiency and productivity of eCourt processes.
- 2.5.2 Review the use of standard processes, methods and technologies.

DJS: Expected results, performance indicators and targets 2019

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Priority Objective 1.4.1		
J Adequate and sustainable representation of indigent defendants in a manner that is economically efficient for the Court	J Number of defence teams on legal aid J Number of requests for review of legal aid decisions granted by Chambers	J Number of teams for indigent defendants > 6
Priority Objective 1.4.3		
J ICCBA engaged and consulted on counsel-related matters	J Number of CSS/ICCBA meetings J Number of CSS/ICCBA written consultations	J 6-12 CSS/ICCBA meetings J 3-6 CSS/ICCBA written consultations
Priority Objective 1.6.1		
J Compliance with article 75(1) of the Statute through continued judicial clarification of principles relating to reparations	J Follow all reparations-related decisions and orders to the respective Chamber's satisfaction J Respond to all reparations-related decisions and orders within the allotted deadline J Respond effectively and adequately to all requests by the parties and participants in reparations proceedings	J 100% Chambers satisfaction rate J 100% deadline compliance J 100% request satisfaction rate
Priority Objective 1.6.2		
J Coordination and communication between the Court and the TFV with regard to the implementation of reparations	J Respond effectively and adequately within capacity to all requests by the TFV J Effective communication structure with thematic focal points: initial response time per request within one working day	J 100% response implementation rate J 100% effective communication compliance
J In the light of relevant judicial decisions, establish a framework for the Registry's support tasks on reparations, taking account of the separate roles and responsibilities of the TFV and Registry	J "Lessons Learnt" catalogue on expert assignments in reparations issues J Registry support task list on reparations pre-implementation and during implementation	J Finalize "Lessons Learnt" catalogue on reparations expert assignments for use in 2019 J Finalize Registry support task list for use in 2019

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Priority Objective 2.1.5		
) Appropriate performance indicators for judicial processes and relevant judicial support developed, monitored and reported) No hearings delayed or cancelled due to CMS lack of service) Support provided for 100% of scheduled hearings
) Translation: number of translations delivered in the context of specific judicial proceedings such as reparations, issues on appeal and important milestones in a given case (decision on confirmation of charges, judgment, sentencing decision, etc.)) 100% satisfaction rate
) Interpretation: number of interpreted hearings; number of interpreter days for judicial proceedings; number of freelance interpreters recruited for judicial proceedings) No delay to judicial proceedings due to language services provision
) Field and operational interpretation: number of field and operational interpretation assignments linked to judicial proceedings; number of (situation) languages provided; number of field interpreters accredited with a view to servicing judicial proceedings	
) Client survey	
Priority Objective 2.5.1		
) Increase efficiency and productivity of eCourt processes via eCourt system update) CMS: automated integration of three applications for updating access groups to stop triplication of same task) CMS: 70% reduction in time required to update access management groups in ECOS application
) CMS: systematic automated verification of OCR for filings upon submission	
Priority Objective 2.5.2		
) Prevent, and mitigate risks related to, unauthorized data disclosure) CMS: secure timely processing of all filings while preventing oversights by implementing application enhancements to alert staff of the risk of an overdue notification) No filing oversights
) % decrease in victim application processing time) 20% decrease in victim application processing time by the end of 2019
) Improve all Court processes to make them more suitable, efficient, secure and transparent) Resource needs reduced by digitizing victim applications) 15% reduction in resource needs by the end of 2019
) Application forms following uniform standard) Standard application forms for participation and reparations at beginning of 2019
) % Court staff who have completed mandatory information security training) 95% of Court staff having completed mandatory training
) Rate of implementation of available software updates) 100% implementation of software updates
) Response times to reported information security incidents) Information Security response times within 2 hours
) Rate of implementation of lessons learned from incidents) 100% of lessons learned from incidents
) % of courtroom availability) 99.2% courtroom availability
) % of system availability for applications and infrastructure that support Court activities) 99.2% system availability
) % of planned projects that have been delivered by IMSS to support Court efficiencies) 90% of planned projects delivered

D. Division of External Operations (DEO)

- 1.7.1 Conduct effective outreach to and communication with victims and affected communities in accordance with the Court's relevant strategic documents.
- 1.7.2 Assess the Court's effectiveness and impact in collaboration with external stakeholders.
- 2.1.2 Manage resources effectively; identify and implement any further efficiency measures. Focus on field activities with a view to promoting better coordination and enhancing the impact of the Court's work in situation countries.
- 2.8.3 Apply a risk management process to security and safety risks.

- 3.3.1 Engage in constructive discussions with States to overcome obstacles and promote best practices such as adopting national procedures for cooperation, designating national focal points and consulting promptly with the Court to resolve any matter that has impeded or prevented the execution of requests.
- 3.3.2 Organize seminars on cooperation in different regions to enable dialogue between key representatives of States and the Court.
- 3.4.3 Increase external and internal levels of cooperation in relation to witness protection.
- 3.5.1 Coordinate efforts with other stakeholders such as States, international and regional organizations, NGOs and other key partners working actively on universality.

DEO: Expected results, performance indicators and targets 2019

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Priority Objective 1.7.1		
<ul style="list-style-type: none">) Increased understanding of the Court's mandate and proceedings among victims and affected communities) Increased ability of local populations to follow judicial developments 	<ul style="list-style-type: none">) Number of tailor-made radio and television outreach programmes produced and distributed) Increase in percentage of questions showing that the understanding of participants in outreach sessions has become more concrete than in 2017) Increase in the Court's media presence in situation countries) Structured interviews with stakeholders working with victims and affected communities in situation countries) Increase in number of outreach activities organized in situation countries with field presences) Increase in number of participants in outreach activities in situation countries) Estimated population reached through radio and television (in all situation countries) 	<ul style="list-style-type: none">) 60 programmes) Increase in number of interviews and media events in the situation countries) Increased level of satisfaction of stakeholders in situation countries) 10% increase in number of outreach activities) 10% increase in number of participants) 35 million people reached
Priority Objective 1.7.2		
<ul style="list-style-type: none">) Targeted approach to outreach based on consultation with external and internal stakeholders and the Lessons Learnt exercise) Appropriate performance indicators established to measure the Court's outreach and impact 	<ul style="list-style-type: none">) New projects resulting from consultation with external and internal stakeholders) Level of awareness and satisfaction of local partners according to surveys monitoring perceptions of the Court) Stakeholder comments: comments from external and internal stakeholders) Lessons-learned process for situation countries with field presences) Individual indicators set up for outreach objectives in consultation with relevant internal and external stakeholders 	<ul style="list-style-type: none">) Consultation with stakeholders resulting in new projects implemented in the field) Interviews with representative samples of target groups) Interviews with stakeholders) Regular internal consultation with outreach officers in situation countries and sharing of lessons learned through outreach staff at HQ) Indicators established
Priority Objective 2.1.2		
<ul style="list-style-type: none">) Full operationalization of country offices) Full implementation of updated mission planning processes, exit strategy, field capacity model and standardized template for setting up new country offices 	<ul style="list-style-type: none">) Field staffing: number of approved versus filled posts) % of integration and application of mission-planning software capabilities) Drafting and implementation of the protocol on the set-up, functioning and closure of country offices 	<ul style="list-style-type: none">) 90% of approved posts filled) 100% integration) Established and approved formal AI(s), SOPs and/or protocols

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Priority Objective 2.5		
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Enhance the Court's online presence and corporate image, including a new website and strategic framework for the use of social networks and an improved visual identity 	<ul style="list-style-type: none"> <ul style="list-style-type: none"> Twitter: <ul style="list-style-type: none"> number of followers number of impressions/views of the Court number of retweets/shares Facebook: <ul style="list-style-type: none"> number of page likes analysis focusing on shareability Instagram: <ul style="list-style-type: none"> number of story likes and shares 	<ul style="list-style-type: none"> <ul style="list-style-type: none"> Twitter <ul style="list-style-type: none"> 330K followers / page likes (15% increase by December 2019) 26K impressions (4K increase to be achieved by December 2019) 35K retweets (2K increase) 10K likes (2K increase) Facebook: <ul style="list-style-type: none"> 120K page likes (25% increase by December 2019) Instagram <ul style="list-style-type: none"> Creating 300 posts and analysing follower response 120K page likes (by December 2019)
Priority Objective 2.8.2		
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Implementation of systematic security risk management process for all of the Court's activities in the field 	<ul style="list-style-type: none"> <ul style="list-style-type: none"> % implementation of systematic security risk management process for all of the Court's activities in the field 	<ul style="list-style-type: none"> <ul style="list-style-type: none"> 100% implementation of systematic security risk management process for all of the Court's activities in the field
Priority Objective 2.8.3		
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Completion of UN Minimum Operating Security Standards (MOSS) self-assessment for all country offices and update of Court-specific SRA 	<ul style="list-style-type: none"> <ul style="list-style-type: none"> % of UN MOSS self-assessments carried out for country offices % implementation of field training 	<ul style="list-style-type: none"> <ul style="list-style-type: none"> At least one UN MOSS self-assessment carried out for each country office once a year 80% compliance with UN MOSS in situation countries where the Court has country offices At least 80% implementation of field training
Priority Objective 3.2.1		
<ul style="list-style-type: none"> <ul style="list-style-type: none"> New York Liaison Office: Effective communication and cooperation with the United Nations and its agencies, with national delegations (both States Parties and non-States Parties) and civil society representatives in New York; and provision of logistical support to the Assembly and its subsidiary bodies 	<ul style="list-style-type: none"> <ul style="list-style-type: none"> Transmit and pursue all requests by the Court for cooperation with relevant interlocutors at the UN until completion of requests Organize/provide briefings for States and other stakeholders in New York Provide support to visiting Court officials Monitor and participate in relevant UN meetings, follow up issues bilaterally and provide regular reports for the Court Provide input for UN reports and resolutions on Court-related subjects, and provide support to the facilitator of the annual ICC resolution in the UN General Assembly Participate in and present at seminars and workshops on Court-related subjects NY Liaison Office to provide logistical support to the Assembly, the Bureau and the New York Working Group and represent the Court at meetings of the Bureau and the New York Working Group 	<ul style="list-style-type: none"> <ul style="list-style-type: none"> 100% 3-5 All visits Biweekly and ad hoc reports as needed 5-8 reports/resolutions 5 seminars/workshops 10-15 meetings

