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Report of the Court on Human Resources Management**Executive Summary*

1. The Court's main focus for its human resources management activities in 2017 remained ensuring business continuity while recruiting for 117 established posts which were vacant on 1 January 2017. Pending completion of the recruitments, many posts had to be backfilled by using the new short-term contract modality. In 2017, 127 established posts were filled while the Court had 66 separations, resulting in the number of vacant posts at the end of 2017 being reduced to 79.
2. In addition, the Court continued strengthening the performance management system in support of the Court as a high performing organization.
3. The Court successfully implemented the final elements of the new compensation package in accordance with the timelines approved by the Assembly of States Parties.
4. Other strategic HR issues addressed during the year were staff development and staff training, geographical and gender balance, and on-boarding of staff. In addition, the Court launched a tender process for its medical insurance package, welcomed its first Junior Professional Officers and continued its efforts towards the automation of HR processes. During the year, the Court also revisited its HR management strategy.
5. This report, together with its annexes, addresses the following topics: (1) standard reports; (2) updates on key human resources activities undertaken by the Court during the reporting period; and (3) responses to specific requests and/or recommendations made by the Committee on Budget and Finance.
6. It also informs the Committee of the planned human resources activities for 2018, which include the finalization of the HR management strategy, the development of a Court-wide leadership programme and a focus on staff well-being, while continuing to develop HR policies and strategic frameworks, automation projects, efficient training and learning programmes, and a review of the internal administration of justice.

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I. Introduction

1. This report contains information on the human resources (HR) activities of the International Criminal Court (“the Court”) undertaken in 2017 in accordance with the Court’s strategic objectives, as well as responses to specific queries and recommendations made by the Committee on Budget and Finance (“the Committee”) and the Assembly of States Parties (“the Assembly”). It includes an update on recruitment activities; policy changes and amendments to the contractual framework; initiatives to address geographical and gender balance; staff learning and development; performance management; the Junior Professional Officer (JPO) Programme; the reintroduction of funded Internship and Visiting Professional Programmes; and the outcome of the Court’s health insurance tender process. It concludes by outlining the priorities for 2018.

II. Priorities in 2017

2. In 2017, senior management, line managers and the HR Section, with the contribution of staff, continued activities to strengthen human resources management at the Court. Against the backdrop of intensive recruitment activities during the year, the Court continued to focus on key HR activities related to recruiting the best and most diverse talent, developing staff and supporting the effective management of human resources, while fostering staff well-being. Specifically, the HR priority areas set for 2017 were to:

- (a) Ensure timely recruitment in 2017;
- (b) Implement the final parts of the new United Nations (UN) compensation package;
- (c) Revisit the Court’s HR Management strategy;
- (d) Continue developing HR policies and frameworks;
- (e) Complete the Court’s health insurance package tender process;
- (f) Continue strengthening the Court’s performance management system;
- (g) Continue initiatives to strengthen geographical and gender balance;
- (h) Implement the next stages of the redesigned onboarding programme;
- (i) Continue automation projects (e.g. HR renewal, automated workflows and ePAS);
- (j) Ensure efficient training and learning programmes for staff;
- (k) Welcome its first JPOs;
- (l) Carry out activities aimed at improving staff well-being;
- (m) Together with the Registry’s Legal Office, carry out a review of the internal administration of justice, propose measures to strengthen the use of informal dispute settlement procedures and appoint an ombudsperson.

3. Most of the priorities set for the year were addressed, and other priorities were added during the year. Significant recruitment activities were undertaken to fill vacant posts and bring staffing rates back to required levels, while taking into consideration geographical representation and gender balance. In addition, a number of other HR activities were undertaken to support the Court’s strategic objectives, including making significant efforts to further strengthen the Court’s performance management system.

4. Because of the vacancy rate and the heavy workload, some 2017 priorities, such as certain HR policies and the review of the internal administration of justice, were carried forward to 2018.

III. Previous observations, recommendations and requests by the Committee and the Assembly

5. In 2017, the Court addressed a number of the HR management-related requests and recommendations of the Committee and the Assembly. Those requests and recommendations will be discussed in the relevant sections of this report. An overview with references is provided in Annex I.

IV. Report on activities in 2017

A. Recruitment and staffing

6. Recruiting diverse staff of the highest quality continues to be a priority for the Court. In 2017, significant efforts were made to recruit for vacant positions, while also addressing geographical representation and gender balance. A significant number of recruitments were completed to fill vacant posts and re-establish the level of staffing needed for the Court to effectively perform its functions. With regard to geographical representation, the percentage of the workforce¹ coming from underrepresented or in-balance countries increased from 18 per cent at 31 January 2017 to 28 per cent at 31 December 2017.

1. Recruitment performance for established posts

7. In 2017, the Court filled a total of 197 approved positions: 127 established posts and 70 GTA-funded positions. Of the 127 filled established posts, 72 (57 per cent) were filled by external candidates, 32 (25 per cent) by staff in GTA-funded positions and 23 (18 per cent) by staff already in established posts (referred to in Table 2 as “internal appointments”). In the course of the year, the Court conducted 985 written tests and 1,114 interviews.

8. As at 31 December 2017, the Court had 888 staff members in fixed-term established posts and 139 staff members in fixed-term GTA-funded positions. In addition, short-term appointments were made to replace staff on special leave without pay or on maternity leave, as well as to provide short-term cover pending recruitment for a given vacant post. A total of 66 staff in established posts left the Court in 2017, including six staff members who had retired or whose contracts had not been extended. This represents an 8 per cent turnover rate for the year.

9. Tables 1 and 2 below summarize the staffing situation and recruitment performance, appointments, internal placements and turnover for the Court’s established posts by Major Programme as at 31 December 2017.

Table 1: 2017 Staffing situation as at 31 December 2017²

	<i>Budgeted Posts</i>	<i>Headcount</i>	<i>Vacancy Rate (average)</i>	<i>Under Recruitment/ On-boarding</i>	<i>Separations (2017)³</i>	<i>Separation (%)</i>	<i>Gender Balance (Female)</i>
Court	967	888	9.82%	59	66	7.63%	46%
Judiciary	52	49	7.69%	2	4	8.52%	63%
OTP	315	299	6.35%	12	21	7.13%	53%
Registry	573	519	11.34%	41	38	7.55%	41%

¹ Established posts at the Professional level.

² The figures exclude three budgeted posts for elected officials (two in the Office of the Prosecutor and one in the Registry).

³ 2017 cumulative figures.

Table 2: 2017 appointments and separations at the Court

	<i>External appointments⁴</i>	<i>Internal appointments (within MP)</i>	<i>Movements between MPs</i>	<i>Resignations</i>	<i>Movements to GTA</i>	<i>Non-extensions/dismissals/retirement</i>	<i>Net increase (= 1+2+3+4+5)</i>
	(1)		(2)	(3)	(4)	(5)	
Judiciary Major Programme I	9		-1	-3	-1		4
Office of the Prosecutor Major Programme II	33	3		-9	-12		12
Registry Major Programme III	57	18		-30	-4	-4	19
Secretariat of the ASP Major Programme IV	4	1					4
Secretariat of the TFV Major Programme VI						-2	-2
Independent Oversight Mechanism Major Programme VII.5	1	1	+1	-1			1
Office of Internal Audit Major Programme VII.6							0
Court Total	104	23	0	-43	-17	-6	38

10. The above statistics do not include the 73 approved positions converted from GTA-funded to established posts, as this did not entail recruitment activities.

11. It is a priority for the Court to improve geographical representation and gender balance at the highest levels. To attract candidates from underrepresented States Parties, it made significant efforts in 2017, such as conducting various outreach activities and sourcing candidates and inviting them to apply. The Court noted an increase in applications from nationals of Brazil, one of the most underrepresented States Parties, receiving 703 applications in 2017 compared to 439 in 2016. Similar increases were not observed with regard to the other significantly underrepresented countries.

12. During the recruitment processes, all selection panels made efforts in this regard and, in 2017, the percentage of the workforce⁵ coming from underrepresented or in-balance countries increased from 18 per cent at 31 January 2017 to 28 per cent at 31 December 2017.

2. Vacancy rate

13. The Court's monthly vacancy rate decreased in 2017 from 12 per cent in January to 8 per cent at the end of the year. In the Registry, it decreased from 13 per cent in January 2017 to 9 per cent at the end of the year.

14. Going forward, the Court aims to bring the planned vacancy rate⁶ in line with the turnover rate in order to have an optimal equilibrium between the Court's budgeted vacancy rate and the actual number of vacant established posts – such as that which would naturally be in place owing to staff resignations and separations. Operating at full capacity, with only posts vacant because of turnover, and having the ability to backfill them with short-term appointments when required, will ensure that the organization's workforce is not continuously stretched beyond a tenable point.

⁴ As this report concerns established posts, "external appointments" include 32 staff who moved from GTA-funded positions to established posts through a competitive recruitment process.

⁵ Established posts at the Professional level.

⁶ The vacancy rate applied in the Court's submission of its staff budget.

15. The Court is committed to reaching its target objectives within set timelines, and thanks to the dedication of its workforce, has managed to do so thus far. If, however, the Court is to continue to operate with a 10 per cent vacancy rate, a review of deliverables must be carried out to ensure that a reasonable and realistic workload is placed on the Court's staff.

3. Geographical representation

16. Diversity in its workforce remains a strategic priority for the Court and it continues to strive towards increasing the proportion of staff members from non- and underrepresented States Parties in positions in the Professional and higher categories, while respecting both the requirements under the Rome Statute to recruit staff based on merit, as well as the rights of existing staff.

17. The Court has taken note of the Committee's recommendation that the Court continue its efforts towards further improving the situation with respect to geographical distribution and that it report on the specific measures taken, including awareness-raising campaigns, in the report on human resources management at its thirtieth session in April 2018.⁷ The Court also noted the request for it to continue analysing the persisting disequilibria between geographical distribution and the relevant benchmarks, as well as to keep monitoring the desirable ranges per country.⁸

18. In 2017, the Court continued its efforts to improve geographical representation, namely through the following:

- (a) Advertising of vacancies has been expanded to include various social media and platforms for international job vacancies;
- (b) All vacancy announcements are distributed in both working languages;
- (c) HR staff participate ex officio in all recruitment processes;
- (d) The Selection Review Board has been re-established to oversee all recruitments;
- (e) Geographical diversity is ensured on all recruitment panels;
- (f) Updated information on geographical representation is disseminated to all recruitment panels;
- (g) Geographical representation is considered both at the shortlisting stage and when the decision as to the final selection of suitable candidates is made;
- (h) Geographical representation is considered for all appointments.

19. In addition to the measures already in place, new awareness-raising initiatives were launched. A series of employment videos were broadcast and the Court held its first two Facebook Live sessions, focusing on recruitment, the internship and visiting professional programmes, and inviting nationals of underrepresented States Parties to apply. The sessions were viewed by approximately 21,000 people and shared 222 times.

20. The Court has also taken note of the concerns raised by the Committee and the Assembly that there is a significant number of staff who are nationals of States that are not States Parties to the Rome Statute, and that it was recommended that this issue be addressed within a reasonable time frame and the Committee and Assembly updated in the report on human resource management.⁹

21. Currently, 11.4 per cent of the Court's workforce comprises nationals of non-States Parties, which is a small increase from 10.3 per cent in 2016. In the light of the request from the Committee, the Court is committed to reducing this number, but reiterates,

⁷ *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Sixteenth session, New York, 4-14 December 2017* (ICC-ASP/16/20), vol. II, part B.1, para. 102.

⁸ *Official Records... Sixteenth session... 2017* (ICC-ASP/16/20), vol. II, part B.2, para. 169.

⁹ *Official Records... Sixteenth session... 2017* (ICC-ASP/16/20), vol. II, part B.1, para. 98.

however, that applicants from non-States Parties may be considered and employed in order to secure the best talent, as also recalled by the Assembly.¹⁰

22. A progress report is included in Annex III, outlining the results of the Court's continued efforts to address the gaps in geographical balance.

4. Gender balance

23. As indicated in Table 3 below, female representation¹¹ at the Court has increased to 49 percent, which is an improvement compared to 2016 where it was 46 per cent.

24. There continues to be a significant gender gap in Director-level positions and, to a lesser extent, at the P-4 and P-5 levels. The Court takes note of the Committee's concerns that the gender gap at the higher Professional levels remained significant and the recommendation that the Court give priority to making sustained efforts to narrow the gap.¹²

25. Because of the low turnover in senior posts (only one person in a P-5 post and two people in P-4 posts left the Court in 2017), the Court's efforts to reduce the gender gap at the senior level is a long-term strategy. For future senior management positions, the Court will make it a priority to close the gender gap.

26. As with for geographical representation, the Court, in its regular recruitment process, ensures gender balance on selection panels for all appointments and considers gender at the various stages of the recruitment process. The Court will actively seek out qualified women on LinkedIn and encourage them to apply, will continue to strive towards gender balance among the shortlisted candidates and will make its best efforts to improve gender balance.

Table 3: Gender balance (all established posts at the Professional level by grade, situation as at 31 December 2017)

<i>Grade</i>	<i>F</i>	<i>M</i>	<i>Total</i>	<i>F%</i>	<i>M%</i>	<i>2016 F%</i>
D-1	1	8	9	11%	89%	11%
P-5	14	30	44	32%	68%	35%
P-4	31	52	83	37%	63%	35%
P-3	75	91	166	45%	55%	43%
P-2	99	62	161	61%	39%	57%
P-1	25	10	35	71%	29%	71%
Total	245	253	498	49%	51%	46%

5. Post conversions

27. In 2017, 79 posts were converted, of which 68 counted¹³ towards geographical balance targets and 79 towards gender balance. Annex II provides an overview of the posts converted in 2017 and how the conversions affected gender balance and geographical representation.