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Priority Objective 3.3.1 J Enhanced communication channels with key States and regional bodies for more efficient and effective cooperation	J % increase in effective interactions with key States Parties leading to concrete results J % increase in action plans, events and seminars and % increase in interactions aimed at enhancing cooperation with regional organizations	J Monitor tracking system in place J 15% increase in effective interactions with key States Parties leading to concrete results J 15% increase in action plans, events and seminars and 10% increase in interactions aimed at enhancing cooperation with regional organizations J Full implementation of cooperation-related activities under the European Community grant
Priority Objective 3.3.2 J Increased level of general support and cooperation from States	J % of activities involving States resulting in concrete pledges and/or expressions of interest to assist the Court J % increase in regular targeted démarches	J 15% increase in successful activities involving States J 10% increase in State pledges and/or positive expressions of interest to assist the Court J 10% increase in démarches leading to positive engagements
Priority Objective 3.4.3 J Strengthened support to and protection of witnesses	J 80% of ICCPP referrals to be managed by resettlement within three years (through improved case-management processes) J Three new witness relocation agreements per year	J 100% compliance with scheduling of the calling party and the respective Chamber J 100% preparation of victims and witnesses for transport to the Court or video link; management of appearance and safe return following testimony
Priority Objective 3.5.1 J Further accessions to / ratifications of the Rome Statute and enhanced communication and cooperation of non-States Parties with the Court J Increased clarity and awareness of the Court's functions and mandate among non-States Parties	J % increase in activities and actions with key stakeholders designed to foster understanding and appetite for ratification and/or accession J % increase in regular involvement of non-States Parties in events, activities and seminars designed to promote the Court, and démarches aimed at fostering understanding by non-States Parties	J 15% increase in interactions with non-States Parties and/or stakeholders who can assist and facilitate these interactions J 10% increase in non-State Parties participating in events J 10% increase in direct bilateral démarches and identification of new opportunities for engagement aimed at fostering understanding by non-States Parties

Annex IV (f)

Major Programme IV: Secretariat of the Assembly of States Parties

Expected results, performance indicators and targets 2019

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Objective 1 Conference held as planned	<ul style="list-style-type: none">) Meetings run smoothly and end on time, and reports are adopted) All agenda items are considered) Participants are supported substantively and logistically at meetings, including with registration, provision of documentation and language services) Session participants are satisfied with the arrangements and information provided 	n/a
Objective 2 Quality edited and translated documents released for processing, production and distribution in a timely manner	<ul style="list-style-type: none">) States are provided and satisfied with quality conference services and with the editing, translation and timely issuance of documents, in four official languages,¹ which fully support them in their functions) States are assisted as required, in particular with the provision of information and documentation regarding the Assembly and the Court 	n/a
Objective 3 Quality legal advice provided to the Assembly and its subsidiary bodies	<ul style="list-style-type: none">) States are provided with substantive legal services, especially in the form of documentation, which facilitate and support their work) Members of the Assembly and relevant bodies are satisfied with the sessions 	n/a
Objective 4 Effective dissemination of documentation and information to States Parties via, <i>inter alia</i> , the internet	<ul style="list-style-type: none">) Website and extranets of the Assembly, Bureau, Committee on Budget and Finance, and Audit Committee are used frequently 	n/a

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

Annex IV (g)**Major Programme VII-5: Independent Oversight Mechanism****Expected results, performance indicators and targets 2019**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Objective 1 Contribute to effective Court oversight through the timely and professional investigation of reports of non-compliance with Court regulations.) Percentage of reports responded to within 20 working days	95%
Objective 2 Assist the Assembly and Heads of Organs in ensuring the efficiency and effectiveness of Court operations by completing the requested inspections and evaluations.) Percentage of agreed oversight activities completed on schedule	95%

Annex IV (h)**Major Programme VII-6: Office of Internal Audit****Expected results, performance indicators and targets 2019**

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2019</i>
Objective 1 Contribute to achieving the Court's strategic and operational objectives by providing assurance to management on the effectiveness and efficiency of governance, internal control frameworks and risk management through audit/advisory work.	Number of audits performed against the validated audit workplan	A minimum of 5 audits

Annex V**Staffing information****Annex V (a)****Proposed Court staffing in 2019 by major programme**

<i>Total Court</i>	<i>USG</i>	<i>SG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P-Staff and above</i>	<i>GS-PL</i>	<i>GS-OL</i>	<i>Total GS-Staff</i>	<i>Total Staff</i>
Major Programme I	-	-	-	-	3	3	21	12	-	39	1	11	12	51
Major Programme II	1	1	-	3	20	36	81	85	26	253	1	79	80	333
Major Programme III	-	1	-	3	23	44	83	93	5	252	15	318	333	585
Major Programme IV	-	-	-	1	1	1	1	1	-	5	2	3	5	10
Major Programme VI	-	-	-	1	-	5	3	-	-	9	-	4	4	13
Major Programme VII-5	-	-	-	-	1	1	-	1	-	3	-	1	1	4
Major Programme VII-6	-	-	-	1	-	1	1	-	-	3	-	1	1	4
Grand Total	1	2	-	9	48	91	190	192	31	564	19	417	436	1,000

Annex V (b)**List of reclassifications 2019**

<i>Level</i>	<i>Functional Title</i>				
<i>Number of Posts</i>	<i>Current</i>	<i>New/Requested</i>	<i>Organ/Section</i>	<i>From</i>	<i>To</i>
1	P-4	P-5	OTP/IOP	Chef de Cabinet	Chef de Cabinet
1	P-4	P-5	OTP/JCCD	International Cooperation Adviser	Senior Legal Adviser
8	P-1	P-2	OTP/PD	Assistant Trial Lawyer	Associate Trial Lawyer
Total OTP Reclassifications:		10			
1	P-3	P-4	Registry/ OD-DMS	Administrative Officer	Administrative Officer and Risk Management Coordinator
Total Registry Reclassifications:		1			
Total Reclassifications:		11			

Annex V (c)**List of conversions 2019 (GTA to established posts)**

<i>Number of Posts</i>	<i>Level</i>	<i>From 2018</i>	<i>To 2019</i>	<i>Programme / Section</i>	<i>Functional Title</i>
1	P-2	GTA	Established posts	Services Section	Associate Administration Officer
1	P-3	GTA	Established posts	JCCD	International Cooperation Adviser
3	P-3	GTA	Established posts	Investigation Division	Analyst
5	P-3	GTA	Established posts	Investigation Division	Associate Investigator
2	P-4	GTA	Established posts	Prosecution Division	Trial Lawyer
1	P-1	GTA	Established posts	Prosecution Division	Case Manager
Total OTP Conversions:		13			
Total Conversions:		13			

Annex V (d)

Changes to the staffing table

<i>Number of Posts</i>	<i>Level</i>	<i>Functional Title</i>	<i>From 2018 Approved Budget</i>	<i>To 2019 Proposed Budget</i>
1	P-5	Head, New York Liaison Office	MP I: Judiciary New York Liaison Office	MP III: Registry New York Liaison Office
1	GS-OL	Administrative Assistant	MP I: Judiciary New York Liaison Office	MP III: Registry New York Liaison Office
Total Judiciary to Registry Redeployments: 2				
1	P-4	Knowledge-Base Manager	Services Section	IKEMS
1	P-3	Head, Information and Evidence Unit	Services Section	IKEMS
2	P-2	Information Officer (Evidence and Analysis Systems)	Services Section	IKEMS
1	P-2	Associate Information and Evidence Officer	Services Section	IKEMS
1	P-1	Assistant Information Officer	Services Section	IKEMS
3	P-1	Database Coordinator	Services Section	IKEMS
4	GS-OL	Evidence Assistant	Services Section	IKEMS
3	GS-OL	Information Storage Assistant	Services Section	IKEMS
1	GS-OL	Information Management Assistant	Services Section	IKEMS
1	GS-OL	Disclosure/Search Assistant	Services Section	IKEMS
1	GS-OL	Senior Evidence Assistant	Services Section	IKEMS
1	P-2	Data Processing Manager	Investigation Division	IKEMS
7	GS-OL	Data Processing Assistant	Investigation Division	IKEMS
4	GS-OL	Information Management Assistant	Investigation Division	IKEMS
Total OTP Redeployments: 31				
1	P-3	Field Officer	Uganda field office	Mali country office
1	P-3	Field Officer	Uganda field office	Georgia country office
1	GS-OL	Senior Finance Assistant	DRC field office	Finance Section
1	GS-OL	Senior Driver	DRC field office	Uganda country office
Total Registry Redeployments: 4				

Annex VI

Salaries and entitlements for 2019 (thousands of euros)

Annex VI (a)

Judges' salary and entitlements for 2019 (thousands of euros)

<i>Presidency:</i>	<i>Costs</i>
Special allowance President and Vice-Presidents	28.0
<i>Subtotal Presidency</i>	<i>28.0</i>
Chambers: 20 Judges	Costs
Standard salary costs - 18 full-time Judges	3,240.0
Judges' pensions* - 18 full-time Judges	1,562.4
Standard salary costs - 2 Judges continuing in office to complete proceedings (15 months)	225.0
Judges' pensions* - 2 Judges continuing in office to complete proceedings (15 months)	12.0
<i>Subtotal Chambers</i>	<i>5,039.4</i>
Accruals for annual leave	126.0
Accruals for relocation	225.0
Estimates of home leave and education grant expenses	205.2
Service-incurred injury insurance - Court requirement	38.5
<i>Subtotal Additional Requirements</i>	<i>594.7</i>
Total Judges' salary and entitlements for 2019	5,662.1
Revision of the Judges' remuneration (subject to States Parties' determination)**	580.9
Total revised Judges' salary and entitlements for 2019	6,243.0

* Estimate based on notional assumptions about the terms of the performance agreement which will commence on 1 January 2019. This estimate will need to be updated once details of the agreement are available.

** This amount, which is consistent with the revised amounts included in the 2017 and 2018 proposed programme budgets, would align the judges' salaries with those of the judges of the International Court of Justice and other international courts and tribunals.

Annex VI (b)

Standard salary costs for 2019 - Professional and General Service staff at Headquarters (thousands of euros)

<i>Post level</i>	<i>Net salary</i>	<i>Common staff costs</i>	<i>Representation allowance</i>	<i>Total</i>
	(1)	(2)	(3)	(1)+(2)+(3)=(4)
USG	168.5	70.4	4	242.9
ASG	154.5	64.6	3	222.1
D-1	134.6	56.3		190.8
P-5	117.2	49.0		166.2
P-4	101.8	42.6		144.3
P-3	84.5	35.3		119.8
P-2	69.5	29.1		98.6
P-1	69.5	29.1		98.6
GS-PL	62.6	26.2		88.8
GS-OL	51.4	21.5		72.9

Delayed recruitment factors:

- (a) Existing Professional and General Service posts in MP I: 5 per cent
- (b) Existing Professional and General Service posts in MP II: 8 per cent
- (c) Existing Professional and General Service posts in MP III, IV and VI: 10 per cent
- (d) Existing Professional and General Service posts in MPs VII-5 and VII-6: 0 per cent

<i>Post level</i>	<i>Delayed recruitment factors</i>			
	(0%)	(5%)	(8%)	(10%)
USG	242.9	230.8	223.5	218.6
ASG	222.1	211.0	204.3	199.9
D-1	190.8	181.3	175.5	171.7
P-5	166.2	157.9	152.9	149.6
P-4	144.3	137.1	132.8	129.9
P-3	119.8	113.8	110.2	107.8
P-2	98.6	93.7	90.7	88.7
P-1	98.6	93.7	90.7	88.7
GS-PL	88.8	84.4	81.7	79.9
GS-OL	72.9	69.3	67.1	65.6

Annex VII

Proposed 2019 budget for the African Union Liaison Office (AULO)

1. In line with part IX of resolution ICC-ASP/9/Res.4 of the Assembly of States Parties,¹ no resources have been allocated to the African Union Liaison Office in the Proposed Programme Budget for 2019. Should the African Union agree to the request of the International Criminal Court (“the Court”) to open a Liaison Office in Addis Ababa, the Court will notify the Committee on Budget and Finance of the need to access the Contingency Fund for up to the amount in the Court’s proposed budget for 2019 of €378,900 in order to proceed with the establishment of the said Liaison Office.

1320 African Union Liaison Office	2017 Expenditures (thousands of euros)			2018	Resource Changes		Proposed 2019 Budget (thousands of euros)
	Total	Cont. Fund	Total incl. CF	Approved Budget	Amount	%	
<i>Judges</i>							
Professional staff							171.7
General Service staff							65.6
<i>Subtotal staff</i>							244.8
General temporary assistance	-	-	-	-	-	-	-
Temporary assistance for meetings	-	-	-	-	-	-	-
Overtime	-	-	-	-	-	-	-
<i>Subtotal other staff</i>	-	-	-	-	-	-	-
Travel	-	-	-	-	-	-	15.2
Hospitality	-	-	-	-	-	-	1.0
Contractual services	-	-	-	-	-	-	15.6
Training	-	-	-	-	-	-	-
Consultants	-	-	-	-	-	-	-
General operating expenses	-	-	-	-	-	-	49.6
Supplies and materials	-	-	-	-	-	-	5.0
Furniture and equipment	-	-	-	-	-	-	47.7
<i>Subtotal non-staff</i>	-	-	-	-	-	-	134.1
Total	-	-	-	-	-	-	378.9

Annex VIII

2019 estimated income statements

Least-Developed Countries Trust Fund (euros)

Estimated income 2019	
Donor contributions	25,000
<i>Subtotal income</i>	25,000
Estimated expenditure 2019	
Travel	21,100
Administration costs	3,900
<i>Subtotal expenditure</i>	25,000
Net income 2019	0

¹ Official Records ... Ninth Session ... 2010 (ICC-ASP/9/20), vol. I, part III, ICC-ASP/9/Res.4.

Annex IX

Information Technology and Information Management at the International Criminal Court: Five-Year Strategy (2017-2021)

1. In February 2017, the Information Management Governance Board (IMGB) endorsed the Five-Year IT/IM Strategy of the International Criminal Court (“the Court”), which was subsequently validated by the Coordination Council (CoCo) on April 2017. The focus of the Court’s five-year strategy is on improving the efficiency, transparency, sustainability and security of the Court’s systems, which has been designated a Court-wide strategic priority. This annex provides an overview of total investment for the 2017-2021 period, estimates for the annual Information Management Services Section (IMSS) forecast of operating costs to support the systems during and post strategy, and details of the breakdown of resources for strategic projects in 2019.

2. The Court-wide investment for staff and non-staff costs was presented at the thirtieth session of the Committee on Budget and Finance (“the Committee”) in April 2018. The table below contains actual figures from 2017, the approved budget for 2018, the proposed budget for projects in 2019 and the forecasts for 2020 and 2021. The forecasts will continue to be updated each year and reported to the Committee, with a detailed explanation of actual expenditure and revised forecasts for future years.

Table 1: Total investment for the five-year Court-wide strategy 2017-2021 (thousands of euros)

<i>Cost Centre</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>Total for Duration of Strategy</i>
Staff costs						
MP III: Registry						
DMS	-	100.0	100.0	100.0	100.0	400.0
DJS	-	146.5	146.5	146.5	146.5	586.0
<i>Total staff costs</i>	-	246.5	246.5	246.5	246.5	986.0
Staff costs delta from previous year	-	+246.5	-	-	-	-
Non-staff costs						
MP II: OTP	-	135.0	180.0	180.0	180.0	675.0
MP III: Registry						
DJS	664.0	600.0	1,592.0	1,626.0	1,763.0	6,245.0
DMS	-	224.9	150.0	20.0	370.0	764.9
Total MP III: Registry		824.9	1,742.0	1,646.0	1,950.0	
<i>Total non-staff costs</i>	664.0	959.9	1,922.0	1,826.0	2,313.0	7,684.9
Non-staff costs delta from previous year	-	+295.9	+962.1	-96.0	+487.0	-
Total Court-wide investment	664.0	1,206.4	2,168.5	2,072.5	2,559.5	8,670.9
Total delta from previous year	-	+542.4	+962.1	-96.0	+487.0	-

3. At the Committee’s thirtieth session, the Court also presented the overall impact of executing the strategy on IMSS operating costs. The figure below illustrates the forecast trends for the Court-wide strategic investment (bottom line), the annual IMSS baseline operational budget for staff and non-staff (middle line) referred to as “lights-on”, and finally, the forecast total of the IMSS budget (top line), which comprises the baseline operating costs plus the strategic investments included in the IMSS budget. When this data

was provided at the Committee's thirtieth session, the total forecast budget, as illustrated by the green line, was estimated at €1,273.0 thousand. The IMSS proposed budget for 2019, as detailed in Programme 3300 – Division of Judicial Services, is €1,123.8 thousand, which is just under the forecast communicated in April 2018. IMSS will continue to monitor and report on the forecast for annual lights-on, budget and strategic investment.

Figure 1: IMSS budget, IT lights on and Court-wide strategy investment



4. The total Court-wide investment for strategic projects in 2019 is €2,168.5 thousand with €246.5 thousand and €1,922.0 thousand in staff and non-staff costs, respectively. The investments are distributed among the Office of the Prosecutor (OTP) (€180.0 thousand) and in the Registry under the Division of Management Services (DMS) (€250.0 thousand) and the Division of Judicial Services (€1,738.5 thousand), which includes the Court Management Section (CMS) (€146.5 thousand) and IMSS (€1,592.0 thousand). The table below breaks down staff and non-staff costs for each stream of the strategy per cost centre.

Table 2: Summary of Court-wide 2019 strategic projects funding (thousands of euros)

2018 Funding for Strategy	MP III: Registry			Total Stream
	MP II: OTP	DMS	DJS	
Staff				
Judicial	-	-	146.5	146.5
Administrative	-	100.0	-	100.0
Total staff	-	100.0	146.5	246.5
Non-staff				
Prosecutorial	180.0	-	295.0	475.0
Judicial	-	-	1,060.0	1,060.0
Administrative	-	150.0	-	150.0
Information Management	-	-	-	-
Information Security	-	-	187.0	187.0
Optimizing IT	-	-	50.0	50.0
Total non-staff	180.0	150.0	1,592.0	1,922.0
Total	180.0	250.0	1,738.5	2,168.5

5. While the IMSS budget comprises €1,592.0 of the requested €1,922.0 in non-staff costs for investments in strategic projects across Judicial, Information Security and Optimizing IT, the non-staff costs of €295.0 and €180.0 for the OTP projects are covered

by IMSS and the OTP, respectively. Administrative projects are funded solely by DMS and have staff and non-staff components. CMS has an ongoing requirement for staff costs in order to continue the GTA position of eCourt Project Manager for the Judicial Workflow Platform. Information Management projects in 2019 will utilize existing staff resources and, hence, no further investment is required.

6. The following table presents the individual strategic projects for each stream in 2019 that require an investment in staff and non-staff resources. While there are additional IMSS projects in Information Management and Optimizing IT, they are not discussed here as they will be executed using existing staff resources and do not require additional investments. However, pursuant to the Committee's recommendation, the report on the detailed strategy plan to be submitted at its thirty-first session will include all projects in the five-year strategy, regardless of whether funding is required.

7. The Information Security stream now has a total of six projects for 2019, contrary to what was reported at the Committee's thirtieth session. The revision reflects updated priorities to address the continually changing threat profile of the Court and to take advantage of evolving technologies. This shift in priorities is accommodated within the forecast funding previously presented to the Committee and endorsed by the IMGB during the preparation of the 2019 budget.

Table 3: 2019 Strategic Project Investments (thousands of euros)

Stream	Initiative	MP II: OTP		MP III: Registry				Total
				DMS		DJS		
		Staff	Non-staff	Staff	Non-staff	Staff	Non-staff	
Prosecutorial	Integrate Fact Analysis Database (FAD) – iBase with other investigative tools		45.0				55.0	100.0
	Forensic Tool Improvement Project – implementation phase: anonymous browsing (WASP), forensic capture (SCREEN) and OSINT		110.0				95.0	205.0
	Forensic Evidence Vault Implementation		25.0				145.0	170.0
	Subtotal		180.0				295.0	475.0
Judicial	Judicial Workflow Platform - Unified Information Repository						570.0	716.5
	Judicial Workflow Platform - Evidence and Case Record Gateway					146.5	402.0	402.0
	Judicial Workflow Platform - Litigation Platform						88.0	88.0
	Subtotal					146.5	1,060.0	1,206.0
Administration	Roll out web-based user interface (Fiori) to various approval scenarios				20.0			120.0
	Attendance Administration and Monitoring for Security Section			100.0	50.0			50.0
	Digital Personnel Files				80.0			80.0
	Subtotal			100.0	150.0			250.0
Security	Cloud Access Security to improve security of data storage						67.0	67.0
	Risk Management Framework specialized contractors						5.0	5.0
	Extend Threat Intelligence Platform (deferred from 2018)						40.0	40.0
	Penetration Testing						20.0	20.0
	Information Security Incident Response Training for IMSS						15.0	15.0
	Data Loss Prevention						40.0	40.0
Subtotal						187.0	187.0	
Optimizing IT	Virtual Infrastructure Renewal						50.0	50.0
	Subtotal						50.0	
Total		180.0	100.0	100.0	150.0	146.5	1,592.0	

Annex X

Proposed capital investments (2019-2022)

1. As requested by the Committee on Budget and Finance (“the Committee”), the International Criminal Court (“the Court”) has identified its capital investment costs and presented them to the Assembly of States Parties (“the Assembly”) to ensure a better understanding of their Court-wide implications and to avoid any surprises when a clearly identifiable amount falls due.¹ The table below provides an overview of these costs for the 2019-2022 period. In line with past practice, the amounts required for capital investment under the Court’s 2019 Proposed Programme Budget have been organized by priority and reduced to a minimum.