28. As in previous years, the Court would like to restate the basic principles behind conversions (i.e. change of funding source) of GTA-funded positions to established posts:

(a) The conversions do not refer to the incumbent but to *the position*. Requests for conversion are made when the Court assesses that, on the basis of operational need, the function is part of the Court's regular and ongoing longer-term activities;

¹⁰ *Official Records... Sixteenth session... 2017* (ICC-ASP/16/20), vol. II, part B.2, para. 168.

¹¹ Established posts and in the Professional and higher categories.

¹² *Official Records... Sixteenth session... 2017* (ICC-ASP/16/20), vol. II, part B.1, para. 101.

¹³ Language posts and posts in the General Services category are not included in geographical representation targets.

(b) Staff members in both established posts and GTA-funded positions hold *fixed-term appointments* and therefore have the same legal and contractual status, the only difference being the duration of the contract. There is no expectation of contract renewal regardless of funding source, and both established posts and GTA-funded positions can be discontinued if the operational need ends;¹⁴

(c) Conversion does not lead to increased costs, as staff members with fixed-term contracts, regardless of funding source, have the same entitlements and therefore will not receive any additional entitlements if placed in an established post. Conversions generate budgetary savings for the Court, as the vacancy rate is applied to established posts only;

(d) When a position is converted to an established post on the basis of an operational needs assessment, a decision is made with regard to the incumbent. If a GTA-funded position was held by a staff member on a fixed-term appointment with a good performance record, the incumbent will take up the converted post.

(e) For the incumbent, the conversion does not lead to any change in contractual status or entitlements; the only actual change is the duration of the contract, which in itself can be a significant motivator.

29. The Court noted the Committee's recommendation that it take geographical representation and gender balance into account as it develops its recommendations for the proposed conversion of GTA positions.¹⁵ Despite the Court's efforts to improve geographical balance, it may not, however, end a contract following a change in funding source on the ground that the staff member does not have the desired nationality. This would be in violation of employment law and principles. The Court, therefore, may not convert only those positions occupied by incumbents from non- or underrepresented countries.

30. In order to ensure that conversions do not adversely affect geographical balance, the Court's strategy is to continue to follow identical recruitment procedures for all fixed-term positions, regardless of funding source. Geographical representation and gender balance are therefore considered at the time of recruitment in order to ensure that the GTA-funded workforce is as diverse as the workforce for established posts.

B. Policies

31. In 2017, the Court promulgated several policies, including those concerning salaries and allowances of staff members, in line with the changes approved by the Assembly and in conformity with the United Nations common system standards. The Administrative Instructions issued or updated in 2017 are the following:

- (a) Rest and Recuperation;
- (b) Dependency Status and Allowances – Revised version;
- (c) Transitional Measures for Implementing the New Compensation Package – Revised version;
- (d) Promulgation of the Amended Provisional Staff Rules – Revised version;
- (e) Internship Programme; and
- (f) Visiting Professional Programme.

32. The reprioritization of other HR-related tasks implied that other important HR policies needed to be rescheduled and new timelines set for their consultation and promulgation.

¹⁴ A recent example is the decreased activities in the field office in Kenya, which led to the abolishment of posts.

¹⁵ *Official Records ... Fourteenth session ... 2015* (ICC-ASP/14/20), vol. II, part B.1, para. 84.

1. Compensation package review

33. In 2017, the Court finished implementing the majority of the changes of the new compensation package for staff members in the Professional and higher categories. As noted by the Assembly during its sixteenth session,¹⁶ the amended Staff Rules relating to the education grant and the special education grant will be promulgated following the recent promulgation by the UN Secretariat of its administrative instructions on these two topics.

34. The proposed amendments to the Staff Rules, together with two new Administrative Instructions on (i) the education grant and related benefits; and (ii) the special education grant and related benefits for children with a disability, have been submitted for internal consultation, including with all the Organs of the Court and representatives of the Staff Union Council. The Court will ensure that the acquired rights of current staff members will be respected.

35. Additional workshops and information sessions, such as the ones held in 2017 when the changes in the new compensation package were first introduced, will be organized in the first half of 2018 to further update staff members of the changes since they have proved to be extremely useful and beneficial for both staff and the Court.

36. The Court will submit to the Assembly, at its seventeenth session, the full text of all amended provisional Staff Rules relating to the education grant, special education grant and related benefits, pursuant to regulation 12.2 of the Staff Regulations.

2. Other HR policies

37. Because of the Section's high workload, timelines were revisited in 2017 with respect to other HR policies relating to after-service health insurance, reclassification of posts and the special post allowance. Following audit recommendations, HR will also revisit policies on the use of short-term staff, including short-term language staff. The importance of consultation about and promulgation of these policies continues to be crucial, and HR will endeavour to prioritize these policies in the course of 2018.

3. Reclassification of posts

38. At its sixteenth session, the Assembly requested the Court to conduct a Court-wide review of the current policy on reclassifications and to report the outcome to the Committee at its thirtieth session, and to the Assembly at its seventeenth session. The Committee had also recommended the Assembly not to approve any requested reclassifications until such review was conducted.¹⁷

39. In order to have an agile workforce, where the assignment of human resources to address operational needs is continuously assessed and optimized, the Court must have the possibility of redesigning work areas and reallocating functions, when necessary. Reclassification is an important tool for effective management of human resources, and the Court notes with concern the recent decision to not approve the Court's request for reclassifications. The Court, however, understands and acknowledges the preoccupations underlying the Assembly's decision and will make efforts to address them.

40. When it comes to the management of post levels, the Court follows the UN common system standards for the classification of posts according to the nature of the duties and responsibilities, as required by regulation 2.1 of the Staff Regulations and following the principles laid down by the Assembly, as required by rule 102.1(b) of the Staff Rules. As a result, the current procedure to assess requests for both upward and downward reclassification of posts follows previous Committee recommendations. These recommendations required that any upward reclassification of a post trigger a competitive recruitment process and that approval of the Assembly be sought for all reclassifications, with the exception of General Service category posts at the GS-OL level or below. Reclassification requests are currently being holistically examined by a Classification

¹⁶ ICC-ASP/16/Res.1, p. 7.

¹⁷ ICC-ASP/16/Res.1, pp. 7 and 8.

Advisory Board, which, when the request is supported by the Board, recommends heads of Organs to outsource the determination of the classification of a post to an external expert before it is submitted to the Assembly for approval.

41. The HR Section has submitted for inter-Organ consultation an administrative instruction on the classification and reclassification of posts, outlining the above principles as well as detailing the entire process and implementation, including a possibility to appeal any decisions taken in this respect. The Court will submit to the Committee, at its thirtieth session, the text setting out the principles and revisited procedures for the classification and reclassification of posts to be applied Court-wide. The Court will submit to the Assembly, at its seventeenth session, the full text of the administrative instruction promulgated in this respect.

42. In the light of the above, the Court hopes that the Committee will reconsider the requests for reclassification submitted in 2017. A number of these requests resulted from a redesign of functions compelled by a need to ensure that critical activities were competently addressed. As staff have been performing the functions of the reclassified posts, the principle of “equal pay for equal work” should be respected, just as rejecting reclassification is not without legal risks of litigation by staff.

43. No new reclassification requests will be submitted pending promulgation of the Administrative Instruction on (Re-)classifications.

4. Special post allowance

44. Under rule 103.11 of the staff rules and in line with UN common system standards, the Court administers a special post allowance for staff temporarily assuming higher-level functions. The rules are currently given in a guideline, and the Court is preparing a new administrative instruction to set out the principles under which this allowance may be granted.

45. In 2017, there was an increase in short-term assignments undertaken by internal staff members holding a fixed-term appointment. When this occurs, normally the selected staff member is temporarily assigned to the new post and granted a special post allowance, where applicable. In such cases, it may be beneficial for staff members to undertake a simpler selection process, thereby strengthening the Court’s ability and flexibility to assign existing resources depending on operational needs.

46. The new administrative instruction on the special post allowance will also indicate the procedure for advertising an expression of interest when a specific post is vacant or temporarily vacant for a period expected to last three months or longer.

5. Short-term appointments including those of language personnel

47. In 2017, the Office of Internal Audit carried out an audit of the use of short-term appointments and temporary personnel by the Language Services Section. With respect to the use of STAs, the audit concluded that a review process of the Administrative Instruction on Short-Term Appointments should be conducted to further improve the use of the short-term modality. With respect to use of temporary personnel by the Language Services Section, the audit concluded that HR should review its practice to align it with that of the 2013 Agreement between the United Nations and the *Association Internationale des Traducteurs de Conférence* (AITC) and to determine by mid-2018 whether the provisions of the agreement should be adopted.

48. HR will review the Administrative Instruction on Short-Term Appointments (ICC/AI/2016/001), in the light of the audit recommendations, and will submit a proposal for internal consultation in the course of 2018. A new administrative instruction on the use of short-term language staff will be issued after assessing whether the AITC Agreement of 2013 can be incorporated, in whole or in part, into the Court’s legal framework.

6. Flexible working arrangements

49. Following studies on the positive effects – on productivity as well – and the importance of balancing work demands with life outside the workplace, a Court-wide framework on flexible working arrangements will be introduced in 2018, subject to internal consultations. This framework will align with the UN policy on flexible working arrangements, where possible, with due consideration given to information security aspects. It is expected that such arrangements will increase staff well-being, morale and productivity.

7. After-service health insurance

50. Following the Assembly's adoption of health insurance for staff pensioners in 2012, the Court-initiated retiree health insurance subsidy scheme and provisions on eligibility for after-service health insurance coverage are available in the Court's contract with its insurance provider under the Group Health Insurance contract. An administrative instruction on After-Service Health Insurance (ASHI) is to be promulgated to provide more details on eligibility and cessation of coverage, to regulate the calculations for premium contributions, and outline the obligations of former staff members regarding the application for coverage and payment of premiums. A draft of the administrative instruction was circulated to the Court's major stakeholders and is expected to be promulgated during the first half of 2018.

C. Staff Contracts and Conditions of Service

1. The Court's Group Health Insurance Package tender process

51. In 2017, the Court for the first time put out to tender its group health insurance, as well as the insurance for service-incurred death and disability, in order to ensure best value for money for the Court's staff members and for the Court. Pursuant to Staff Rule 106.2, the Court has, since October 2002, provided its staff members with group health insurance coverage partially subsidized at 50 per cent. In addition to a group health insurance plan, the Court also secured insurance to cover medical and disability benefits in case of death, injury or illness attributable to the performance of official duties on behalf of the Court. Both insurance plans had always been provided through an independent Third-Party Administrator (TPA) and broker formerly known as Vanbreda International, subsequently acquired by Cigna [the corporation] in 2010, and had always tacitly been renewed throughout the years until 2017 when both insurances were put out to tender.

52. The Group Health Insurance Plan (GHIP) is a unified, comprehensive insurance plan which indemnifies eligible participants for reasonable and customary levels of costs incurred for medical (including hospitalization, psychiatric, hearing and vision care) and dental treatment subject to defined parameters outlined in the Court's GHIP contract. The GHIP also guarantees the primary insured participant a benefit when recognized by the insurers as being in a state of dependence ("Long-term Care Coverage"); and, for former staff members, their spouses, dependent children or survivors, an optional after-service continuation of previous active-service coverage (otherwise known as the After-Service Health Insurance or "ASHI").

53. After the 2017 tender process, the GHIP contract was awarded to an independent TPA, MSH International, with AXA France Vie S.A. as insurance underwriters, with effect as of 1 January 2018. In aggregate, there is an average increase of 8.3 per cent in premium rates. This is lower than the increase in January 2017, which was a flat 15 per cent increase – and around 6.7 per cent lower than the forecast 15 per cent increase, which the Court would have had to face had the GHIP not been put out to tender. The increase in premiums is justified because of the increase in reimbursements from past years, and all bidders had to base their offers on past claims data and reimbursements vis-à-vis the insured population.

54. The current policy and award compensation in case of service-incurred death, disability or illness (SIDDI) is in conformity with Annex D to the Staff Rules of the United Nations. The purpose of the insurance policy is to ensure that the Court manages to meet its obligations under the current policy and with respect to award compensation. The SIDDI

plan continues to be brokered by Cigna International Health Services BVBA and is now under Special Contingency Risks Limited (SCR) as insurance underwriters. The tender process has resulted in a reduction in premiums from 0.50 per cent to 0.388 per cent.

55. The details of the tender are available in Annex V of this report. A separate report has also been submitted for the consideration of the Audit Committee at its upcoming session.

2. Use of short-term appointments (STA)

56. To ensure that contractual modalities are consistent with operational needs and allow for good governance, the Court put in place a short-term staff modality in 2016, which was in line with the UN common system modality for temporary appointments. This contract modality, which can last for up to 12 months, allows for short-term needs to be covered in a timely and cost-efficient manner, while guaranteeing best employment practices.

57. Short-term appointments may be made for specific short-term requirements that are expected to last less than one year, such as to:

- (a) Respond to an unexpected and/or short-term work requirement;
- (b) Meet a seasonal or peak work requirement of limited duration that cannot be met with the existing capacity of staff members;
- (c) Temporarily fill a position, e.g. when the incumbent is on special leave, sick leave, maternity, or other parent leave;
- (d) Temporarily fill a vacant position pending the finalization of the Court's regular recruitment process;
- (e) Work on a special project with a finite mandate.

58. In 2016 and 2017, the short-term modality enabled Sections to ensure business continuity while recruiting for vacant positions. It also allowed for the timely replacement of any staff on leave of absence. In 2017, 118 STAs were made. In 2016, the average duration of short-term appointments was five months. In 2017, it was four and a half months.