Table 1: Four-Year Capital Investment Plan (2019-2022)

<i>Capital investment</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
Vehicles	335,000	420,500	420,250	465,000
Investments related to the Court’s Five-Year IT/IM Strategy	50,000	500,000	50,000	
Total capital investment	385,000	920,500	470,250	465,000

A. Vehicles

2. The costs indicated in the table above are based on the replacement plan for vehicles in the field for the 2019-2022 period. Vehicles distributed and transferred among country offices depending on operational needs range in age from 8 to 16 years old.

B. Investments related to the Court’s Five-Year IT/IM Strategy

3. According to industry standards, storage and virtual infrastructure components have a lifespan of three to five years and need to be replaced within that period. As stated in the Court’s Five-Year IT/IM Strategy, a capital investment amount of €100.0 thousand split between years 2019 and 2021 is required to renew the Court’s virtual infrastructure. A larger investment of €500.0 thousand is required for SAN (Storage Area Network) storage replacement in the data centre to maintain the Court’s storage capacity.

¹ *Official Records ... Tenth session ... 2011* (ICC-ASP/10/20), vol. II, part B.II, para. 22.

Annex XI

Savings and efficiencies achieved in 2018 and estimates for 2019

In accordance with the requests tabled by the Assembly of States Parties and the Committee on Budget and Finance, this annex provides detailed information on savings, efficiencies, non-recurrent costs and additional cost reductions. For the background on this initiative please refer to the relevant sections of the requests on Savings and Efficiencies.¹

A. Savings

<i>Description</i>	<i>Achieved Output</i>	<i>2018 Savings</i>	<i>2019 Impact to Baseline</i>	<i>2019 Costs Avoided (Baseline Maintained)</i>
ID02: In the Investigation Division, commencing in 2018 (security permitting), Europe-based witnesses travel to HQ as opposed to having 2 investigators and 1 interpreter travel to the location of the witness.	Funds required for Travel reduced resulting in a saving of €85,320 in 2018 and a reduction of €85,320 (based on 18 interviews) in 2019.	85.3	85.3	-
ID03: In the Investigation Division, commencing in 2018 (security permitting), investigative capacity has been created in the field.	Funds required for Travel reduced resulting in a saving of €12,804 in 2018 and a reduction of €15,196 in 2019.	112.8	215.2	-
DMS01: In 2018, the Office of the Director (SAP Team) reviewed and renegotiated SAP licences across all ERP applications.	Increase of yearly SAP licences maintenance cost by €17,000 avoided and brought down to an increase of €15,000 only by consolidating licences for the use of new and existing SAP software.	-	-	102.0
DMS23: In 2018, the Office of the Director (Occupational Health Unit - OHU) terminated the Field Paramedical Support contract with an external service provider and the annual cost of the service is being used to recruit one in-house GS-PL Senior Nurse and one GS-OL Field.	The difference between the yearly cost of the external contract and the cost of internal resources represents a saving of €2,200. In addition to savings the increased internal capacity of OHU is used to cope with increased activities.	-	22.2	-
DMS11: Each year, the General Services Section reviews all applicable facilities management contracts and renegotiates during procurement processes.	In 2018 the garbage removal contract was renegotiated: Funds required for GOE reduced resulting in a saving of €7,000 in 2018 and a reduction of €7,000 in 2019.	7.0	7.0	-
DMS12: In 2019, the General Services Section will move to a new maintenance contractor reducing the need for one GTA Handyman (GS-OL).	Saving and decrease in 2019 GTA of €72,900.	-	72.9	-
DMS18: For 2018, the General Services Section has reviewed the process for managing freight. Several shipments where possible will be consolidated into one.	Funds required for GOE reduced resulting in a saving of €15,000 in 2018 and a reduction of €15,000 in 2019.	15.0	15.0	-

¹ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), ICC-ASP/15/Res.1, para. L.1.- L.2.; ICC-ASP/16/10, paras. 38-51 and Annex X.; ICC-ASP/16/Res.1/Advance version, part K.2.; ICC-ASP/17/5, para. 17.

<i>Description</i>	<i>Achieved Output</i>	<i>2018 Savings</i>	<i>2019 Impact to Baseline</i>	<i>2019 Costs Avoided (Baseline Maintained)</i>
DMS20: In 2018, following the increasing digitalization of data and despite increasing activities, the General Services Section has reduced the estimated demand for paper.	Funds required for Supplies and Materials reduced resulting in a saving of €10,000 in 2018 and a reduction of €10,000 in 2019.	10.0	10.0	-
DMS24: The General Services Section continuously seeks to improve energy use at Headquarters and this results in constant adjustments and recalibration of the Court's building technology. In 2017, the Court reduced its electrical consumption.	Funds required for GOE reduced resulting in a saving of €94,000 in 2018 and a reduction of €94,000 in 2019.	94.0	94.0	-
DMS21: In 2018, the Safety and Security Section reviewed the vetting process and eliminated a number of steps that reduced the level of required outsourced services.	Funds required for 2019 vetting-related Contractual Services reduced resulting in a saving of €22,500.	22.5	22.5	-
DJS03: In 2017, the Information Management Services Section decommissioned ISDN lines as backup for the voice services at the HQ.	Funds required for GOE reduced resulting in a saving of €25,000 in 2018 and a reduction of €25,000 in 2019.	25.0	25.0	-
DJS04: In 2017, the Information Management Services Section decommissioned redundant network equipment in country offices.	Funds required for GOE reduced resulting in a saving of €14,000 in 2018 and a reduction of €14,000 in 2019.	14.0	14.0	-
DJS05: In 2017, the Information Management Services Section replaced the existing two-factor authentication system with a more economical one.	Funds required for GOE reduced resulting in a saving of €12,000 in 2018 and a reduction of €12,000 in 2019.	12.0	12.0	-
DJS06: Historically the Court has used two satellite telecommunications providers in the field. In 2017, a decision was made to use a single provider.	Funds required for GOE reduced resulting in a saving of €10,000 in 2018 and a reduction of €10,000 in 2019.	10.0	10.0	-
DJS08: In 2018, the Information Management Services Section renegotiated the agreement for the landline phone communications at HQ.	Funds required for GOE reduced resulting in a saving of €30,000 in 2018 and a reduction of €30,000 in 2019.	30.0	30.0	-
DJS17: In 2018, the Office of Public Counsel for Victims commenced the use of video link in Bunia, DRC, to meet victims in the Katanga reparations proceedings.	Funds required for Travel reduced resulting in a saving of €3,000 in 2018 and a reduction of €3,000 (based on 18 interviews) in 2019.	3.0	3.0	-
DEO04: In 2017, the Victims and Witnesses Section reviewed the contract structure established with vendors who assist with witness protection initial response systems. The new contracts no longer contain monthly retainers but focus on	The new contract structure reduces the overall costs associated with initial response systems. In 2019, the estimated saving to GOE is €52,000.	52.0	52.0	-

<i>Description</i>	<i>Achieved Output</i>	<i>2018 Savings</i>	<i>2019 Impact to Baseline</i>	<i>2019 Costs Avoided (Baseline Maintained)</i>
payments aligned with work delivered.				
DEO06: In 2018, the Public Information and Outreach Section, in conjunction with the Information Management Services Section, is scheduled to complete the Digital Recording System (DRS) project. This system stores archives of the proceedings for public purposes more efficiently and reduces cost by removing the need to buy additional server storage.	When this project is completed, an annual saving of €30,000 will be realized and will avoid a cost increase in 2019. The 2018 Furniture and Equipment was already reduced in anticipation of this project's completion.	-	-	30.0
DEO10: In 2019, the DRC Country Office is required to provide SSAFE training to its staff. Until recently, staff were required to travel to HQ for this training. However, negotiations with the UNDSS now provides that DRC staff can attend this training in the DRC.	Increase in Travel costs avoided for 2019 resulting in a saving of €30,000.	-	-	30.0
DEO11: In 2018, the DRC Field Office commenced online English training. This eliminated the need for DRC staff members to attend class-based courses where the costs were comparatively higher and staff were not always able to attend on account of workload and operational priorities. Flexibility offered by the online training sessions in terms of time management is highly appreciated by staff members.	Flexible training delivery schedule has increased participation rates: close to 100% attendance. Given that training is online, time is saved commuting from the country office to the training venue. The overall cost of online training is lower than that provided by DRC-based institutes.	6.8	6.8	-
DEO12: In 2019, the Côte d'Ivoire Country Office will implement a new strategy of carpooling to minimize mileage and better coordinate the use of vehicles.	Funds required for maintenance of and fuel for vehicles, calculated at €15,000 on average, are expected to be reduced by 10%.	-	1.5	-
DEO13: In 2019, the Côte d'Ivoire Country Office will implement a change in process for coordinating joint in-country missions for Outreach, VPR, OPCV and TFV, and this will provide economies of scale in relation to fuel and vehicle maintenance costs.	Overall number of missions is expected to be halved, resulting in a saving of €1,250 in fuel and vehicle maintenance costs.	-	11.3	-
DEO14: In 2018, the Côte d'Ivoire Field Office, in cooperation with the UNDP, improved its capacity to gain favourable procurement terms, conditions and rates.	10% reduction in procurement activities. Funds required for Contractual Services reduced resulting in a saving of €5,000 in 2018 and a reduction of €5,000 in 2019.	5.0	5.0	-
DEO15: In 2018, the Mali Field Office increased its use of videoconference facilities.	Funds required for Travel reduced resulting in a saving of €4,810 in 2018 and a reduction of €4,810 in 2019.	4.8	4.8	-

<i>Description</i>	<i>Achieved Output</i>	<i>2018 Savings</i>	<i>2019 Impact to Baseline</i>	<i>2019 Costs Avoided (Baseline Maintained)</i>
DEO16: In 2018, the Mali Field Office its service provider for the procurement of goods and services.	Funds required for Contractual Services reduced resulting in a saving of €4,950 in 2018 and a reduction of €4,950 in 2019.	5.0	5.0	-
STFV03: In 2018 and 2019, the Annual STFV Board Meeting (May) will be taking place on the Court's premises (HQ) rather than at a hotel in The Hague.	Funds required for booking a meeting room in a hotel in The Hague are calculated at €1,000 per meeting.	2.0	2.0	-
		516.2	726.5	162.0

B. Efficiencies

<i>Description</i>	<i>Achieved Output</i>	<i>2018 Efficiencies</i>	<i>2019 Costs Avoided (Baseline Maintained)</i>
Presidency04: New York Liaison Office to be redeployed to Sub-programme 3800 (Division of External Operations) within the Registry, and managed alongside the country offices.	In the light of the Division's central role in The Hague of ensuring that logistical and administrative issues concerning the presence of the Court outside The Hague are addressed effectively and efficiently, the redeployment of the Office will facilitate positive synergy among the organs and ensure a consolidated and consistent strategy throughout all country offices of the Court. (The impact of this efficiency will be calculated at a later date.)	-	-
SS01: In the Services Section, commencing in 2017 and continuing through 2019, a new procedure was developed to copy files to USB drives, eliminating the need to burn information to compact disks.	Time taken to copy files has been reduced by 1 day per year (P-1). Issues related to poor quality have been reduced.	4.3	4.3
SS02: In the Services Section, commencing in 2018, a checklist for reviewing travel claims was developed and added to the travel claim process. This improved the accuracy and quality of information provided by stakeholders during the process.	Time taken to process travel claims within the OTP has been reduced by 12.2 days per year (P-2/P-3).	4.9	4.9
SS03: In the Services Section, commencing in 2018, additional functionality was added to the Financial Planning and Control (FPC) Portal-Online Request System automating resource request processes.	Time taken to process requests has been reduced by 34.7 day per year (GS-OL) and 13.9 days per year (P-2/P-3). Quality of information flow between stakeholders improved.	14.8	14.8
SS04: In the Services Section, commencing in 2018, indexing functionality was added to the FPC Portal-Online Request System for the annual procurement plan and annual training plan processes. Each item within the system can now easily be tracked throughout the system.	Time taken to process requests has been reduced by 10.9 days per year (GS-OL). Quality of information flow between stakeholders improved.	2.8	2.8

<i>Description</i>	<i>Achieved Output</i>	<i>2018 Efficiencies</i>	<i>2019 Costs Avoided (Baseline Maintained)</i>
SS05: In the Services Section, commencing in 2018, the process for printing PRF numbers was automated through the FPC Portal-Online Request System.	Time taken to reconcile operation reports has been reduced by 24 days per year (GS-OL).	6.4	6.4
JCCD01: In 2018, SharePoint-based automated workflows have been developed to coordinate invitations for external speaking engagements (pilot running currently).	Time taken to coordinate invitations has been reduced by 1 hour per week (GS-OL and P-3).	2.5	2.5
JCCD02: In 2018, a database for incoming and outgoing cooperation requests for assistance was developed. The new database improves information quality and transparency across Integrated Teams and improves the follow-up process for pending requests.	Time taken to enter data and produce reports has been reduced by 3.3 days per year (GS-OL). Improved teamwork and collaboration between Integrated Team members and other applicable stakeholders.	6.8	6.8
DMS02: In 2018, the Office of the Director (SAP Team) and Budget Section implemented the mandatory upgrade of the SAP funds management system to the SAP Budget Control System (BCS).	Time taken to administer appropriations, allotments and transfers has been reduced by 20 days per year (GS-OL) resulting in a 2019 efficiency allowing the Court to avoid a cost increase of €5,225.	5.2	5.2
DMS03: In 2018, the Office of the Director (SAP Team) and Budget Section automated the budget planning process by implementing SAP software, Business Planning and Consolidation (BPC).	Time taken to administer the budget planning process by the Budget Section has been reduced by 10 days per year (GS-OL) resulting in a 2019 efficiency allowing the Court to avoid a cost increase of €2,613.	2.6	2.6
DMS04: In 2018, the Office of the Director (SAP Team) and Budget Section developed a user-friendly SAP-Business Objects Budget Dashboard.	Budget implementation information is now more accessible and more clearly presented. Time taken to administer reporting-related queries from end users has been reduced by 10 days per year (GS-OL) resulting in a 2019 efficiency allowing the Court to avoid a cost increase of €2,613.	2.6	2.6
DMS05: In 2018, the Office of the Director (SAP Team) automated SAP support requests through existing software used by the IMSS.	Time taken to generate, track and close SAP service requests has been reduced by 10 days per year (GS-OL) resulting in a 2019 efficiency allowing the Court to avoid a cost increase of €2,613.	2.6	2.6
DMS06: In 2018, the Office of the Director (SAP Team) and the Finance Section automated aspects of IPSAS reporting. This improved the process for reconciling budget results and accounting results and removed the need to manually combine data from 2 different sources within SAP's financial and budget modules.	Time taken to generate reports for auditing has been reduced by 10 days per year (GS-OL) resulting in a 2019 efficiency allowing the Court to avoid a cost increase of €2,613.	2.6	2.6
DMS07: In 2018, the Office of the Director (SAP Team) and the Finance Section automated DSA deductions in the SAP travel module.	Time taken to generate DSA deductions has been reduced by 10 days per year (GS-OL) resulting in a 2019 efficiency allowing the Court to avoid a cost increase of €2,613.	2.6	2.6

<i>Description</i>	<i>Achieved Output</i>	<i>2018 Efficiencies</i>	<i>2019 Costs Avoided (Baseline Maintained)</i>
	Improved accuracy of calculations.		
DMS08: In 2018, the Budget Section reduced time spent on generating the Court's monthly expenditure report by creating an automated interface between the report and SAP data.	Time taken to produce the report has been reduced by 3 days per month (GS-OL) resulting in a 2019 efficiency allowing the Court to avoid a cost increase of €9,400. Error rate between the report and SAP data reduced to zero.	9.4	9.4
DMS10: In 2018 the Finance Section, in line with the External Auditor's recommendation, implemented the automation of IPSAS-compliant financial statements in SAP, providing a full and transparent audit trail from financial statements to the underlying data, integrating internal control inherent in the system, and reducing manual work required to prepare financial statements.	Time taken to administer this process for 2 staff (P-3 and GS-OL) has been reduced by a total of 5 days each per year.	3.5	3.5
DJS01: In 2017, the Court Management Section added new functionality to the eCourt Operating System (ECOS) to automate the distribution of documents to participants in proceedings. This also eliminated the need to enter various information into three different databases that have since been decommissioned.	Time taken to administer this process by 6 staff (GS-OL) has been reduced by 29 hours per month.	6.1	6.1
DJS02: In 2017, the Court Management Section added new functionality to the ECOS to automate the administration of access, security controls and notification of Court documents.	Time taken to administer this process by 6 staff (GS-OL) has been reduced by 29 hours per month.	6.1	6.1
DJS12: In 2018, the Victims Participation and Reparations Section implemented a new mobile victim application form and process (tablet-based), replacing the previous paper-based process.	Removing the paper-based elements of the process increases security and data processing speed at HQ and increases the Court's capacity to report on key statistics. Time taken to process application forms reduced by 10 hours (GS-OL) per week.	16.7	16.7
DJS13: In 2018, the Victims Participation and Reparations Section is upgrading the Victims Application Management System (VAMS) from a Windows-based to a web-based platform: this will result in better accessibility for field staff and easier information extraction for relevant stakeholders (Chamber, Legal Representatives, OPCV, and STFV).	Time taken to manage victim applications reduced by 5 hours (GS-OL) per week.	2.1	8.4
DJS14: In 2018, the Victims Participation and Reparations Section has developed a new online application form for victim representations and applications for participation in the proceedings/reparations on the Court's website.	Removing the paper-based elements of the process and the need for a VPR officer or intermediary to travel reduces processing time and allows the Court to increase the overall amount of VPR data received within the timelines issued by Chambers. Time taken to manage victim applications reduced by 20 days (P-2) per year.	7.0	7.0
STFV02: In 2018, a new Management Information System (MIS) is being developed to allow easy access for	Funds required for the development of MIS will be covered by voluntary contributions and not by the regular	-	126.0

<i>Description</i>	<i>Achieved Output</i>	<i>2018 Efficiencies</i>	<i>2019 Costs Avoided (Baseline Maintained)</i>
Implementing Partners (IPs) to record their results/outputs and to also allow the STFV to review and monitor the implementation of projects.	budget.		
		111.6	243.9

C. Non-recurrent costs

<i>Description</i>	<i>Achieved Output</i>	<i>2019 Impact to Baseline</i>
Presidency01: By careful and efficient coordination and because it is his home country, a security officer who was accompanying the President provided him with the necessary logistical support, meaning that the External Relations Adviser (P-3) was not needed in Abuja.	Travel cost and Daily Subsistence Allowance of one External Relations Adviser for a trip from The Hague to Abuja.	3.9
Presidency02: By careful and efficient coordination, the New York Liaison Office provided the necessary logistical support to the President, meaning that the External Relations Adviser (P-3) was not needed in New York.	Travel cost and Daily Subsistence Allowance of one External Relations Adviser for a trip from The Hague to New York.	5.8
Presidency03: Induction of newly-elected Judges in 2018.	Non-recurrent cost: €19,700 reduction in 2019 Travel.	49.7
Chambers01: Costs of appointment of newly-elected judges.	Non-recurrent cost: €10,000 reduction in 2019 Judges' Costs.	310.0
DMS09: For 2019 the Finance Section is not required to pay for UN System Finance and Budget network membership fees. This is required every other year.	Non-recurrent cost: €15,100 reduction in 2019 Contractual Services. This cost will appear again in the 2020 budget.	15.1
DEO07: In 2018, the Public Information and Outreach Section's technical training will differ compared to 2019. Technical training being run this year and not required in 2019 includes media engagement and media crisis training.	Non-recurrent cost: in 2018 resulting in a €2,200 reduction in 2019 Training.	3.2
OIA1: In 2018, the OIA hired a consultant to conduct the five-yearly external assessment of OIA in accordance with the standards of the Institute of Internal Auditors.	Non-recurrent cost: €20,000 reduction in 2019 Consultants.	20.0
		407.7