59. The Court takes note of the Committee's view that, while the short-term modality enabled Sections to ensure business continuity while recruiting for vacant positions, the use of STAs in the coming years should be monitored and tracked, as well as reported on in the report on human resources management in order to keep an optimal balance between operational needs, as well as to ensure good governance and transparency of used resources.¹⁸

60. While the Court is in full agreement that the use of STAs should be monitored to ensure optimal application, the Court would like to emphasize the advantages this contract modality brings. First, to ensure business continuity during staff absences, the Court relies on the STA for critical short-term needs, with costs being managed within the staff cost envelope. Second, because of the availability of this appointment modality, the Court is able to promote and support staff mobility and a more flexible use of resources. Third, since the introduction of the time-bound STAs, the use of GTA-funded positions has decreased to approximately half of the 2015 level.

61. In 2017, the Office of Internal Audit carried out an audit of the use of STAs to assess compliance and effectiveness. The audit concluded that there is overall compliance with the requirements set out in the Administrative Instructions on STAs (and Individual Contractors and Consultants) and recommended providing further clarification to managers and other stakeholders on the use of this short-term modality.

62. In summary, when the use of the STA modality is in line with policy, it provides the Court with an important tool in the effective management of its human resources. The Court closely monitors the use of STAs, and the Administrative Instruction examined by the Office of Internal Audit was subject to review in 2017 to address whether the optimal balance has been struck between operational needs and good governance.

¹⁸ *Official Records... Sixteenth session... 2017* (ICC-ASP/16/20), vol. II, part B.1, para. 109.

3. Flexible use of resources

63. It is a strategic priority for the Court to have an agile workforce, which can be flexibly assigned to cover operational needs. Before requesting new posts when new operational needs arise, the Court continuously assesses whether in-house resources can be used, while at the same time ensuring transparency and good governance in how resources are reassigned. The efforts currently undertaken are fully in line with the recommendation of the Committee to address the possibility of flexible deployment of staff capacity to areas of urgent need.¹⁹

64. Mobility is essential both for staff opportunities for development and for the Court's ability to effectively redirect resources and address short-term needs. In 2017, the Court developed a "Mobility Framework" which outlines the various mobility options whereby staff can be reassigned temporarily to work on projects, for temporary job rotation within job families and for cross-training purposes.

65. For the time being, the Court's mobility framework relates to temporary reassignments. For fixed-term positions, assignments continue to be subject to a competitive recruitment process.

66. The aim of mobility is twofold: to allow the Court to redirect resources flexibly when there is an operational need and to support staff in their professional development to build versatile capacity. The mobility framework will be further developed over the coming years as the effect of the different modalities and their implementation are tested and assessed with a view to achieving a good balance between staff and organizational needs.

67. One of the mobility modalities is the temporary assignment of staff following the advertisement of an STA. STAs are published externally; however, because of the short-term nature of the assignment and the need for the incumbent to be immediately operational, Court staff are in an advantageous position in the comparative assessment. In 2017, 39 staff members were on temporary assignment. As the release of a staff member on temporary assignment requires the supervisor's approval, the Court is able to reassign staff from areas of lesser priority with less urgency.

68. The Court would like to emphasize that, when it comes to assigning staff flexibly, managers of human resources would benefit significantly from the ability to redesign teams and reallocate work assignments in a manner which optimally uses resources, even when this results in reclassification of posts. Reclassification must thus be considered in the light of an agile workforce and as providing the ability to adjust resources to operational needs. Reclassification of posts is further discussed in paragraphs 37-42, above.

4. Informal conflict resolution at the Court

69. Staff conflicts and grievances are costly for any organization. The Court is aiming to strengthen its informal conflict resolution capabilities and a review of the internal administration of justice is planned for 2018. In 2017, a small number of Court staff involved in addressing staff cases undertook mediation training specifically aimed at redirecting formal litigation into informal conciliatory conflict resolution. This skill set has already been advantageous, but addresses only the ability to handle matters which have turned into litigation and does not provide the Court with general mediation capacity to address conflicts at an early stage and prevent cases from arising in the first place.

70. Pending finalization of the review of internal justice and in anticipation of the conclusion that the Court must strengthen its conflict prevention capacity, the HR Section is preparing to assume the coordination of early dispute resolution through mediation, training and other resolution tools. This entails developing a mediation framework (terms of reference), building mediation capacity (whether in-house or externally) and strengthening the skills required to best support mediation. For 2018, additional resources have been allocated to the HR Section to support the work to be carried out in relation to the development and coordination of informal conflict resolution methods and capacity.

¹⁹ *Official Records... Sixteenth session... 2017* (ICC-ASP/16/20), vol. II, part B.2, para. 26.

D. Organizational development support

71. Management of human resources is a shared responsibility between managers, the HR Section and other stakeholders, where the HR Section's role is to ensure effective HR strategies, policies and practices which enable managers to effectively manage resources. With the strengthening of the HR Section's strategic capacity, the Section was able to work closely with managers in 2017 to address strategic HR priorities, including the development of an HR strategy for the Court, while maintaining its work on a number of organizational development projects, as outlined below. In addition, the HR Section realigned its resources towards the end of the year to better support managers and staff within the various client groups.

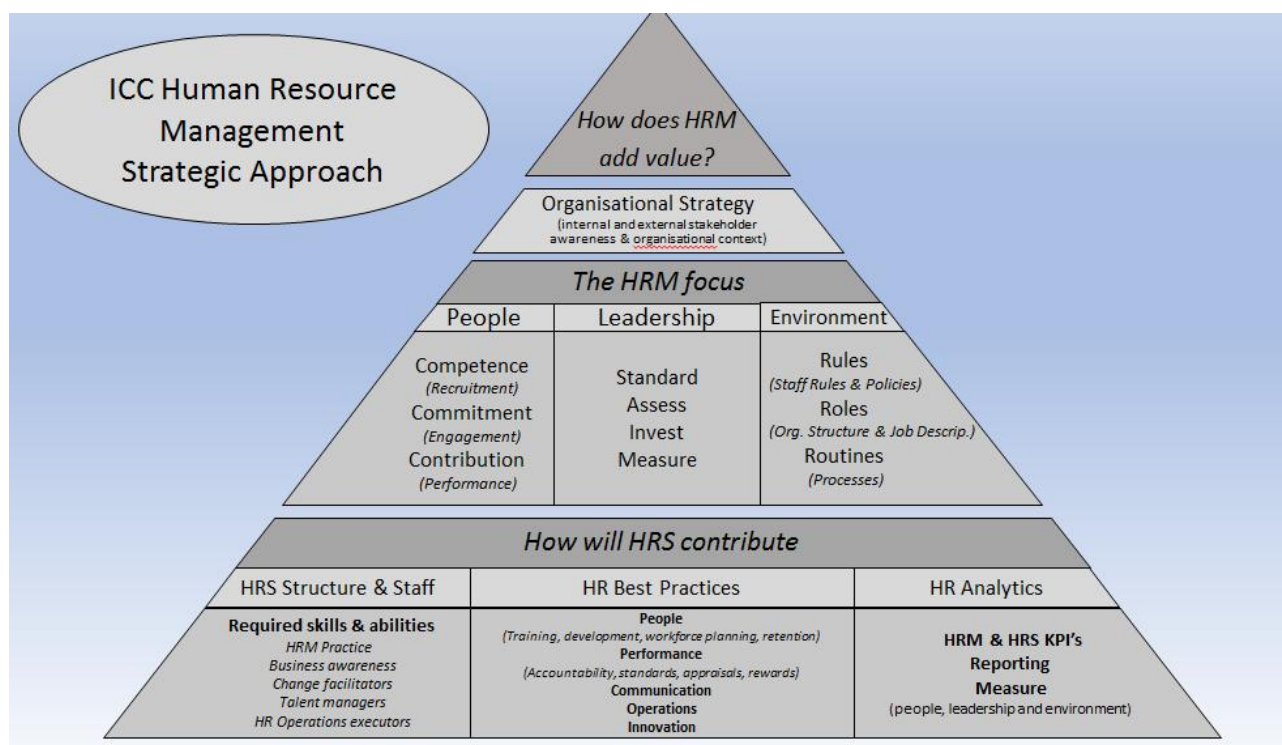
1. HR strategy

72. At the end of 2016, the HR Section designed a road map for developing an HR strategy for the Court and initiated reviews that analysed the Court's goals and how improvements in HR management practices could contribute to the Court's performance. The process included an extensive analysis of key documentation, staff surveys and interviews with staff across the Court. In December 2016, the HR Section met to formulate a draft mission and vision, as well as the key proposed priorities, for 2017-2020.

73. In 2017, a range of HR practices to be created or further developed were identified. Some of these practices included performance management, UN compensation reforms, health insurance, leadership and management, HR operations automation, geographical distribution, learning and development, staff welfare, HR policies, onboarding, HR communication, and transitioning the HR Section's working methods towards the "Strategic Business Partner" approach.

74. As a next step towards creating and developing "value added" HR practices, current HR practices were analysed in detail during HR-facilitated workshops with senior managers and other key stakeholders from a broad range of areas within the Court. These workshops assessed the "As Is" (where we are now), the business case for change, benchmark trends and best practices outside the Court, the key steps for implementation and the resources required for implementation.

75. To illustrate the practices and the Court's strategic human resources management approach, the model below was applied as a first step. As indicated in the draft model, the objective of the human resources management strategic approach is to add value by supporting the Organizational Strategy. The management of human resources is based on three pillars, namely: People, Leadership and an Enabling Work Environment. The Court's human resources management activities are supported by the HR Section, which will ensure optimal support by: (a) having an effective structure/staffing with the required skills; (b) ensuring best HR practices; and (c) providing HR analytics.



76. The work on the HR management framework and strategic priorities will continue in 2018 and the strategy is expected to be completed in the first half of the year.

2. Learning and development

77. In 2017, the HR Section continued to work with Directors and other key stakeholders Court-wide to review corporate (generic) training needs and deliver training that is aligned to the Court's needs. A Court-wide corporate training plan was developed and implemented in 2017. As a result: (i) training was delivered across a broad range of areas, including management and leadership development, performance management, mediation in the workplace, French-language training, UN Language Proficiency Exams, project management, customer service and onboarding training for new staff; (ii) in total, 1,422 training days were delivered to 581 staff members; and (iii) for each training course, participants were asked to evaluate their course in terms of its applicability and quality. The average score for all of these courses combined was 4.24 out of 5.

78. Regarding management and leadership training, the Management Fundamentals training programme, implemented as a pilot in the period 2016-2017 for line managers, was continued. The Court implemented a new session for new line managers starting in November 2017. The essential goal for the Court is to increase personal and interpersonal effectiveness; to ensure insight into the concept of change and change implementation; to develop the necessary skills to deal with resistance; and to enable managers to manage their own performance and that of team members in a way that is motivating and leads people to succeed in their goals.

79. Between April and June 2017, a French-language training programme was delivered with the financial support of the French Government. A total of 73 staff participated at various levels, from beginner to advanced. The attendance rate for the course was 59/63 and the pass rate was 55/73.

80. The UN Language Proficiency Exams commenced in the first half of 2016, with the written exams being held in September. A total of 16 staff participated in the exams: English (5), French (8), Russian (2) and Spanish (1). Results will be announced by the UN in March-April 2018.

81. In 2017, the HR Section also aimed to improve corporate training delivery to field-based staff through the following: (i) working in conjunction with the Division of External

Operations (DEO), a number of Headquarters-based training courses were scheduled to coincide with operational missions for which field-based staff visited The Hague; (ii) a leadership and management coaching programme was designed for Chiefs of Field Office, and online French- and English-language training was established for all field staff; and (iii) more and more new field-based staff (where applicable) visited Headquarters during their first month, during which they participated in a structured onboarding training programme. Regarding French- and English-language training, in December 2017, an e-learning platform was made available for 50 field staff members, with the focus on improving skills in an autonomous and flexible way. The e-learning platform was accessible for six months and the 20 most motivated staff (measured in terms of time spent on the platform and increase in level) also received four hours of one-to-one conversation lessons. A new one-week induction programme was implemented in 2017 by the DEO at Headquarters for field office staff in the first week of their arrival. The HR Organizational Development Unit, which organizes onboarding for new staff, and the DEO also collaborated closely to align onboarding planning with field office staff induction.

82. In 2018, the HR Section aims to improve the reach of corporate training to include a greater number of staff. In addition, it will develop closer working relationships with Directors and their Section Chiefs to analyse the delivery of technical training and provide a centralized monitoring and reporting mechanism.

3. New onboarding system

83. In 2016, the Court initiated a review of its onboarding and induction system and introduced a new approach with a view to creating a highly informative, efficient and welcoming process for new staff entering the workplace.

84. The new onboarding programme consists of an introduction day, where all new staff are introduced to key information, such as the Court's values and ethics and the International Civil Service code of conduct; staff safety and security; the Court's information security best practices; cultural awareness in the workplace; and settling in The Hague. In addition, a training programme was developed for the first six months of employment to ensure a structured approach to information, which increases the knowledge and productivity of new staff. This training programme contains both mandatory training for all new staff, such as Basic Security in the Field (BSITF I and II), privileges and immunities, TRIM, travel, more comprehensive courses on cultural awareness and information security, as well as training tailored to the different specialized functions, such as SAP training and training for Certifying Officers. In 2018, the Court's next step is to better associate the onboarding process with the probationary period objectives to ensure a more efficient use of this period in assessing the suitability of new staff to work at the Court.

85. In 2017, the Court was given access to United Nations mandatory training modules, which now form part of the onboarding programme in the first six months of employment. Training includes Ethics and Integrity at the United Nations, gender awareness, prevention of workplace harassment, sexual harassment and abuse of authority in the workplace.

86. A total of 15 onboarding sessions took place in 2017, in which 98 new staff members participated; the feedback received from the participants was highly positive.

4. Field offices

87. The structure, design and reporting lines for the Court's field offices and their staff were changed substantially in 2015. In 2016 and 2017, recruitment for vacant field posts was ongoing and as at 31 December 2017, the vacancy rate among field posts was reduced from 29 to 21 per cent.

88. To support new staff in the field, focus was placed on providing learning programmes specifically tailored for field staff to support key staff during the transition. The training programme designed in 2016 for new field staff continued to be delivered to new field staff in 2017 and was given by in-house sources.