D. Additional cost reductions

<i>Description</i>	<i>Achieved Output</i>	<i>2019 Impact to Baseline</i>
DMS13: For 2019, the General Services Section has reduced the estimated workload for transportation due to reduced service requests by clients.	Funds required for 2019 overtime for drivers reduced resulting in an additional cost reduction of €20,000.	20.0
DMS14: For 2019, the General Services Section has reduced the estimated demand for office moves and postage.	Funds required for 2019 contractual services reduced resulting in an additional cost reduction of €6,000.	6.0
DMS15: For 2019, the General Services Section	Funds required for 2019 GOE reduced resulting in	11.0

<i>Description</i>	<i>Achieved Output</i>	<i>2019 Impact to Baseline</i>
has reduced the estimated demand for drinking water and expected cost for the supply of electricity.	an additional cost reduction of €1,000.	
DMS16: For 2019, the General Services Section has reduced the estimated demand for transportation, allowing Court's drivers to provide most of the coverage thereby reducing the need for outsourced services.	Funds required for 2019 GOE reduced resulting in an additional cost reduction of €7,000.	7.0
DMS17: For 2019, the General Services Section has reduced the estimated demand for courier services.	Funds required for 2019 GOE reduced resulting in an additional cost reduction of €20,000.	20.0
DMS19: For 2019, the General Services Section has reduced the estimated demand for robes.	Funds required for 2019 Supplies and Materials reduced resulting in an additional cost reduction of €10,000.	10.0
DMS22: In 2019, while 2 courtrooms and the same number of Security Officers are required, the estimated number of court hearing days has been reduced from 400 to 324. As a result, the schedule for security support has been optimized.	Funds required for 2019 overtime and night differential reduced resulting in an additional cost reduction of €4,500.	44.5
DJS07: In 2017, the Information Management Services Section mobile communication costs for Uganda Field Office was reduced due to a decrease in the estimated number of missions.	Funds required for 2019 GOE reduced resulting in an additional cost reduction of €30,000.	30.0
DJS10: In 2018, the Language Services Section has adjusted funds required for language interpreters at hearings and in the field to cater for changing workloads in specific situations.	Funds required for 2019 GTA reduced resulting in an additional cost reduction for field interpreters and interpreters at hearings of €85,800.	185.8
DJS11: In 2018, the Language Services Section decreased the estimated demand for travel associated with field interpretation based on the estimate for 2019 court hearing days.	Funds required for 2019 Travel reduced resulting in an additional cost reduction of €5,300.	5.3
DJS15: For 2019, the Office of Public Counsel for Victims has reduced the estimated demand for client travel due to a number of OPCV clients re-settling in countries where travel costs are less expensive.	Funds required for 2019 Travel reduced resulting in an additional cost reduction of €7,000.	7.0
DJS18: The Counsel Support Section reduced the estimated 2019 demand for counsel for victims.	Funds required for 2019 counsel for victims reduced resulting in an additional cost reduction of €63,700.	63.7
DEO01: In 2018, the External Operations Support Section completed mandatory expert training for current staff. In the absence of turnover and the need for refresher training / recertification, training funds for these courses will not be required.	Funds required for 2019 Training reduced resulting in an additional cost reduction of €6,600.	6.6
DEO03: In 2018, the Victims and Witnesses Section reduced the estimated number of 2019 witnesses.	Funds required for 2019 TAM reduced resulting in an additional cost reduction of €109,400.	109.4
DEO05: For 2019, the Victims and Witnesses Section has decreased its GOE and this is mainly attributable to the post ReVision structure, OTP referral estimates, improved working practices in case management, enhanced focus on expenditure and increased cooperation from core partner States.	Funds required for 2019 GOE reduced resulting in an additional cost reduction of €1,717,400.	1,717.4
		2,243.7

Annex XII

ICC Five-Year Time-Series Assumptions and Parameters 2015-2019

Parameter	2015			2016			2017			2018		2019	
	Ap-pvd	Ac-tual	Description	Ap-pvd	Ac-tual	Description	Ap-pvd	Ac-tual	Description	Ap-pvd	Description	Pro-posed	Description
1 Number of hearing days	200	110	Following the withdrawal of Prosecution charges in the <i>Kenyatta</i> case, trial hearings did not continue in 2015 as originally assumed. Specific case developments in the <i>Ruto and Sang</i> case also led to a substantially reduced requirement for courtroom time.	465	276	Before the approval of the 2016 Proposed Programme Budget, the number of trials planned was reduced from 3 to 2 (owing to the Trial Chamber's decision in the <i>Ruto and Sang</i> case), which resulted in a decrease from the original number of planned Court hearings of 465 to 310.	440	298	Case: <i>Gbagbo/Blé Goudé</i> (103), <i>Ntaganda</i> (77), <i>Ongwen</i> (113), <i>Bemba et al.</i> (1), <i>Katanga</i> (1), <i>Al Bashir</i> (1), <i>Al Mahdi</i> (1), <i>Lubanga</i> (1).	400	2 courtrooms. CIV: 160 days; Uganda: 160 days; DRC: 80 days, for the end of Defence case.	324	2 courtrooms. <i>Gbagbo and Blé Goudé</i> (CIV): 124 days; <i>Ongwen</i> (Uganda): 160 days; <i>Al Hassan</i> ¹ (Mali II): 40 days.
2 Number of situations under investigation	8	8	No new situation countries were added during the year 2015, although deliberations concerning Georgia were ongoing.	8	9	Georgia was added as a new situation country in 2016.	11	11	CAR (I and II), Cote d'Ivoire, Darfur, Democratic Republic of the Congo, Georgia, Kenya, Libya, Mali, Uganda and Comoros.	10	1-CAR I, 2-CAR II, 3-CIV, 4-DRC, 5-GEO, 7-KEN, 6-LBY, 8-MLI, 9-SUD and 10-UGA.	11	Burundi, CAR I, CAR II, CIV, DRC, Darfur, Georgia, Kenya, Libya, Mali and Uganda.
3 Number of active investigations	4(+2) ²	4.5	OTP, despite being understaffed during the entire year in 2015, managed to undertake investigative activities in CAR, CIV, DRC and Mali, in addition to providing support to several Trial Teams.	5	6	A new investigation in Georgia was added. 2016 budget resources were equivalent to 4.5 teams, although they were deployed in 6 situations. Georgia was covered by the Contingency Fund.	6	6	CAR II.a (Séléka); CAR II.b (anti-Balaka); Libya III; CIV II; Georgia; Darfur.	6	CAR II.a (Séléka); CAR II.b (anti-Balaka); CIV II, Georgia; Libya III; Mali.	8	Burundi, CAR II.a (Séléka), CAR II.b (anti-Balaka), CIV II, Darfur, Georgia and Libya (III and IV).
4 Number of article 70 investigations	2	2	Kenya and CAR	-	-	N/A	-	-	N/A	-	N/A	N/A	N/A
5 Number of investigations pending arrest ³	9	9	The office maintained contact with witnesses and ensured preservation of evidence in a number of cases "in hibernation".	9	9	Libya I; Libya II; Dar I, II&IV; Dar III (Banda); CIV I <i>bis</i> (SG); Mali I (Aguelok); DRC IV (Mudacumura); Kenya article 70; Uganda (Kony).	13	14 ⁴	Libya I (1); Libya II (1); Libya IV (1); Dar I (2); Dar II & IV (2); Dar III (1); CIV Ibis (SG) (1); DRC III & IV (1); Kenya article 70 (3); Uganda (1).	14	Libya I (1); Libya II (1); Libya IV (1); Darfur I, II & IV (4); ⁵ Darfur III (1); CIV I <i>bis</i> (1); DRC III & IV (1); Kenya article 70 (3); Uganda (1).	16	CIV I <i>bis</i> (1); Darfur I (2), II, IV and V (2) and III (1); DRC IV (1); Kenya article 70 (3); Libya I (1), Libya II (1); Libya III (2); Uganda (2).
6 Number of preliminary examinations	-	-	N/A	9	10	3 new preliminary examinations were added: Burundi, Comoros and Gabon. The	10	10	Afghanistan, Burundi, Colombia, Gabon, Guinea, UK/Iraq, Nigeria, Palestine,	8-10	1-Afghanistan, 2-Colombia, 3-Gabon, 4-Guinea, 5-Iraq/UK,	9	Colombia, Gabon, Guinea, Iraq/UK, Nigeria, Palestine,

¹ Without prejudice to the decision on the confirmation of charges.

² Indicators in parenthesis relate to the opening of a second investigation in the Central African Republic (CAR) communicated by the Court as part of its proposed supplementary budget for 2015 (ICC-ASP/13/10Add.1).

³ This parameter was called "Number of hibernated investigations" in 2015 and 2016.

⁴ The increase from 13 to 15 is attributable to Libya I: Saif Al-Islam Gaddafi and Abdullah Al-Senussi (the latter warrant remains outstanding although the case has been ruled inadmissible); Libya II: Al-Tuhamy Mohamed Khaled; Libya IV: Mahmoud Mustafa Busayf Al-Werfalli.

⁵ Joinder of Darfur I and Darfur II & IV.

Parameter	2015			2016			2017			2018		2019	
	Ap-pvd	Ac-tual	Description	Ap-pvd	Ac-tual	Description	Ap-pvd	Ac-tual	Description	Ap-pvd	Description	Prop-osed	Description
						examination in Honduras was closed. Georgia was moved to the next phase as a new active investigation.			Comoros and Ukraine.		6-Nigeria, 7-Palestine, 8-Ukraine and 9 and 10 TBD.		Philippines Ukraine and Venezuela. ⁶
7 Number of Trial Teams ⁷ (Chambers)	5	6	During the year, Trial Teams were required to support 6 cases at trial: <i>Bemba, Ruto and Sang, Kenyatta</i> (small team to consider an issue remanded by the Appeals Chamber), <i>Ntaganda, Gbagbo and Blé Goudé</i> and <i>Bemba et al.</i> (article 70). In addition, several Chambers staff provided part-time team support to the Trial Chamber responsible for considering reparations in the <i>Lubanga</i> and <i>Katanga</i> cases.	6	9	Trial Chamber I (<i>Gbagbo and Blé Goudé</i>); Trial Chamber II Reparations (<i>Lubanga, Katanga and Ngudjolo</i>); Trial Chamber III (<i>Bemba</i>); Trial Chamber V(A) (<i>Ruto and Sang</i>); Trial Chamber VI (<i>Ntaganda</i>); Trial Chamber VII (<i>Bemba et al.</i>); Trial Chamber V(B) (<i>Kenyatta</i>); Trial Chamber VIII (<i>Al Mahdi</i>); Trial Chamber IX (<i>Ongwen</i>).	3	3	Trial Chamber I (<i>Gbagbo and Blé Goudé</i>); Trial Chamber VI (<i>Ntaganda</i>); Trial Chamber IX (<i>Ongwen</i>); Trial Chamber VII (<i>Bemba et al.</i>); Trial Chamber II Reparations (<i>Lubanga and Katanga</i>); Trial Chamber III Reparations (<i>Bemba</i>); Trial Chamber VIII Reparations (<i>Al Mahdi</i>).	5	Trial Chamber I (<i>Gbagbo and Blé Goudé</i>); Trial Chamber VI (<i>Ntaganda</i>); Trial Chamber IX (<i>Ongwen</i>); Trial Chamber II Reparations (<i>Lubanga</i>); Trial Chamber III Reparations (<i>Bemba</i>).	6	Trial Chamber I (<i>Gbagbo and Blé Goudé</i>); Trial Chamber VI Reparations (<i>Ntaganda</i>); Trial Chamber IX (<i>Ongwen</i>); Trial Chamber II Reparations (<i>Lubanga and Katanga</i>); Trial Chamber VIII Reparations (<i>Al Mahdi</i>); <i>Al Hassan</i> . ¹
8 Number of trial teams (OTP)	5	5		5	6	In 2016, 2 additional Trial Teams were needed to continue to support in the main trial in CAR (<i>Bemba</i>) and to cater for the new trial in Mali (<i>Al Mahdi</i>). The resources originally allocated to the Trial Team for Kenya were redeployed to other cases.	3	3	CIV (<i>Gbagbo and Blé Goudé</i>); DRC (<i>Ntaganda</i>); Uganda (<i>Ongwen</i>).	3	DRC (<i>Ntaganda</i>); CIV (<i>Gbagbo and Blé Goudé</i>); Uganda (<i>Ongwen</i>).	3	CIV I (<i>Gbagbo and Blé Goudé</i>); Uganda (<i>Ongwen</i>); Mali II (<i>Al Hassan</i>). ¹
9 Number of Registry courtroom support teams	1 team	1 team		2 teams	2 teams		2 teams	2 teams	2 full courtroom teams to ensure maximum use of courtroom capacity with minimal increases in required resources.	2 teams	2 full courtroom teams to ensure maximum use of courtroom capacity with minimal increases in required resources.	2	2 full courtroom teams to ensure maximum use of courtroom capacity.
10 Number of LRV teams within the OPCV							7		Trial: <i>Gbagbo and Blé Goudé</i> (1), <i>Ntaganda</i> (2) and <i>Ongwen</i> (1); Reparations: <i>Bemba</i> (1), <i>Lubanga</i> (1) and <i>Katanga</i> (1).	7	Trial: <i>Gbagbo and Blé Goudé</i> (1), <i>Ntaganda</i> (2) and <i>Ongwen</i> (1); Reparations: <i>Bemba</i> (1), <i>Lubanga</i> (1) and <i>Katanga</i> (1).	6	Trial: <i>Gbagbo and Blé Goudé</i> (1), <i>Ntaganda</i> (2), <i>Ongwen</i> (1), <i>Lubanga</i> (1) and <i>Katanga</i> (1).

⁶ Nine situations that were under preliminary examination in 2018, without prejudice to situations in 2019.

⁷ Trial Teams are Chambers teams which may be involved with preparation for upcoming trials; trial hearings; sentence hearings; and reparation hearings.

Parameter	2015			2016			2017			2018		2019	
	Ap-pvd	Actual	Description	Ap-pvd	Actual	Description	Ap-pvd	Actual	Description	Ap-pvd	Description	Proposed	Description
11 Number of languages supported in courtroom	6	10	Dioula and Bambara interpretation was postponed to 2016, negating any impact on the budget. Alur and Zaghawa were also not requested.	9	10	In 2016, 3 additional languages were supported in the courtroom: Arabic, Liberian English and Sango. There was no request for Swahili (Standard) or Bambara.	10	10	1-English, 2-French, 3-Congolese Swahili, 4-Kinyarwanda, 5-Acholi, 6-Dioula, 7-Malinke, 8-Lingala, 9-Arabic and 10-Kilendu.	9	1-English, 2-French, 3-Swahili (Congolese), 4-Kinyarwanda, 5-Acholi, 6-Dioula, 7-Lingala, 8-Ateso and 9-Lango.	10	1-Arabic, 2-English, 3-French, 4-Swahili (Congolese), 5-Kinyarwanda, 6-Acholi, 7-Dioula, 8-Lingala, 9-Ateso and 10-Lango.
12 Number of case-related languages supported	13	14	In Translation, there was no budget impact. For Arabic, Acholi, Kinyarwanda, Swahili and Lingala, translations were done in-house. For Georgian and Russian, the number of pages was relatively small. Field and Operational Interpretation had a continued requirement for Zaghawa/Arabic operational interpretation in support of the SUD case: €7,530. The Kinyarwanda operational interpretation requirement of €82,951 significantly exceeded the forecast amount.	21	24	In 2016, 11 additional case-related languages were supported in relation to proceedings: Arabic, French, English, Guéré, Lendu, Georgian, Russian, Turkish, German, Spanish and Dutch. There was no request for Swahili (Standard), Fur, Kalenjin, Kikuyu, Lango, Luganda, Luo or Ngitii.	22	26	1-Tamasheq, 2-Zaghawa, 3-Swahili (Standard), 4-Swahili (Congolese), 5-Kinyarwanda, 6-Acholi, 7-Dioula, 8-Bambara, 9-Lingala, 10-Alur, 11-Arabic (Standard), 12-Arabic (Sudanese), 13-Ateso, 14-Guéré, 15-Fulfulde, 16-Lendu, 17-Lango, 18-Luo, 19-Sango, 20-Russian, 21-Georgian, 22-South-Ossetian, 23-Songhay, 24-Dari, 25-Pashto and 26-Kirundi.	29	1-English, 2-French, 3-Acholi, 4-Arabic (Sudanese), 6-Swahili (Congolese), 7-Kinyarwanda, 8-Lingala, 9-Dioula, 10-Bambara, 11-Ateso, 12-Alur, 13-Sango, 14-Zaghawa, 15-Tamasheq, 16-Georgian, 17-Russian, 18-Songhai, 19-Lendu, 20-Guéré, 21-Lango, 22-Ossetian, 23-Fulfulde, 24-Dari, 25-Pashto, 26-Kirundi, 27-Kihema, 28-Mooré and 29-Toura.	29	1-English, 2-French, 3-Acholi, 4-Arabic (Sudanese), 6-Swahili (Congolese), 7-Kinyarwanda, 8-Lingala, 9-Dioula, 10-Bambara, 11-Ateso, 12-Alur, 13-Sango, 14-Zaghawa, 15-Tamasheq, 16-Georgian, 17-Russian, 18-Songhai, 19-Lendu, 20-Guéré, 21-Lango, 22-Ossetian, 23-Fulfulde, 24-Dari, 25-Pashto, 26-Kirundi, 27-Kihema, 28-Mooré and 29-Toura.
13 Number of languages supported for correspondence with States Parties	21	2	There was no budget impact. There was a mistake in "Actual 2015 as at 31 July 2015". 25 languages are effectively covered to date for judicial cooperation. However, 2 languages were used in translation in 2015 for correspondence with State Parties in the context of judicial cooperation, namely Portuguese (at 31 July) and German (at 31 December).	25	6	While LSS planned for the maximum number of judicial cooperation languages in 2016 based on historical data, the actual languages used for correspondence with States Parties were the following: French, English, Spanish, Dutch, Arabic, Portuguese and German.	10	6	1-French, 2-English, 3-Arabic, 4-Portuguese, 5-German and 6-Spanish.	8	1-English, 2-French, 3-Arabic, 4-Spanish, 5-Dutch, 6-German, 7-Portuguese and 8-Georgian.	8	1-English, 2-French, 3-Arabic, 4-Spanish, 5-Dutch, 6-German, 7-Portuguese and 8-Georgian.

Parameter	2015			2016			2017			2018		2019	
	Ap-pvd	Actual	Description	Ap-pvd	Actual	Description	Ap-pvd	Actual	Description	Ap-pvd	Description	Proposed	Description
14 Number of final appeals	1	2	<i>Ngudjolo</i> and <i>Katanga</i> – both finished.	1	1	The appeal proceedings in <i>Bemba</i> with respect to conviction and sentence began in 2016 and will continue in 2017.	2 ⁸	6 ⁹	<i>Bemba et al.</i> (article 70) – conviction and sentence; <i>Bemba</i> (main case) – conviction and sentence; <i>Katanga</i> – reparations; <i>Al Mahdi</i> – reparations.	9 ¹⁰	<i>Bemba</i> (main case) – conviction and sentence; <i>Bemba et al.</i> (article 70) – conviction and sentence; <i>Ntaganda</i> (conceivable); <i>Katanga</i> – reparations; <i>Al Mahdi</i> – reparations; <i>Lubanga</i> – reparations; potentially 1 more reparations appeal.	5 ¹¹	<i>Ntaganda</i> (article 74 and article 76); <i>Gbagbo and Blé Goudé</i> (article 74 and article 76); <i>Bemba</i> (article 70 and article 76)
15 Number of witnesses appearing for testimony	43 (+80) ²	37	Assumptions were based on 4 trials continuing or starting in 2015 (<i>Ntaganda</i> , <i>Ruto and Sang</i> , <i>Gbagbo and Blé Goudé</i> and <i>Bemba et al.</i>). However, in 2015, only 2 trials started: <i>Ntaganda</i> and <i>Bemba et al.</i>	100	97	88-OTP; 7-Defence; 2-Chambers.	81	134	134 witnesses for 3 trials: <i>Ntaganda</i> (29); CIV: <i>Gbagbo and Blé Goudé</i> (52); <i>Onghwen</i> (53).	132	Average time: 3 days per witness.	128	Average time: 2.5 days per witness.
16 Expected maximum duration of stay per witness	15	42	Maximum duration 42 days.	15	30	On average, the duration of testimony in 2016 did not exceed 15 days. However, the actual maximum duration of stay per witness under the care of the VWS for appearance purposes in 2016 was 30 days in the <i>Ntaganda</i> case, owing to lengthy preparation by the Prosecution.	15	15	5 prep. days + 5 hearing days + 3 familiarization days + 2 days (1 weekend) = 15 average per witness.	14	8 preparation and/or familiarization days + 3 hearing days + 3 days (weekends/possible breaks) = 14 average per witness.	10	5 preparation and/or familiarization days + 2 hearing days + 3 days (weekends/possible breaks) = 10 average per witness.
17 Number of victims applying for participation/reparation	2,800	3,391	Application forms for participation in proceedings and/or for reparations (or registration forms for participation) were received in relation to the following situations and	3,500	4,845	In 2016, a substantial number of applications for participation in the proceedings were unexpectedly received in relation to the Cote d'Ivoire situation, leading to a higher number of	7,100	4,109	<i>Ntaganda</i> : 7; CAR II.a (Séléka): 0; CAR II.b (anti-Balaka): 0; <i>Gbagbo and Blé Goudé</i> : 53; CIV II: 1,702; Mali: 183; Georgia: 1; <i>Lubanga</i>	7,400	<i>Ntaganda</i> (2,100); CAR II.a (1,200); CAR II.b (1,100); CIV II (3,000).	7,500	CAR II.a (1,500); CAR II.b (1,500); CIV II (2,000); DRC (500); Mali II (1,000); Uganda (1,000).