89. In 2017, additional efforts were made by the DEO to build capacity and relations. As a new element to the onboarding programme for field staff, a one-week training programme in The Hague was introduced, and staff members of the HR Section in turn also visited field offices to gain an understanding of the operational context and thereby be able to provide optimal support. These visits have notably had a positive effect on communication and cooperation between Headquarters and field offices, and a review of possibilities for staff exchanges between duty stations is part of the Court's work on a mobility framework.

5. Leadership and management development

90. Efforts have been made in recent years to strengthen staff capacities and performance and to provide an enabling work environment with effective working methods, good communication and overall well-being. Leadership development has not received the same level of focus and, in 2017, the business case and benchmark trends and practices were researched and workshops were held with members from senior management and other key stakeholders. It will be a priority for the Court over the coming months to develop a leadership strategy, define the attributes of good leaders in alignment with the Court's values and competency framework, and develop a leadership development programme where leaders at all levels are supported in the performance of their critical role.

91. In 2017, training on management fundamentals was provided to a number of new managers who transitioned from individual collaborator to manager. This entailed a new six-month management training programme which aimed to solidify the awareness and knowledge learned into sustainable skills.

92. Investing in its leaders and managers is essential to increase personal and interpersonal effectiveness and enable managers to manage team performance in a way that is motivating and optimizes performance and engagement.

6. Performance management

93. It remains a priority for the Court to have an effective performance management culture which supports continuous performance conversations, recognizes staff performance and achievements, identifies areas for staff development (and has those feed into learning and development plans and programmes), identifies areas of underperformance (and supports staff and managers in ensuring that the skills of staff members in these areas are strengthened) and instils accountability for performance and development.

94. In 2017, a number of initiatives were undertaken to strengthen performance management across the Court. These included:

(a) Extensive research, benchmarking and knowledge-sharing on state-of-the-art performance practices in both private and UN organizations;

(b) Continuation of the project team and project board structure created in 2016 to propose improvements to performance management across the Court;

(c) Successful implementation of internal communication campaigns and mobilization towards a culture of continuous conversations, with the motto "feedback matters", targeting both staff members and supervisors at key moments of the performance management cycle, such as objective setting, midterm review and year-end review;

(d) Project planning, configuration and launch of new performance management software to improve data integration and increase efficiency by reducing the time spent by managers and staff on maintaining performance management. In addition, the software provides new functionalities, such as a goal "library", French translation, new reports and the possibility to ask for feedback from different users;

(e) Proposal of and intense consultation on a redesigned performance management process, based on worldwide best practices and the Court's specific organizational context;

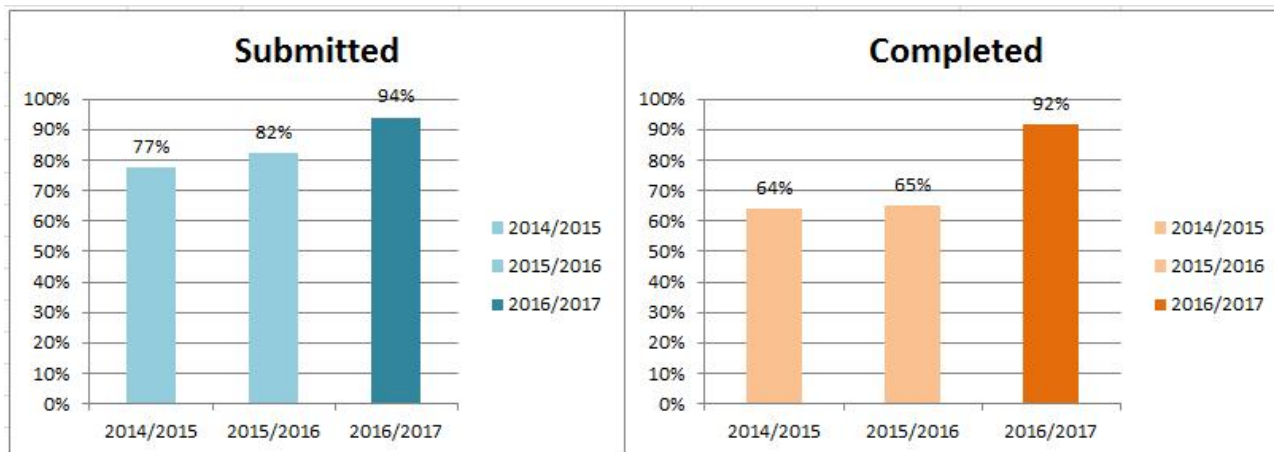
(f) Continuation of Court-wide performance management training workshops, in order to sustain a high level of awareness, prioritization and also to explain how to make

the best use of the new electronic tool available. In total, more than 200 staff members enrolled and participated in the workshops and the overall feedback was extremely positive;

(g) Real-time reporting on performance management compliance to Directors, Section Chiefs and other focal points, to ensure a sustained compliance rate.

95. The above activities were supported by managers and staff across the Court and the Court's compliance rates improved significantly. As shown in graph 1 below, at the end of the 2016-2017 cycle, performance appraisals were finalized for 92 per cent of the Court's eligible staff compared to 65 per cent and 64 per cent in the previous two years. More details on the year-on-year comparison are provided in Annex IV.

Graph 1: Overall year-on-year comparison of compliance rates



96. In 2018, the Court will continue its activities to improve the performance management culture. This will include: (a) improving the skills of managers in effectively managing teams and individuals, monitoring and reporting on results and providing real-time feedback to teams and individuals, and creating a team culture that motivates staff to perform at their best; (b) enhancing a performance-oriented culture in which communication and ongoing feedback play a key role in identifying achievements, obstacles, strengths, areas for development and, consequently, action plans that will help the Court to continuously enhance its organizational performance; (c) institutionalizing a performance management governance structure; and (d) implementing a redesigned performance management process in order to improve its overall effectiveness and strengthen the links between performance management, strategy and other key HR activities, such as training and development.

97. Details of compliance and rating of the 2016-2017 performance cycle, ending on 28 February 2018, will be provided separately. The report will include year-on-year comparisons.

7. Learning Management System

98. In 2017, analysis of the benefits and efficiencies of a learning management system (LMS) was conducted. First, such a system would provide a platform to effectively manage the administrative aspects of coordinating training Court-wide. Second, it provides a centralized location for the development and delivery of internal training content as well as external online training content. Third, as a result of centralizing content, the Court can develop a more accurate means of measuring training.

99. In the course of the year, the HR Section, in conjunction with a number of internal stakeholders from the Office of the Prosecutor and the Information Management Services Section, analysed the Court's needs and developed terms of reference for procurement. In 2018, the Court will move forward with the procurement process to identify a vendor for LMS configuration. The configuration itself will commence when resources are identified and priorities have been reviewed.

8. Staff well-being

100. The well-being of the Court's dedicated and hard-working staff remains a priority, and in 2017, the Court assessed how best to create awareness of and support staff well-being in an ever challenging environment. The business case and benchmark trends and practices were researched and workshops were held with members of senior management, the Staff Union and other key stakeholders.

101. Subsequently, a staff well-being framework, suited to the Court's context, was developed and is currently awaiting final approval. It illustrates the many factors contributing to staff well-being such as: (1) physical environment; (2) contractual agreements;(3) organization design; (4) Court values; (5) staff selection and development; (6) leadership and management; (7) work-life balance; and (8) occupational health. In addition, the framework also emphasizes the need for staff participation, as well as the need to measure and monitor staff well-being and communicate progress on projects related to staff well-being and its measurement. Staff well-being is envisioned, monitored and measured by a staff well-being committee which reports to senior management. Initiatives to improve well-being will be undertaken by the various owners of the well-being drivers, such as the HR Section, the Safety and Security Section, the General Services Section and the Occupational Health Unit.

9. HR services and communication

102. HR services and communication have an impact on staff engagement, which in turn has an impact on overall organizational performance. To maximize motivation and performance, staff require effective HR communication in a broad range of areas, including recruitment, entitlements, performance management, learning, and well-being. Ineffective and inefficient HR communication in the areas mentioned above distracts staff from focusing on their core tasks and contributes to a poor overall organizational culture. It also creates bottlenecks within the HR Section and creates a vicious cycle of "firefighting".

103. In 2017, the HR Section initiated a number of projects to improve services and communication. For example, the HR automation project was designed to make HR information more accessible to staff members and managers, and more efficient to process for HR Section staff. The new platform will be launched in the first half of 2018.

104. In addition, the HR Section realigned its staff resources to better team up with managers and develop strategic business partner support and work processes. Each Division now has a dedicated HR team of focal points who provide the full range of HR services. An Analytics and Reporting "back office" team takes care of shared HR services, including payroll and processing of entitlements, as well as HR analytics and reports.

105. This realignment has improved the HR Section's knowledge of the specific business needs of various client groups and enhanced the quality of communication and support provided by the HR staff. Although a shortage of resources in 2017 prevented the Section from taking the intended proactive and supportive approach, the realignment was positively received by clients across the Court.

10. Staff-management relations

106. A good relationship between management and staff plays an important role in safeguarding the interests of the organization as well as the interests of staff. The Court's interests and those of staff are often aligned, but when they are not, it is essential that a relationship based on trust, communication and cooperation is in place to ensure optimal and well-balanced solutions.

107. Relations between management and the Court's Staff Union in 2017 were constructive and well-functioning with good and effective interaction and genuine dialogue. The Staff Union engaged in dialogue with senior managers as well as HR Section staff regarding matters of general interest to staff. Senior management supported a number of Staff Union initiatives, including workshops on how to avoid workplace harassment, and representatives of the Staff Union were actively involved in a number of projects aimed at improving staff working conditions and well-being, including the development of the

staff well-being framework, HR policies and the putting out to tender of the Court's health insurance.

108. This constructive interaction between management and staff representatives is important to the Court and critical for the delivery of high-performance services, building a culture of trust and defusing any unnecessary tension or conflict.

11. Junior Professional Officer Programme

109. Following the signing of the first Memorandum of Understanding with the Governments of Japan, the Republic of Korea and Switzerland, the Court in 2017 welcomed its first Junior Professional Officers (JPO). As at 31 December 2017, the Court had two JPOs from Japan. One JPO arrived from Switzerland in January 2018. Three more JPOs are already scheduled to arrive in early 2018 from the Republic of Korea and Japan.

110. To ensure a valuable and meaningful work experience for the JPOs where they familiarize themselves with the various operations and working environment of the Court, training programmes tailored to individual needs are developed for each one. Other staff provide regular performance feedback and assessments as part of the JPO work experience.

111. The Court continues its efforts to draw the attention of States Parties to the JPO Programme and to increase the number and variety of job profiles available to them. The Court hopes to attract the support of many States Parties for this programme, and that it will generate interest among developed countries to support developing countries.

112. The Court will continue strengthening its JPO Programme, as well as the programmes for interns and visiting professionals, to ensure that participants are provided with valuable experience and familiarization of the Court and in the hope that it will raise awareness of the Court as a prospective career choice for junior professionals in national systems.

12. Internship and Visiting Professional Programmes – funded

113. As previously reported, the Court in recent years has received funding from some States Parties in support of the Internship and Visiting Professional Programmes (IVPP). In 2017, administrative instructions were issued: one for the Internship Programme and another for the Visiting Professional Programme. In addition, a process for funding internships and visiting professionals across the Court was developed, with the aim of offering funded placements as from 2018. In 2017, preparations were undertaken to be able to administer and report on the funding, with actual implementation as from 2018.

114. In 2018, funding will be provided to a limited number of interns and visiting professionals from developing regions in the form of travel costs and a monthly stipend. The HR Section has started work with the Organs of the Court to develop a framework for offering such funds to interns and visiting professionals from States Parties in developing regions. In its report on 2018, the Court expects to be able to provide a breakdown of the number of placements. The Court and the HR Section are hopeful that more States will be able to offer financial assistance for this programme, which contributes to diversity within the Court. The funding will offer placements to people who would have otherwise been unable to fund a placement with the Court.

115. In addition to the HR-funded IVPP, the Section again contributed in 2017 to a Legal Professional Programme (LPP) in collaboration with the External Relations and State Cooperation Unit of the Registry. Placements for nine participants were offered: eight from developing regions and four from non-represented States Parties, and of which seven were also situation countries of the Court. The LPP provided funding under the European Commission Grant for Legal Professionals for visiting professionals from the Court's situation countries, countries under preliminary investigation and States Parties in developing regions, with a preference for placements of people from non-represented or underrepresented States Parties. The funding included travel costs and a monthly stipend for three months. Participants were placed in the three Organs of the Court.

116. The HR Section also participated in a Facebook Live session on the subject of the IVPP in late 2017. Four representatives from HR were present for this session, which was

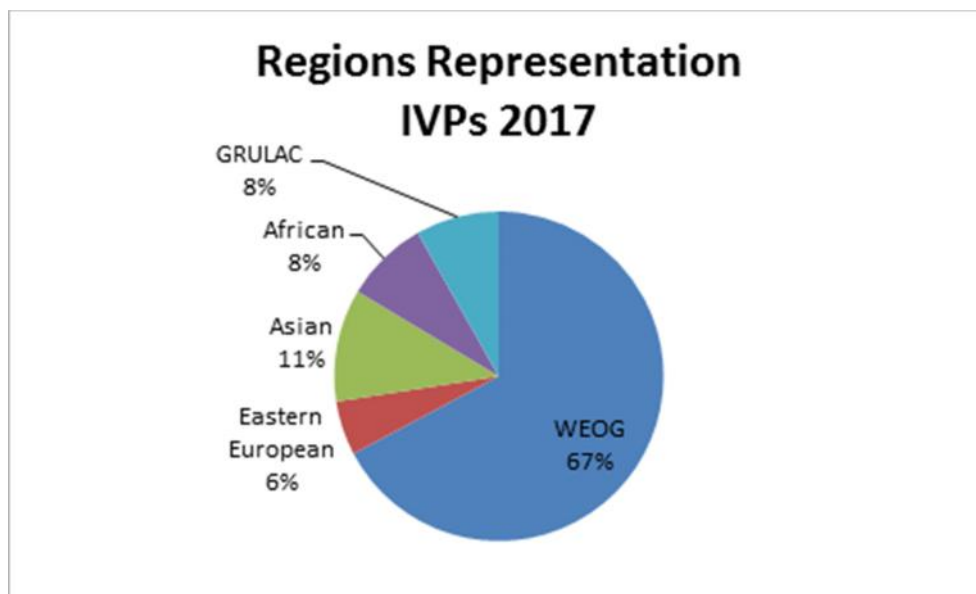
broadcast live on Facebook and was used to promote the Court's IVPP, including the range of different placements available (not just legal) and to convey the message that the Court is keen to welcome people from underrepresented and non-represented States Parties, with funding commencing in 2018. The session was viewed by 3,800 people and shared 50 times.