⁸ Number of final Trial Chamber decisions being appealed.

⁹ Number of final Trial Chamber decisions being appealed. In all, 16 appeals have been filed by the parties in respect of the following decisions: *Bemba* main case (Accused appealing conviction; accused and Prosecutor appealing sentence); *Bemba et al.* article 70 case (five Accused appealing conviction; three Accused and Prosecutor appealing sentence); *Katanga* (Accused, OPCV and LRV appealing reparations decision); *Al Mahdi* (LRV appealing reparations decision).

¹⁰ Number of final Trial Chamber decisions being appealed. In all, 18 appeals have been filed by the parties in respect of the following decisions: *Bemba* main case (Accused appealing conviction; Accused and Prosecutor appealing sentence; one appeal against reparations decision); *Bemba et al.* article 70 case (five Accused appealing conviction; three accused and Prosecutor appealing sentence); *Ntaganda* (conceivably one appeal); *Katanga* (Accused, OPCV and LRV appealing reparations decision); *Al Mahdi* (LRV appealing reparations decision).

¹¹ Number of final Trial Chamber decisions being appealed. A given decision may be appealed by more than one party, resulting in a higher workload.

Parameter	2015			2016			2017			2018		2019		
	Ap-pvd	Actual	Description	Ap-pvd	Actual	Description	Ap-pvd	Actual	Description	Ap-pvd	Description	Proposed	Description	
			cases: DRC (Katanga/Ntaganda : 455), Cote d'Ivoire (Gbagbo/Blé Goudé: 257), Kenya (Ruto: 226), Mali (19), Uganda (Ongwen: 2,040), Comoros-Greece-Cambodia (261) and Georgia (133).			applications than initially anticipated.			(reparations): 323; Mudacumura: 0; DRC: 1; LBY: 1; AFG: 1,831 (representation forms); NSRA: 7.					
18	Number of witnesses and victims under protection	-	-	N/A	-	-	N/A	110	86	This is the numbers of persons under VWS protection, including ICCPP participants, assisted moves, temporary protection measures and persons under assessment; included are 50 internationally relocated witnesses in the care of a third party and under monitoring by ICC VWS.	100	Witnesses/victims under VWS protection include: ICCPP, assisted move assessment and other forms of protection.	90	Witnesses/victims and others at risk on account of testimony who are under VWS protection, including ICCPP and other forms of protection.
19	Number of persons under protection	110 (+20) ²	115	Number of persons under protection slightly higher than expected.	660	428	The total number of persons (witnesses/victims and dependents) under protection, as well as the OTP's <u>expected new cases</u> , led the Registry to expect that protection would be afforded to 660 individuals. Owing to the lower number of cases referred by the OTP than projected, and as a result of efficiencies developed to finalize protection solutions for persons having had protection for a significant period of time, that number – encompassing witnesses, victims and their family members – was reduced to 428.	575	518	This figure encompasses main recipients of protection measures and their dependants. Currently, 518 (86 witnesses and 432 dependents) are under protection and care of the VWS in 22 countries.	500	On the basis of current figures and assumptions, around 500 (100 witnesses/victims and 400 dependents) could be under the protection and care of VWS in 2018.	450	Current figures and assumptions indicate that around 90 witnesses/victims and 360 dependents could be under the protection and care of VWS in 2019.
20	Number of suspects/accused appearing before the Court (<i>The term "accused" includes persons who have been acquitted or convicted at</i>	12	15	Lubanga; Katanga; Kenyatta; Ruto; Sang; Ongwen; Ntaganda; Bemba; L. Gbagbo; Blé Goudé; Al Mahdi; Kilolo; Arido; Mangenda; Babala.	11	12	Ruto; Sang; Ongwen; Ntaganda; Bemba; L. Gbagbo; Blé Goudé; Al Mahdi; Kilolo; Arido; Mangenda; Babala.	9	9	Bemba; Kilolo; Arido; Mangenda; Babala; Ntaganda; L. Gbagbo; Blé Goudé; Ongwen.	9	Bemba; Kilolo; Arido; Mangenda; Babala; Ntaganda; L. Gbagbo; Blé Goudé; Ongwen.	8	Al Hassan; ¹ Bemba; Kilolo; Mangenda; Ntaganda; L. Gbagbo; Blé Goudé; Ongwen.

Parameter	2015			2016			2017			2018		2019	
	Ap-pvd	Actual	Description	Ap-pvd	Actual	Description	Ap-pvd	Actual	Description	Ap-pvd	Description	Proposed	Description
<i>first instance and are awaiting final judgment</i>) ¹²													
21 Number of suspects, accused or convicted persons in detention	7	8	Lubanga; Katanga; Bemba; Ntaganda; L. Gbagbo; Blé Goudé; Ongwen; Al Mahdi.	7	6	Bemba; Ntaganda; L. Gbagbo; Blé Goudé; Ongwen; Al Mahdi.	6	6	Bemba; Ntaganda; L. Gbagbo; Blé Goudé; Ongwen; Al Mahdi.	6	Bemba; Ntaganda; L. Gbagbo; Blé Goudé; Ongwen; Al Mahdi.	5	Ntaganda; L. Gbagbo; Blé Goudé; Ongwen; Al Hassan.
22 Number of cells required	12	12		6	6	In addition to the 6 required cells, a detained witness (P-435) was held in the Detention Centre for 28 days in October 2016, and the Court was required to rent additional cells to meet this unforeseen need.	6	6	Cells come in blocks of 6.	6	Renting model: either 6 or 12 cells. For 5 detainees: one 6-cell model.	6	Renting model is either 6 or 12 cells. For 5 detainees: one 6-cell model.
23 Number of defence teams financed by legal aid	5	17	Pre-trial: Ongwen and Al Mahdi; Trial: Sang, Gbagbo, Blé Goudé, Bemba (pending judgment), Ntaganda, Bemba (article 70), Kilolo, Babala, Mangenda and Arido; Appeals: none; Reparations: Lubanga and Katanga. Reduced activity: Gaddafi, Simone Gbagbo and Banda.	15	14	Following the Trial Chamber's decision in the <i>Ruto and Sang</i> case, the Defence team for Sang left in June 2016, reducing the total to 14. The teams remaining through the end of 2016 were: Ntaganda, Bemba (article 5 and article 70), Kilolo, Mangenda, Babala, Arido, L. Gbagbo, Blé Goudé, Lubanga, Katanga, Banda, Ongwen and Al Mahdi.	14	14	Ntaganda; Bemba (2 teams); Kilolo; Babala; Mangenda; Arido; Ongwen; L. Gbagbo; Blé Goudé; Banda (reduced activity); Lubanga; Katanga; Al Mahdi.	12	Trial: Ntaganda, L. Gbagbo, Blé Goudé and Ongwen; Appeals: Bemba (article 5 and article 70), Kilolo, Mangenda, Babala and Arido; Reparations: Bemba (article 5), Lubanga and Katanga.	10	Pre-Trial: Al Hassan (if declared indigent); Trial: Ntaganda, L. Gbagbo, Blé Goudé and Ongwen; Appeals: Bemba (article 70), Kilolo and Mangenda; Reparations: Katanga and Lubanga.
24 Number of victims' representatives financed by legal aid	7	8	<i>Banda, Bemba</i> (2 teams), <i>Ruto and Sang, Katanga</i> , 2 <i>Lubanga</i> victim's teams, Uganda	7	8	<i>Lubanga, Katanga, Bemba, Sang, Banda, Al Mahdi</i> (Trial and Reparations), <i>Ongwen</i>	6	6	1 in <i>Bemba</i> ; 2 in <i>Lubanga</i> ; 1 in <i>Katanga</i> ; 1 in <i>Ongwen</i> ; 1 in <i>Al Mahdi</i> .	5	<i>Lubanga, Katanga, Bemba, Al Mahdi</i> and <i>Ongwen</i> .	5	<i>Katanga, Lubanga, Al Mahdi, Ongwen</i> and <i>Al Hassan</i> . ¹
25 Number of country offices/presences	7	7	FOS's budget for 2015 reflected the need to re-establish a field presence in the CAR (Bangui) as well as maintain ongoing presences in Kinshasa, Bunia, Kampala, Nairobi and Abidjan. It also called for the establishment of a small field office in Mali, owing to increased investigative activities there. Overall, the field offices had to support an appreciable increase in field-based staff and activities, in particular from OTP	7	7	In 2016, the operations of the Court were facilitated by 6 field offices in the DRC, CIV, CAR, Mali, Kenya and Uganda, and 1 field presence in Bunia.	8	7	2 in DRC (Kinshasa and Bunia); 1 in Uganda (Kampala); 1 in CAR (Bangui); 1 in CIV (Abidjan); 1 in Mali (Bamako); 1 in Georgia (Tbilisi).	7	2 in DRC (Kinshasa and Bunia); 1 in Uganda (Kampala); 1 in CAR (Bangui); 1 in CIV (Abidjan); 1 in Mali (Bamako); 1 in Georgia (Tbilisi).	7	1 in CAR (Bangui); 1 in CIV (Abidjan); 2 in DRC (Kinshasa and Bunia); 1 in Georgia (Tbilisi); 1 in Mali (Bamako); 1 in Uganda (Kampala).

¹² This definition is used for the purpose of this document only. Persons appearing before the Court solely for reparations proceedings are outside the scope of this definition.

Annex XIII

OTP Travel: Approved Budget versus Actual Expenditure