117. While the statistics for the IVPP do not count for the purpose of geographical representation, the HR Section firmly believes that managing talent pools in other modalities contributes to better overall geographical diversity at the Court, and should contribute to overall future geographical distribution in the Court's staffing quota. It is also of the opinion that providing funding to these States should increase their exposure to the Court.

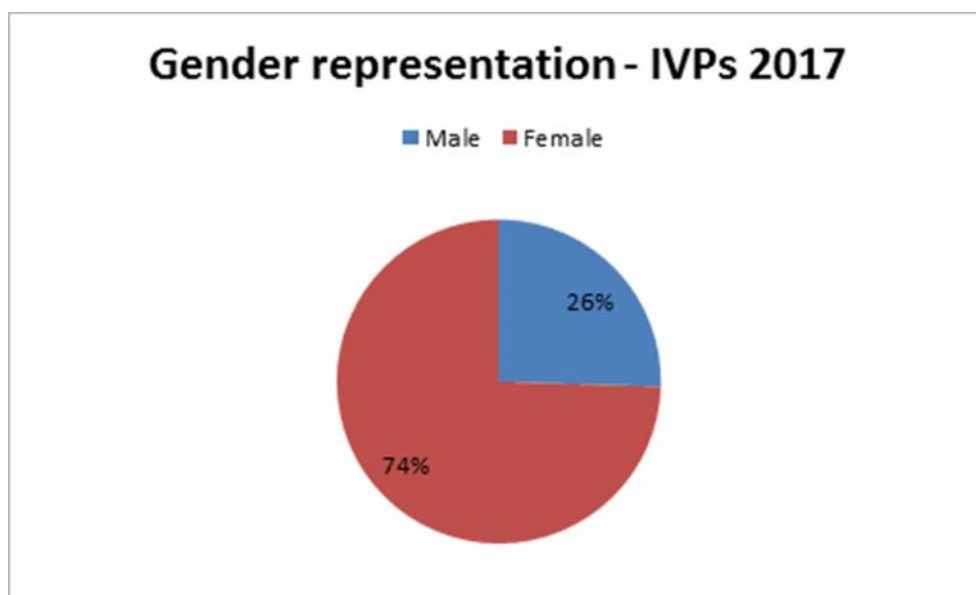
13. Internship and Visiting Professional Programmes – unfunded

118. In 2017, 247 unfunded IVPP placements were offered: 216 internship placements and 31 visiting professional placements. Of these, 178 were offered to people from developed regions, and 69 from developing regions. Organs and Sections of the Court select their own interns and visiting professionals in accordance with the vacancy announcements published.

119. While one of the main considerations of selection is the qualification of individuals vis-à-vis the requirements, the HR Section promotes the due consideration of qualified candidates from non-represented or underrepresented States Parties and developing regions. The Section intends to continue and intensify efforts in 2018 with targeted outreach campaigns and support to increase the number of placements from underrepresented or non-represented States, as well as to afford as many placements as possible to people from developing regions. It is hoped that sustained efforts in terms of outreach, support to managers regarding the overall advantage of diversity, and the funded programme will all see improvements in geographical balance over the coming years.



120. In terms of gender balance, 74 per cent of placements were offered to female candidates in 2017.



14. Staff mobility

121. It is the Court's objective to have an agile workforce and it continues to work on strengthening the ability to flexibly assign resources to address changes in operational needs in a fair and transparent manner. All the Court's vacancies must be advertised²⁰ and reassignments, where staff take up another position in the Court, are done following a competitive recruitment process where external candidates are also considered. This is to ensure the highest level of skill and competence in all positions.

122. In recent years, internal staff mobility has been a priority and, as outlined earlier in the report, in 2017, a Staff Mobility Framework was developed, which sets out the existing mobility possibilities and introduces new mobility modalities, such as job rotation and temporary assignments to address operational needs or for cross-training purposes. The mobility modalities for staff include taking up: (a) a new fixed-term appointment (against an established post or a GTA-funded position); (b) a short-term assignment (to fill a temporary vacancy advertised as an STA); (c) other temporary assignments (in accordance with Staff Rule 103.11, for example, when staff are called upon to temporarily assume other duties to cover during a temporary absence of staff); or externally, through (d) loans or secondments to other systems applying the UN common system.

123. In addition to these existing mobility modalities, the Court is looking into whether other mobility modalities can be introduced, for example, temporary project assignments or job rotation within the professional network or job family.

124. Although the Court is not a signatory to the Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations applying the United Nations Common System of Salaries, in 2017, it received and assisted in five requests for reimbursable (or non-reimbursable) loans with UN partner organizations under a mutual agreement. Two staff exchange arrangements were made on a secondment basis. Under this arrangement, staff will have direct or similar UN experience, which significantly reduces the time it takes to acclimatize to the Court's conditions and procedures.

125. Some additional movements of staff between the Court and UN partner organizations, which may have involved a reimbursable loan or secondment, were facilitated using Special Leave without Pay (SLWOP), in accordance with established practice, to release staff for the purposes of outside employment.

126. The Court's Mobility Framework is expected to be promulgated in the first half of 2018.

²⁰ Annex to Resolution ICC-ASP/1/Res.10, section 2.

15. Staff health and well-being

127. As outlined earlier in the report, staff health, welfare and well-being remain a priority for the Court. As previously reported, the high number of vacancies in recent years has led to heavy workloads for staff and challenges to the work-life balance. Efforts were made by management throughout the year to support staff in performing functions, by engaging short-term personnel and reprioritizing assignments.

128. Because of the particular work of the Court and the fact that some staff must consult case-related material on gruesome and shocking events, work on the prevention of secondary trauma continued in 2017, and the Occupational Health Unit (OHU) provided prevention and support services in this regard. Debriefings on secondary trauma were prepared and a pilot prevention programme was initially launched in the Office of the Prosecutor and the Victims and Witnesses Section. The aim of the programme is to assess the general degree of possible secondary traumatization and the subsequent risk of developing post-traumatic stress disorder (PTSD).

129. Workshops on well-being, as well as on work exhaustion, work-related stress and secondary trauma, and ways to prevent them through self-care, were conducted throughout the year as part of the OHU Awareness and Prevention Programme. Recovery and reintegration of staff on sick leave – for reasons such as occupational burnout, stress or other workplace-related problems – were actively supported by the OHU, in close collaboration with managers and supervisors, for smooth and timely reintegration to work.

130. In accordance with the OHU mandate, several health awareness campaigns were held on cancer, cardiovascular disease, risks associated with a sedentary lifestyle, malaria prevention and the risks associated with vitamin D deficiency.

131. In 2017, as part of the Court's organizational development initiatives, working groups composed of representatives from management, staff and the Staff Union analysed staff well-being and developed a proposal for a "Well-being framework" for the Court. The framework identifies and illustrates the many factors which influence staff welfare and well-being in the workplace. With the framework, the Court intends to put focus on the monitoring of working conditions, the creation of a harmonious working environment, the empowerment of staff, good communication, effective performance feedback, learning and development, and other measures which foster personal happiness and professional growth.

E. Priorities for 2018

132. Considering the Court's strategic objectives and priorities for 2018, as well as priorities set by the Committee and the Assembly, the following priorities have been identified for the Court's human resources management activities in 2018:

- (a) Finalize the Court's HR Management strategy and integrate human resources strategic objectives into the Court's strategic planning;
- (b) Support and facilitate the improvement of geographical representation and gender balance;
- (c) Initiate leadership programmes;
- (d) Implement the Staff Well-being Framework;
- (e) Implement flexible working arrangements;
- (f) Implement the Mobility Framework;
- (g) Continue the JPO Programme (trial period until 2020);
- (h) Continue automation and move to staff and management self-service (HR Renewal);
- (i) Continue to improve the Court's performance management system;
- (j) Implement the outcome of the ongoing review of the Court's internal administration of justice with a view to its reinforcement. The HR Section will assume some functions of the Registry's Legal Office and will also be assigned to coordinate

support for informal conflict resolution through mediation. An additional resource is assigned to the HR Section for this purpose.

F. Conclusion

133. 2017 was another challenging year for the Court's human resources management activities with vacancy rates still high in a number of areas, including in the HR Section. However, the Court continued to make significant progress and address a number of strategic priorities. In this report, the Court presents various activities carried out and the efforts made to achieve its human resource-related goals.

134. In 2017, policies related to the compensation package were amended and the implementation of the new system has almost been finalized. Policies were also issued to support the Court's Internship and Visiting Professional Programmes. Frameworks were developed for staff well-being, mobility and flexible working arrangements, which are planned to be implemented in 2018. The Court's group health insurance and service-incurred insurance were put out to tender. Activities were also carried out in learning and development, performance management, onboarding programmes and contract administration, just as automation of HR processes were being prepared. Lastly, the Court moved forward with the JPO Programme; the first JPOs arrived in 2017.

135. The Court is looking ahead to continuing to work on strategic HR management activities and supporting the Court's long-term organizational development objectives. The Court looks forward to reporting on the progress made in next year's report.

Annex I

Overview of HR-related recommendations and requests by the Assembly of States Parties and the Committee on Budget and Finance

<i>Reference</i>	<i>Request or recommendation</i>	<i>Referred to in the present report</i>	<i>Reference link</i>
<i>Official Records ... Sixteenth session ... 2017</i> (ICC-ASP/16/20), vol. II, Part B.1, para. 102.	“The Committee recommended that the Court continue its efforts towards further improving the situation with respect to <u>geographical distribution and gender balance</u> and to report back on the specific measures taken, including awareness-raising campaigns, in the context of the report on human resources management at its thirtieth session in April 2018.”	Sections 17-22 and 23-26	https://asp.icc-cpi.int/iccdocs/asp_docs/ASP16/ICC-ASP-16-20-ENG-OR-vol-II.pdf
<i>Official Records ... Sixteenth session ... 2017</i> (ICC-ASP/16/20), vol. II, Part B.2, para. 168.	“Recalling that “[...] the selection of staff in the Professional category shall be guided in principle by a system of desirable ranges based on that of the United Nations” and further recalling that “[n]ationals from States Parties and from those States having engaged in the process of ratification of or accession to the Statute should have adequate representation on the staff of the Court; however, applications from nationals from non-States Parties may also be considered”, the Committee noted that the number of <u>nationals of States that are not States Parties</u> to the Rome Statute remained significant. The Committee reiterated its previous recommendation and requested the Court to address this issue within a reasonable time frame.”	Sections 20-23	https://asp.icc-cpi.int/iccdocs/asp_docs/ASP16/ICC-ASP-16-20-ENG-OR-vol-II.pdf
<i>Official Records ... Sixteenth session ... 2017</i> (ICC-ASP/16/20), para. 169.	“The Committee resolved to continue analysing the persisting disequilibria in relation to <u>geographical distribution</u> and the relevant benchmarks, as well as to keep monitoring the desirable ranges per country at its thirtieth session in April 2018.”	Sections 17-22	https://asp.icc-cpi.int/iccdocs/asp_docs/ASP16/ICC-ASP-16-20-ENG-OR-vol-II.pdf
<i>Official Records ... Sixteenth session ... 2017</i> (ICC-ASP/16/20), vol. II, Part B.1, para. 98.	“The Committee noted that there is a significant number of staff that are nationals of States that are <u>not States Parties to the Rome Statute</u> , and in this regard the Committee recommended that the Court address this issue in conjunction with the existing imbalance in geographical representation and include an update thereon in the report on human resource management at its thirtieth session in April 2018.”	Sections 20-22	https://asp.icc-cpi.int/iccdocs/asp_docs/ASP16/ICC-ASP-16-20-ENG-OR-vol-II.pdf
<i>Official Records ... Sixteenth session ... 2017</i> (ICC-ASP/16/20), vol. II, part B.1, para. 109.	“The Committee observed that the Court, in the period from 1 March until 31 December 2016, issued 154 STA contracts, out of which 101 in the Registry, equalling to the duration of 462 working months or 38.5 full-time positions. The Committee recognized that in 2016, due to the high vacancy rate in the Registry, the short-term modality enabled sections to ensure business continuity, while recruiting for vacant positions. Therefore, the Committee was of the view that the <u>use of STA in the coming years should be monitored and tracked</u> , as well as reported on in the context of report on human resources management in order to keep optimal balance between operational needs, as well as to ensure good governance and transparency of used resources.”	Sections 56-62	https://asp.icc-cpi.int/iccdocs/asp_docs/ASP16/ICC-ASP-16-20-ENG-OR-vol-II.pdf
<i>Official Records ... Sixteenth session ... 2017</i> (ICC-ASP/16/20), vol. II, Part B.2, Annex V, para. 107.	“The AC requested that the Court provide an update on the outcome of the procurement process for the <u>health insurance plan</u> at its seventh session in March 2018 and expected that, following the conclusion of the process, the unimplemented recommendations in relation to the health insurance plan would be effectively addressed.”	Sections 51-55	https://asp.icc-cpi.int/iccdocs/asp_docs/ASP16/ICC-ASP-16-20-ENG-OR-vol-II.pdf

<p><i>Official Records ... Sixteenth session ... 2017</i> (ICC-ASP/16/20), vol. II, Part B.2, paras. 25 and 26.</p>	<p>“As a starting point of a thematic approach for future sessions and bearing in mind that staff costs account for more than 70 per cent of the total budget, and around 90 per cent in OTP, the Committee decided to focus in future sessions on the opportunities for <u>flexible deployment of staff capacity</u> to areas of urgent need. The Committee believed that it would be worth-while addressing, amongst others, the following issues: (i) availability of up-to date skills databases; (ii) policies, practice and experience with job mobility; (iii) identification of areas most suitable for rotation, based on available skills and needs of the Court; (iv) measures to broaden the professional experience and skills; and (v) role of trainings and peer-trainings, as well as opportunities for staff in this regard. In order to adequately address the need for flexible deployment of staff, the Committee invited the Court to provide a progress report at its thirtieth session in April 2018 on the opportunities for flexible deployment of staff capacity to areas of urgent need, by including the above-identified issues.”</p>	<p>Sections 63-68</p>	<p>https://asp.icc-cpi.int/iccdocs/asp_docs/ASP16/ICC-ASP-16-20-ENG-OR-vol-II.pdf</p>
<p><i>Official Records ... Sixteenth session ... 2017</i> (ICC-ASP/16/20), vol. II, Part B.1, para. 101.</p>	<p>“The Committee noted that <u>gender imbalance</u> at the professional level has increased by two per cent in 2016, and that the gap in the gender balance at the higher professional levels remained significant. The Committee recommended that the Court gives priority to narrowing the gap and makes sustained efforts, and that it report on progress made in the context of the report on human resources management at its thirtieth session in April 2018.”</p>	<p>Sections 23-26</p>	<p>https://asp.icc-cpi.int/iccdocs/asp_docs/ASP16/ICC-ASP-16-20-ENG-OR-vol-II.pdf</p>
<p><i>Official Records ... Sixteenth session ... 2017</i> (ICC-ASP/16/20), vol. II, Part B.2, para. 39.</p>	<p>“As regards the requests for <u>reclassification</u>, the Committee believed that the reclassification requests (both upward and downward) should be examined Court-wide and not for certain posts in isolation. Awaiting a Court-wide review of the current policy on reclassifications, the Committee recommended that the Assembly not approve any requested reclassifications.”</p>	<p>Sections 38-43</p>	<p>https://asp.icc-cpi.int/iccdocs/asp_docs/ASP16/ICC-ASP-16-20-ENG-OR-vol-II.pdf</p>

Annex II

Conversions – effect on geographical and gender balance

1. In 2017, the Assembly approved the conversion of 79 GTA-funded positions to established posts, as these were considered core and long-term functions at the Court.
2. Of the total of 79 positions converted in 2017, 5 vacant posts and 13 GS-category posts are not included in geographical representation targets. The remaining 61 converted positions affected geographical representation as follows:

	<i>Number of staff</i>	<i>Status of country before conversions (31 December 2016)</i>	<i>Status of country after conversions (1 January 2017)</i>
Afghanistan	1	Underrepresented	Underrepresented
Albania	1	In balance	In balance
Argentina	1	Underrepresented	In balance
Australia	4	In balance	In balance
Belgium	2	Overrepresented	Overrepresented
Cameroon	1	Non-ratified	Non-ratified
Canada	3	In balance	In balance
Croatia	1	Overrepresented	Overrepresented
Egypt	1	Non-ratified	Non-ratified
France	11	Overrepresented	Overrepresented
Gambia	1	In balance	Overrepresented
Georgia	1	Overrepresented	Overrepresented
Greece	1	Underrepresented	In balance
India	2	Non-ratified	Non-ratified
Ireland	3	Overrepresented	Overrepresented
Israel	1	Non-ratified	Non-ratified
Italy	5	Underrepresented	In balance
Jamaica	1	Non-ratified	Non-ratified
Malta	1	Non-represented	In balance
Mauritius	1	Non-represented	In balance
New Zealand	2	In balance	Overrepresented
Peru	1	Overrepresented	Overrepresented
Philippines	1	Underrepresented	In balance
Poland	2	Underrepresented	Underrepresented
Portugal	1	Overrepresented	Overrepresented
Republic of Korea	1	Non-represented	Underrepresented
Republic of Moldova	1	In balance	Overrepresented
Spain	1	In balance	In balance
Uganda	1	Overrepresented	Overrepresented
Ukraine	1	Non-ratified	Non-ratified
United Kingdom	3	Overrepresented	Overrepresented

	<i>Number of staff</i>	<i>Status of country before conversions (31 December 2016)</i>	<i>Status of country after conversions (1 January 2017)</i>
United Republic of Tanzania	1	In balance	In balance
United States of America	2	Non-ratified	Non-ratified
Total	61		

4. Of the 79 conversions, six positions were vacant: five in the Professional category and one in the General Services category. The 73 converted positions which had incumbents affected gender balance as follows:¹

Professional Level – Conversions in 2017

	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>GS</i>	<i>Total</i>	<i>Conversion %</i>	<i>Full Court %</i>
Male	1	11	5	6	3	26	36.00%	53.60%
Female	1	10	11	16	9	47	64.00%	46.40%
Total	2	21	16	22	12	73	100%	100%

¹ Incumbents of posts in the General Services category are counted towards the overall gender balance.

Annex III

The Court's Progress Report on Geographical Balance

1. The Court has taken note of the concerns expressed by the Committee and States Parties with regard to geographical representation. In 2017, the Court continued taking measures to ensure that a satisfactory level of diversity is achieved. The present report describes in detail the situation as at 31 December 2017 and the measures taken to further strengthen diversity and gender balance at the Court.

2. The Court continues to strive towards increasing the proportion of staff members from non- and underrepresented States Parties in posts at the Professional and higher categories, as well as improving gender balance at all levels. This is a priority for the Court, not only because it is essential to meet the expectations of States Parties, but because diversity and inclusion can bring increased creativity, engagement and productivity.

3. All States Parties have a target representation calculated in accordance with United Nations methodology and based on population size and contribution. A margin of 15 per cent applied at each end of the target provides the Court with its target range for the number of staff in established posts (referred to as the "desirable range"). The desirable ranges have been rounded off to the nearest whole number as this reflects the Court's actual target number of staff members in the Professional and higher categories for representation at the Court relative to assessed contributions.

4. In its past reports on geographical representation, the Court reported on the situation vis-à-vis the target only. Going forward, the Court will be providing more detailed reporting, applying the range.

5. The situation as at 31 December 2017 can be summarized as follows: 27 countries are overrepresented (268 staff members or 59 per cent of the workforce), 21 countries are in balance (72 staff members or 16 per cent of the workforce), 21 countries are underrepresented (54 staff members or 12 per cent of the workforce), 55 countries are non-represented and 24 non-States Parties are represented (60 staff members or 13 per cent of the workforce). The table below provides details:

	<i>Overrepresented</i>	<i>In balance</i>	<i>Underrepresented</i>	<i>Non-represented</i>
Jan-17	24	24	20	56
Dec-17	27	21	21	55

6. The reports cover only established posts; a larger number of nationalities is actually represented at the Court. All staff members, including those in GTA-funded positions, are part of the workforce and contribute positively to the diversity of nationalities and cultures at the Court.

7. In addition, for many countries, the difference between non- or underrepresentation and being in balance is a matter of just one staff member. While efforts are made to employ individuals from those countries to bring them into balance, underrepresentation may be a result of resignations and staff movements, which is not necessarily a cause for concern in recruitment unless it represents long-term underrepresentation.

8. As outlined above, while the Court fully recognizes that many States Parties are not represented within the desirable ranges and that significant efforts are required to address underrepresentation, it is important that geographical representation is put into perspective and that critical areas of imbalance are targeted.

9. In 2017, the Court continued to make efforts to further raise awareness of job opportunities. There has been an increase in applications for the Court's vacant positions, with an average of 30,979 applications received in 2017 (267 for every vacancy announcement), compared to 39,246 in 2016 (208 for every vacancy announcement).

10. The measures outlined in sections 14-20 of the Court's report on human resources management for 2015¹ are being continued, namely:

- (a) Advertising of vacancies has been expanded to include various social media and platforms for international job vacancies;
- (b) All vacancy announcements are distributed in both working languages;²
- (c) HR staff participate ex officio in all recruitment processes;
- (d) The Selection Review Board has been re-established to oversee all recruitment;
- (e) Geographical diversity is ensured on all recruitment panels;
- (f) Updated information on geographical representation is disseminated to all recruitment panels;
- (g) Geographical representation is considered both at the shortlisting stage and when the decision as to the final selection of suitable candidates is made;
- (h) Geographical representation is considered for all appointments.

11. In addition, and in line with the recommendations in the comprehensive Report of the Bureau on equitable geographical representation and gender balance in the recruitment of staff of the International Criminal Court,³ the Court continues to undertake mid- and long-term measures. In close cooperation with embassies of the most underrepresented countries, the Court is focusing on outreach and advertising. The HR Section is also actively sourcing potential candidates through LinkedIn.

12. Lastly, the Court has made efforts to promote the participation of nationals of underrepresented and non-represented countries in, inter alia, the Internship, Visiting Professionals and Junior Professional Officer Programmes, to increase the pool of potential applicants to the Court's professional positions.

13. The Court will continue making efforts to improve geographical representation and gender balance by monitoring, gathering and analysing data of female applicants and applicants from non- and underrepresented countries, and will report on the progress made.

¹ *Official Records ... Fifteenth session ... 2016* (ICC-ASP/15/20), vol. II, part B.1, para. 88.

² Further to the Committee's recommendation that it take steps to ensure a wider distribution of vacancy notices, and that it ensure that the notices are always distributed in both of the Court's working languages (English and French), the Court can confirm that this is standard practice.

³ ICC-ASP/16/35, Report of the Bureau on equitable geographical representation and gender balance in the recruitment of staff of the International Criminal Court.

Appendix

Court Staff by Nationality

Status as at 31 December 2017

This document provides an overview of all staff of the International Criminal Court (“the Court”) by nationality as at 31 December 2017.

The report includes the following five tables

1. The desirable range (rounded) of representation per Professional-level staff member in relation to assessed contributions.

In line with United Nations methodology, the Court calculates the target number of staff in the professional category for each Member State. To allow for fluctuations, a margin of 15 per cent (15%) is applied at each end of the target (the “desirable range”). Member States are considered to be “in balance” when the number of staff is within the desirable range;

2. The actual geographical representation per country and region;

3. Other staff categories (i.e. locally recruited staff in the General Service category (GS-OL), established Language staff and staff funded by General Temporary Assistance (GTA) contracts) per country and region that are not included in the geographical representation calculation;

4. Representation of all staff categories by country (alphabetical);

5. Representation of all staff categories by country (highest to lowest representation).

1. Desirable Range by Country (rounded)

African	<i>Desirable Range</i>		Asian	<i>Desirable Range</i>		Eastern European	<i>Desirable Range</i>		GRULAC	<i>Desirable Range</i>		WEOG	<i>Desirable Range</i>	
	Lower	Upper		Lower	Upper		Lower	Upper		Lower	Upper		Lower	Upper
Benin	1	2	Afghanistan	2	2	Albania	1	2	Antigua and Barbuda	1	2	Andorra	1	2
Botswana	1	2	Bangladesh	3	4	Bosnia and Herzegovina	1	2	Argentina	5	7	Australia	11	15
Burkina Faso	2	2	Cambodia	2	2	Bulgaria	2	2	Barbados	1	2	Austria	4	6
Burundi	1	2	Cook Islands	1	2	Croatia	2	2	Belize	1	2	Belgium	5	7
Cape Verde	1	2	Cyprus	2	2	Czech Republic	3	4	Bolivia	2	2	Canada	13	18
Central African Republic	1	2	Fiji	1	2	Estonia	2	2	Brazil	18	25	Denmark	4	5
Chad	2	2	Japan	41	55	Georgia	1	2	Chile	3	4	Finland	3	4
Comoros	1	2	Jordan	2	2	Hungary	2	3	Colombia	3	4	France	21	29
Congo	1	2	Maldives	1	2	Latvia	2	2	Costa Rica	2	2	Germany	27	37
Côte d'Ivoire	2	2	Marshall Islands	1	2	Lithuania	2	2	Dominica	1	2	Greece	3	4
Democratic Republic of the Congo	2	3	Mongolia	1	2	Montenegro	1	2	Dominican Republic	2	2	Iceland	1	2
Djibouti	1	2	Nauru	1	2	Poland	5	7	Ecuador	2	2	Ireland	3	4
Gabon	1	2	Palestine	1	2	Republic of Moldova	1	2	El Salvador	1	2	Italy	17	23
Gambia	1	2	Philippines	3	4	Romania	2	3	Grenada	1	2	Liechtenstein	1	2

<i>African</i>	<i>Desirable Range</i>		<i>Asian</i>	<i>Desirable Range</i>		<i>Eastern European</i>	<i>Desirable Range</i>		<i>GRULAC</i>	<i>Desirable Range</i>		<i>WEOG</i>	<i>Desirable Range</i>	
	<i>Lower</i>	<i>Upper</i>		<i>Lower</i>	<i>Upper</i>		<i>Lower</i>	<i>Upper</i>		<i>Lower</i>	<i>Upper</i>		<i>Lower</i>	<i>Upper</i>
Ghana	2	2	Republic of Korea	10	13	Serbia	2	2	Guatemala	2	2	Luxembourg	2	2
Guinea	1	2	Samoa	1	2	Slovakia	2	3	Guyana	1	2	Malta	1	2
Kenya	2	2	Tajikistan	1	2	Slovenia	2	2	Honduras	1	2	Netherlands	7	10
Lesotho	1	2	Timor-Leste	1	2	The Former Yugoslav Rep. of Macedonia	1	2	Mexico	8	11	New Zealand	2	3
Liberia	1	2	Vanuatu	1	2				Panama	2	2	Norway	5	6
Madagascar	2	2							Paraguay	1	2	Portugal	3	4
Malawi	2	2							Peru	2	3	San Marino	1	2
Mali	2	2							Saint Kitts and Nevis	1	2	Spain	11	15
Mauritius	1	2							Saint Lucia	1	2	Sweden	5	7
Namibia	1	2							Saint Vincent and the Grenadines	1	2	Switzerland	6	8
Niger	2	2							Suriname	1	2	United Kingdom	20	26
Nigeria	4	5							Trinidad and Tobago	2	2			
Senegal	2	2							Uruguay	2	2			
Seychelles	1	2							Venezuela	4	5			
Sierra Leone	1	2												
South Africa	3	4												
Tunisia	2	2												
Uganda	2	2												
United Republic of Tanzania	2	3												
Zambia	2	2												

2. Actual geographical representation per country and region

<i>Overrepresented</i>	<i>In balance</i>	<i>Underrepresented</i>	<i>Non-represented</i>	<i>Non-Member States</i>				
African	African	African	African	African				
Democratic Republic of the Congo	+1	Benin	Burkina Faso	-1	Burundi	-1	Algeria	+1
Gambia	+1	Botswana	Malawi	-1	Cape Verde	-1	Cameroon	+7
Ghana	+1	Congo	Zambia	-1	Central African Republic	-1	Egypt	+5
Kenya	+2	Côte d'Ivoire	Asian		Chad	-2	Ethiopia	+2
Mali	+1	Guinea	Afghanistan	-1	Comoros	-1	Mauritania	+1
Senegal	+2	Lesotho	Cyprus	-1	Djibouti	-1	Rwanda	+2
Sierra Leone	+1	Mauritius	Japan	-34	Gabon	-1	Togo	+1
South Africa	+4	Niger	Jordan	-1	Liberia	-1	Zimbabwe	+1

<i>Overrepresented</i>		<i>In balance</i>		<i>Underrepresented</i>		<i>Non-represented</i>		<i>Non-Member States</i>
Uganda	+3	Nigeria		Republic of Korea	-9	Madagascar	-2	Asian
Eastern European		United Republic of Tanzania		Eastern European		Namibia	-1	China +3
Bosnia and Herzegovina	+2	Asian		Estonia	-1	Seychelles	-1	India +2
Croatia	+3	Mongolia		Poland	-1	Tunisia	-2	Indonesia +1
Georgia	+4	Palestine		GRULAC		Asian		Iran (Islamic Republic of) +3
Republic of Moldova	+1	Philippines		Brazil	-16	Bangladesh	-3	Lebanon +1
Romania	+4	Eastern European		Chile	-2	Cambodia	-2	Pakistan +1
Serbia	+2	Albania		Costa Rica	-1	Cook Islands	-1	Singapore +1
Slovenia	+1	GRULAC		Guatemala	-1	Fiji	-1	Sri Lanka +1
GRULAC		Argentina		Mexico	-3	Maldives	-1	Uzbekistan +1
Colombia	+2	Ecuador		Venezuela	-2	Marshall Islands	-1	Viet Nam +1
WEOG		Peru		WEOG		Nauru	-1	Eastern European
Belgium	+9	Trinidad and Tobago		Denmark	-2	Samoa	-1	Belarus +2
Canada	+2	WEOG		Germany	-13	Tajikistan	-1	Russian Federation +2
Finland	+2	Australia		Greece	-1	Timor-Leste	-1	Ukraine +2
France	+31	Italy		Sweden	-2	Vanuatu	-1	GRULAC
Ireland	+7	Malta		Switzerland	-4	Eastern European		Jamaica +2
Netherlands	+11					Bulgaria	-2	WEOG
New Zealand	+1					Czech Republic	-3	Israel +2
Portugal	+2					Hungary	-2	United States of America +15
Spain	+1					Latvia	-2	
United Kingdom	+7					Lithuania	-2	
						Montenegro	-1	
						Slovakia	-2	
						The Former Yugoslav Rep. of Macedonia	-1	
						GRULAC		
						Antigua and Barbuda	-1	
						Barbados	-1	
						Belize	-1	
						Bolivia	-2	
						Dominica	-1	
						Dominican Republic	-2	
						El Salvador	-1	

<i>Overrepresented</i>	<i>In balance</i>	<i>Underrepresented</i>	<i>Non-represented</i>	<i>Non-Member States</i>					
			Grenada	-1					
			Guyana	-1					
			Honduras	-1					
			Panama	-2					
			Paraguay	-1					
			Saint Kitts and Nevis	-1					
			Saint Lucia	-1					
			Saint Vincent and the Grenadines	-1					
			Suriname	-1					
			Uruguay	-2					
			WEOG						
			Andorra	-1					
			Austria	-4					
			Iceland	-1					
			Liechtenstein	-1					
			Luxembourg	-2					
			Norway	-5					
			San Marino	-1					
Total	27	Total	21	Total	21	Total	55	Total	24

3. Other staff categories (GS-OL, Language staff and GTA)

<i>Region</i>	<i>Nationality</i>	<i>Fixed-term appointments</i>				<i>Total</i>
		<i>GSOL-Level (Established)</i>	<i>Language Staff</i>	<i>GSOL-Level (GTA)</i>	<i>P- and D-level (GTA)</i>	
African	Cameroon		4	1	1	6
	Central African Republic	12				12
	Congo	4	1			5
	Congo, Democratic Republic of the	20	2	1	3	26
	Cote d'Ivoire	13		3		16
	Egypt	3	2			5
	Eritrea	1				1
	Ethiopia	2				2
	Gambia	1				1
	Ghana	1				1
	Kenya	5		1		6
	Liberia	1				1
	Morocco		1			1
	Niger	1				1

Region	Nationality	Fixed-term appointments				Total
		GSOL-Level (Established)	Language Staff	GSOL-Level (GTA)	P- and D- level (GTA)	
	Nigeria	1				1
	Rwanda		1		2	3
	Senegal	2	1		1	4
	Sierra Leone	11		1		12
	South Africa	2			2	4
	Sudan				1	1
	Tunisia	1	1			2
	Uganda	19	1	5	6	31
	United Republic of Tanzania	7		1		8
	Zambia	1				1
	Zimbabwe			1		1
African Total		<i>108</i>	<i>14</i>	<i>14</i>	<i>16</i>	<i>152</i>
Asian	China	1				1
	India	5			1	6
	Indonesia				1	1
	Iran (Islamic Republic of)	3				3
	Iraq	1				1
	Japan	1		1	1	3
	Jordan	1				1
	Lebanon	3				3
	Philippines	1				1
	Singapore				1	1
	Sri Lanka	1		1		2
	Uzbekistan	1			1	2
Asian Total		<i>18</i>		<i>2</i>	<i>5</i>	<i>25</i>
Eastern European	Belarus	1				1
	Bosnia and Herzegovina	6			1	7
	Bulgaria	1		1		2
	Croatia	8				8
	Czech Republic	2				2
	Georgia	3		2	1	6
	Hungary	1			1	2
	Kosovo	2				2
	Lithuania	2		2		4
	Poland	3			1	4
	Romania	7		1	1	9
	Russian Federation	1		1		2
	Serbia	3			1	4

Region	Nationality	Fixed-term appointments				Total
		GSOL-Level (Established)	Language Staff	GSOL-Level (GTA)	P- and D- level (GTA)	
	Ukraine	2				2
<i>Eastern European Total</i>		42		7	6	55
GRULAC	Argentina	4			1	5
	Bolivia	1				1
	Brazil	4		1		5
	Colombia				2	2
	Jamaica	1				1
	Mexico	2				2
	Peru				1	1
	Venezuela	2			2	4
<i>GRULAC Total</i>		14		1	6	21
WEOG	Australia	1	2	1	2	6
	Austria				2	2
	Belgium	10	1		4	15
	Canada	2	3	1	11	17
	Denmark	1		1		2
	Finland	1				1
	France	32	14	4	7	57
	Germany	4	1		3	8
	Greece	7		1	1	9
	Iceland				1	1
	Ireland	1		2	3	6
	Israel	1				1
	Italy	9		3	1	13
	Netherlands	100		5	5	110
	New Zealand				2	2
	Portugal	5			1	6
	Spain	7		2	1	10
	Switzerland	1			2	3
	United Kingdom	23	7		9	39
	United States of America	2	2	1	6	11
<i>WEOG Total</i>		207	30	21	61	319
Grand Total		389	44	45	94	572

4. Representation of all staff categories by country (alphabetical)

Nationality	Fixed-term appointments					Total
	GSOL-Level (Established)	P- and D-Level (Established)	Language Staff	GSOL-Level (GTA)	P- and D- Level (GTA)	
Afghanistan		1				1
Albania		2				2
Algeria		1				1
Argentina	4	6			1	11
Australia	1	13	2	1	2	19
Austria					2	2
Belarus	1	2				3
Belgium	10	16	1		4	31
Benin		1				1
Bolivia	1					1
Bosnia and Herzegovina	6	4			1	11
Botswana		1				1
Brazil	4	2		1		7
Bulgaria	1			1		2
Burkina Faso		1				1
Cameroon		7	4	1	1	13
Canada	2	20	3	1	11	37
Central African Republic	12					12
Chile		1				1
China	1	3				4
Colombia		6			2	8
Congo	4	1	1			6
Congo, Democratic Republic of the	20	4	2	1	3	30
Costa Rica		1				1
Cote d'Ivoire	13	2		3		18
Croatia	8	5				13
Cyprus		1				1
Czech Republic	2					2
Denmark	1	2		1		4
Ecuador		2				2
Egypt	3	5	2			10
Eritrea	1					1
Estonia		1				1
Ethiopia	2	2				4
Finland	1	6				7
France	32	60	14	4	7	117
Gambia	1	3				4

<i>Nationality</i>	<i>Fixed-term appointments</i>					<i>Total</i>
	<i>GSOL-Level (Established)</i>	<i>P- and D-Level (Established)</i>	<i>Language Staff</i>	<i>GSOL-Level (GTA)</i>	<i>P- and D-Level (GTA)</i>	
Georgia	3	6		2	1	12
Germany	4	14	1		3	22
Ghana	1	3				4
Greece	7	2		1	1	11
Guatemala		1				1
Guinea		2				2
Hungary	1				1	2
Iceland					1	1
India	5	2			1	8
Indonesia		1			1	2
Iran (Islamic Republic of)	3	3				6
Iraq	1					1
Ireland	1	11		2	3	17
Israel	1	2				3
Italy	9	19		3	1	32
Jamaica	1	2				3
Japan	1	7		1	1	10
Jordan	1	1				2
Kenya	5	4		1		10
Kosovo	2					2
Lebanon	3	1				4
Lesotho		1				1
Liberia	1					1
Lithuania	2			2		4
Malawi		1				1
Mali		3				3
Malta		1				1
Mauritania		1				1
Mauritius		1				1
Mexico	2	5				7
Mongolia		1				1
Morocco			1			1
Netherlands	100	21		5	5	131
New Zealand		4			2	6
Niger	1	2				3
Nigeria	1	4				5
Pakistan		1				1
Palestine		2				2

Nationality	Fixed-term appointments					Total
	GSOL-Level (Established)	P- and D-Level (Established)	Language Staff	GSOL-Level (GTA)	P- and D- Level (GTA)	
Peru		3			1	4
Philippines	1	3				4
Poland	3	4			1	8
Portugal	5	6			1	12
Republic of Korea		1				1
Republic of Moldova		3				3
Romania	7	7		1	1	16
Russian Federation	1	2		1		4
Rwanda		2	1		2	5
Senegal	2	4	1		1	8
Serbia	3	4			1	8
Sierra Leone	11	3		1		15
Singapore		1			1	2
Slovenia		3				3
South Africa	2	8			2	12
Spain	7	16		2	1	26
Sri Lanka	1	1		1		3
Sudan					1	1
Sweden		3				3
Switzerland	1	2			2	5
Togo		1				1
Trinidad and Tobago		2				2
Tunisia	1		1			2
Uganda	19	5	1	5	6	36
Ukraine	2	2				4
United Kingdom	23	33	7		9	72
United Republic of Tanzania	7	3		1		11
United States of America	2	15	2	1	6	26
Uzbekistan	1	1			1	3
Venezuela	2	2			2	6
Viet Nam		1				1
Zambia	1	1				2
Zimbabwe		1		1		2
Total	389	454	44	45	94	1026

5. Representation of all staff categories by country (highest to lowest representation)

Nationality	<i>Fixed-term appointments</i>					Total
	<i>GSOL-Level (Established)</i>	<i>P- and D-Level (Established)</i>	<i>Language Staff</i>	<i>GSOL-Level (GTA)</i>	<i>P- and D-Level (GTA)</i>	
Netherlands	100	21		5	5	131
France	32	60	14	4	7	117
United Kingdom	23	33	7		9	72
Canada	2	20	3	1	11	37
Uganda	19	5	1	5	6	36
Italy	9	19		3	1	32
Belgium	10	16	1		4	31
Congo, Democratic Republic of the	20	4	2	1	3	30
Spain	7	16		2	1	26
United States of America	2	15	2	1	6	26
Germany	4	14	1		3	22
Australia	1	13	2	1	2	19
Cote d'Ivoire	13	2		3		18
Ireland	1	11		2	3	17
Romania	7	7		1	1	16
Sierra Leone	11	3		1		15
Cameroon		7	4	1	1	13
Croatia	8	5				13
Central African Republic	12					12
Georgia	3	6		2	1	12
Portugal	5	6			1	12
South Africa	2	8			2	12
Argentina	4	6			1	11
Bosnia and Herzegovina	6	4			1	11
Greece	7	2		1	1	11
United Republic of Tanzania	7	3		1		11
Egypt	3	5	2			10
Japan	1	7		1	1	10
Kenya	5	4		1		10
Colombia		6			2	8
India	5	2			1	8
Poland	3	4			1	8
Senegal	2	4	1		1	8
Serbia	3	4			1	8
Brazil	4	2		1		7
Finland	1	6				7
Mexico	2	5				7

<i>Nationality</i>	<i>Fixed-term appointments</i>					<i>Total</i>
	<i>GSOL-Level (Established)</i>	<i>P- and D-Level (Established)</i>	<i>Language Staff</i>	<i>GSOL-Level (GTA)</i>	<i>P- and D-Level (GTA)</i>	
Congo	4	1	1			6
Iran (Islamic Republic of)	3	3				6
New Zealand		4			2	6
Venezuela	2	2			2	6
Nigeria	1	4				5
Rwanda		2	1		2	5
Switzerland	1	2			2	5
China	1	3				4
Denmark	1	2		1		4
Ethiopia	2	2				4
Gambia	1	3				4
Ghana	1	3				4
Lebanon	3	1				4
Lithuania	2			2		4
Peru		3			1	4
Philippines	1	3				4
Russian Federation	1	2		1		4
Ukraine	2	2				4
Belarus	1	2				3
Israel	1	2				3
Jamaica	1	2				3
Mali		3				3
Niger	1	2				3
Republic of Moldova		3				3
Slovenia		3				3
Sri Lanka	1	1		1		3
Sweden		3				3
Uzbekistan	1	1			1	3
Albania		2				2
Austria					2	2
Bulgaria	1			1		2
Czech Republic	2					2
Ecuador		2				2
Guinea		2				2
Hungary	1				1	2
Indonesia		1			1	2
Jordan	1	1				2
Kosovo	2					2

<i>Nationality</i>	<i>Fixed-term appointments</i>					<i>Total</i>
	<i>GSOL-Level (Established)</i>	<i>P- and D-Level (Established)</i>	<i>Language Staff</i>	<i>GSOL-Level (GTA)</i>	<i>P- and D-Level (GTA)</i>	
Palestine		2				2
Singapore		1			1	2
Trinidad and Tobago		2				2
Tunisia	1		1			2
Zambia	1	1				2
Zimbabwe		1		1		2
Afghanistan		1				1
Algeria		1				1
Benin		1				1
Bolivia	1					1
Botswana		1				1
Burkina Faso		1				1
Chile		1				1
Costa Rica		1				1
Cyprus		1				1
Eritrea	1					1
Estonia		1				1
Guatemala		1				1
Iceland					1	1
Iraq	1					1
Lesotho		1				1
Liberia	1					1
Malawi		1				1
Malta		1				1
Mauritania		1				1
Mauritius		1				1
Mongolia		1				1
Morocco			1			1
Pakistan		1				1
Republic of Korea		1				1
Sudan					1	1
Togo		1				1
Viet Nam		1				1
Total	389	454	44	45	94	1026

Annex IV

The Court's Performance Appraisal Statistics for the 2016-2017 Cycle

1. It is a continuing priority for the Court to have an effective performance management system which recognizes staff performance and achievements, identifies areas for staff development (and has those feed into learning and development plans and programmes), identifies areas of underperformance (and supports staff and managers in ensuring that the skills of staff members in these areas are strengthened) and instils accountability for performance and development. One of the steps towards this goal is ensuring a high compliance rate with the system, as identifying and recognizing top performance and continuously making improvements demand a consistent, fair and thorough understanding of Court-wide performance.

2. The compliance rate and rating of the 2016-2017 cycle ending on 28 February 2017 is provided below. There was significant improvement on a year-on-year comparison, as a result of higher senior management engagement and increased awareness of the importance of performance management via training and communication. The final compliance rate Court-wide was 90 per cent, compared to the previous 64 per cent and 65 per cent.

Table 1: Compliance rates of 2016-2017 – PAF⁴ submissions and completed PAFs per Organ/office

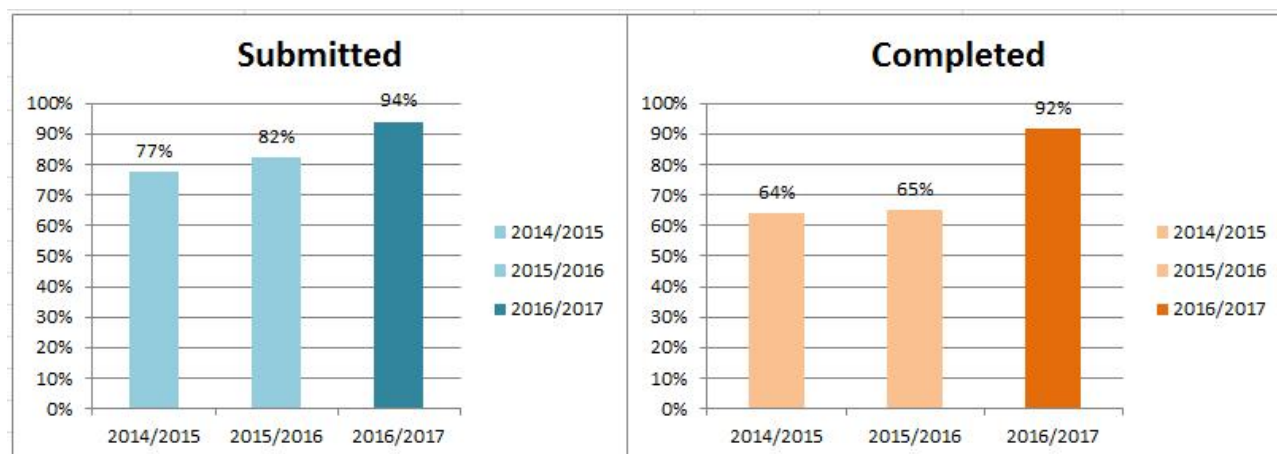
	<i>No. of Staff</i>	<i>No. of PAFs Submitted*</i>	<i>No. of PAFs Completed**</i>
Judiciary	50	32	22
OTP	346	346	346
Registry	453	431	420
OIA	3	3	3
SASP	8	3	3
STFV	9	0	0

	<i>PAFs Submitted*</i>	<i>PAFs Completed**</i>
Judiciary	64%	44%
OTP	100%	100%
Registry	95%	93%
OIA	100%	100%
SASP	38%	38%
STFV	0%	0%
Total	94%	91%

⁴ Performance Appraisal Form.

* Forms included in the performance management system but not necessarily finalized.

** Forms included and finalized at the end-of-year cycle.

Graph 1: Year-on-year comparison of overall compliance rates**Table 2: Year-on-year comparison of compliance rates per Organ**

	<i>Submitted</i>			<i>Completed</i>		
	<i>2014/2015</i>	<i>2015/2016</i>	<i>2016/2017</i>	<i>2014/2015</i>	<i>2015/2016</i>	<i>2016/2017</i>
Judiciary	12%	36%	67%	2%	36%	47%
OTP	87%	91%	100%	70%	72%	100%
Registry	82%	84%	95%	71%	64%	93%
OIA	0%	75%	100%	0%	75%	100%
SASP	22%	14%	38%	0%	14%	38%
STFV	11%	38%	0%	0%	38%	0%
Total	77%	82%	94%	64%	65%	92%

Table 3: Court-wide statistics on overall performance rating on completion of PAFs for the cycle 2016-2017:

<i>Performance Rating</i>	
Did not meet	0%
Partially Met	1%
Fully met	75%
Exceeded	20%
Significantly exceeded	3%

Annex V

Report of the Court on the Group Health and Service-Incurred Death and Disability Insurance Plan Tender Process

Executive Summary

1. Pursuant to Staff Rule 106.2, the Court has, since October 2002, provided its staff members with group health insurance coverage partially subsidized at 50 per cent. In addition to a group health insurance plan, the Court has also secured insurance to cover medical and disability benefits in case of death, injury or illness attributable to the performance of official duties on behalf of the Court. Both insurance plans have always been provided through an independent Third-Party Administrator (TPA) and broker formerly known as Vanbreda International, subsequently acquired by Cigna [the corporation] in 2010, and have always been tacitly renewed throughout the years until 2017 when both insurances were tendered.
2. The Group Health Insurance Plan (GHIP) is a unified, comprehensive insurance plan which indemnifies eligible participants for reasonable and customary levels of costs incurred for medical (including hospitalization, psychiatric, hearing and vision care) and dental treatment, subject to defined parameters outlined in the Court's GHIP contract. The GHIP also guarantees the primary insured participant a benefit when recognized by the insurers as being in a state of dependence ("Long-term Care Coverage"); and, for former staff members, their spouses, dependent children, or survivors, an optional after-service continuation of previous active-service coverage (otherwise known as the After-Service Health Insurance or "ASHI").
3. The GHIP was insured from October 2002 to December 2017 through Vanbreda, which required a name change in 2015 to Cigna following its acquisition. Before this acquisition, Vanbreda had brokered the insurance to Assurances Générales de France (AGF) Vie until 2009 and Allianz Vie in 2010. From 2011 to 31 December 2017, the insurance underwriter had been Cigna International Company of Europe SA [the insurer]. After the 2017 tender process, the contract was awarded again to an independent TPA, MSH International, with AXA France Vie S.A. as insurance underwriters, with effect as of 1 January 2018.
4. The current policy and award compensation in case of service-incurred death, disability or illness (SIDDI) is in conformity with Annex D to the Staff Rules of the United Nations. The purpose of the insurance policy is to ensure that the Court manages to meet its obligations under the current policy and with respect to award compensation. The SIDDI plan continues to be brokered by Cigna International Health Services BVBA (not to be confused with the insurance company). It had always been insured by Cigna International Company of Europe SA and, following the 2017 tender process, is now under Special Contingency Risks Limited (SCR) as insurance underwriters.

I. Tender Process

1. A tender process was initiated at the beginning of 2017. It involved the Insurance Management Committee/Social Security and Health Group (comprising the Director, Division of Management Services; the Chief, Human Resources Section; the Head, Occupational Health Unit; and a Staff Union Council representative), the Procurement Unit, and two consultants in the field of health insurance. The Social Security and Health Group (SSHG) endorsed the Scope of Requirements and was responsible for the technical evaluation of bids, while Procurement administered the tender process and was responsible for the commercial/financial evaluation of bids. One of the consultants assisted the SSHG in the technical evaluation, while the other guided the development of the Scope of Requirements (including the assessment criteria) and assisted Procurement in the commercial/financial evaluation of bids.

2. The tender process served not only to fulfil the audit recommendation but, more importantly, to meet the following objectives:

- (a) Provide the highest quality, up-to-date plan;
- (b) Provide efficient service and administration of claims for insured individuals;
- (c) Achieve premium stability and favourable profit sharing and management of reserves;
- (d) Ensure the lowest possible administrative cost level vis-à-vis the first and second objectives; and
- (e) Guarantee a mutually beneficial business relationship with the provider and superior client-services and account management from the provider, supported by user-friendly financial performance and utilization reports.

II. Criteria

3. The minimum requirement for all bidders was to guarantee current coverage levels. For the GHIP, some additional benefit updates were incorporated while ensuring a limited effect on premium offers. The assessment and scoring of bids was based on the industry standard weight for commercial/financial evaluation and technical evaluation.

4. Furthermore, the evaluation was based on the following criteria:

- (a) Commercial/financial criteria:
 - (i) Monthly fees for claims administration and premiums;
 - (ii) Reserve fund;
 - (iii) Premium payment administration;
 - (iv) Renewal formulas;
 - (v) Profit sharing.
- (b) Technical criteria:
 - (i) Account management;
 - (ii) ISO rating;
 - (iii) References;
 - (iv) Claims processing (location, personnel, documentation, refunds and turnaround time);
 - (v) Self-funding capabilities (specific to GHIP only);
 - (vi) Audit/quality control;
 - (vii) Provider networks (specific to GHIP only);
 - (viii) Website/application for users (specific to GHIP only).

III. Results of the Tender Processes

5. On the basis of the results of the technical and commercial/financial evaluation of all bidders, as well as the recommendation of the Procurement Review Committee, the Registrar approved the award of the GHIP insurance contract to MSH International and the award of the SIDDI contract to Cigna International Health Services BVBA, both from 1 January 2018 for an initial period of 36 months.

IV. Financial Impact of the GHIP

6. In aggregate, there is an average increase of 8.3 per cent in premium rates. This is lower, of course, than the increase in January 2017 which was a flat 15 per cent increase - and around 6.7 per cent lower than the forecast 15 per cent increase which the Court would have had to face had the GHIP not been put out to tender. The increase in premiums is justified by the increase in reimbursements from past years, and all bidders had to base their offers on past claims data and reimbursements vis-à-vis the insured population.

7. Using the premiums paid to Cigna in 2017 for GHIP, totalling EUR 4,571,724.65 (or EUR 2,285,862.33, subsidized at 50 per cent), and readjusting the premium increase to 10 per cent in order to take into consideration some margin of error primarily owing to the fluctuation in the number of insured individuals, the 2018 total amount of premiums to be paid to MSH International is estimated to be EUR 5,028,897.12 (or EUR 2,514,448.56, subsidized at 50 per cent). This will, therefore, result in an estimated increase in cost to the Court of around EUR 228,586.23 for the 2018 Group Health Insurance Plan (GHIP).

V. Financial Impact of the SIDDI

8. The opposite applies to the SIDDI premiums. The tender resulted in a reduction of premiums from 0.50 per cent to 0.388 per cent. On the basis of the size of the insured population at the time of the tender process, the estimated premium payment would amount to EUR 379,477.00. Since the total SIDDI premiums paid to Cigna for 2017 amounted to EUR 534,193.71, this will result in an estimated savings to the Court of around EUR 154,716.71 for the 2018 Service-Incurred Death and Disability Insurance (SIDDI) plan.
