



Assembly of States Parties

Distr.: General
29 July 2013

Original: English

Twelfth session

The Hague, 20-28 November 2013

Proposed Programme Budget for 2014 of the International Criminal Court

Contents

	<i>Paragraphs</i>	<i>Page</i>
List of abbreviations and acronyms		4
I. Introduction	1 - 47	6
II. Proposed Programme Budget for 2014.....	48 - 710	17
A. Major Programme I: Judiciary	48 - 121	17
1. Programme 1100: The Presidency	51 - 66	19
2. Programme 1200: Chambers.....	67 - 115	25
3. Programme 1300: Liaison Offices	116 - 121	34
B. Major Programme II: Office of the Prosecutor	122 - 260	37
1. Programme 2100: The Prosecutor.....	148 - 195	43
(i) Sub-programme 2110: Immediate Office of the Prosecutor - Legal Advisory Section	155 - 171	46
(ii) Sub-programme 2120: Services Section.....	172 - 195	49
2. Programme 2200: Jurisdiction, Complementarity and Cooperation Division (JCCD).....	196 - 209	54
3. Programme 2300: Investigation Division	210 - 211	59
(i) Sub-programme 2320: Planning and Operations Section	212 - 225	61
(ii) Sub-programme 2330: Investigation Teams	226 - 246	64
4. Programme 2400: Prosecution Division	247 - 260	67
C. Major Programme III: Registry	261 - 603	71
1. Programme 3100: Office of the Registrar	275 - 347	75
(i) Sub-programme 3110: Immediate Office of the Registrar	278 - 283	78
(ii) Sub-programme 3130: Legal Advisory Services Section	284 - 292	80
(iii) Sub-programme 3140: Security and Safety Section	293 - 319	84
(iv) Sub-programme 3180: Field Operations Section.....	320 - 340	88
(v) Sub-programme 3190: Counsel Support Section.....	341 - 347	92
2. Programme 3200: Common Administrative Services Division	348 - 450	94
(i) Sub-programme 3210: Office of the Director (CASD).....	359 - 365	99
(ii) Sub-programme 3220: Human Resources Section	366 - 383	101
(iii) Sub-programme 3240: Budget and Finance Section.....	384 - 400	104
(iv) Sub-programme 3250: General Services Section	401 - 428	108
(v) Sub-programme 3260: Information and Communication Technologies Section..	429 - 450	111
3. Programme 3300: Division of Court Services	451 - 580	116
(i) Sub-programme 3310: Office of the Director (DCS)	457 - 462	119
(ii) Sub-programme 3320: Court Management Section.....	463 - 476	121
(iii) Sub-programme 3330: Detention Section.....	477 - 483	124
(iv) Sub-programme 3340: Court Interpretation and Translation Section.....	484 - 508	126
(v) Sub-programme 3350: Victims and Witnesses Unit.....	509 - 530	130
(vi) Sub-programme 3360: Victims Participation and Reparations Section.....	531 - 551	135
4. Programme 3400: Public Information and Documentation Section.....	552 - 580	140

	<i>Paragraphs</i>	<i>Page</i>
5. Programme 3700: Independent Offices and Special Projects	581 - 603	145
(i) Sub-programme 3740: Office of Public Counsel for the Defence	584 - 590	147
(ii) Sub-programme 3750: Office of Public Counsel for Victims	591 - 597	150
(iii) Sub-programme 3760: Office of Internal Audit	598 - 603	153
D. Major Programme IV: Secretariat of the Assembly of States Parties.....	604 - 628	155
E. Major Programme V: Interim Premises	629 - 632	164
F. Major Programme VI: Secretariat of the Trust Fund for Victims	633 - 659	166
G. Major Programme VII-1 and VII-2: Permanent premises project.....	660 - 702	172
1. Major Programme VII-1: Project Director's Office (permanent premises)	666 - 690	173
(a) Sub-programme 7110: Project Director's Office	666 - 683	174
(b) Sub-programme 7120: Court Staff Resources	684 - 690	179
2. Major Programme VII-2: Permanent Premises Project – Interest.....	691 - 702	181
H. Major Programme VII-5: Independent Oversight Mechanism.....	703 - 710	183
Annexes		185
I. Draft Resolution of the Assembly of States Parties on the proposed programme budget for 2014, the Working Capital Fund for 2014, scale of assessment for the apportionment of expenses of the International Criminal Court, financing appropriation for 2014 and the Contingency Fund.....		185
II. Organizational structure of the Court		187
III. Assumptions for the Proposed programme budget for 2014		188
IV. List of strategic goals and objectives of the International Criminal Court (2013-2017)		189
V. Staffing information:		190
(a) Proposed Court staffing in 2014 by major programme		190
(b) Changes to the staffing table		190
(c) Salary and entitlements for 2014 – judges		191
(d) Standard salary costs for 2014 – Professional and General Service staff (at Headquarters)		192
VI. Summary table by object of expenditure		193
VII. Provisional Budget Independent Oversight Mechanism.....		194
VIII. Proposed Budget for Advisory Committee on Nomination of Judges.....		196
IX. Proposed budget for 2014 for the African Union Liaison Office (AULO).....		196
X. Income projections 2011-2014		197
XI. 2014 estimated income statements for Least Developed Countries Trust Fund		197
XII. Introduction to programme and sub-programme functions		198
XIII. Glossary of budgetary terms.....		204

List of abbreviations and acronyms

Arc	Headquarters building at Maanweg, The Hague, Netherlands
ASG	Assistant Secretary-General
ASP	Assembly of States Parties
AU	African Union
AULO	African Union Liaison Office
AV	Audio-visual
Box 4	Related to the permanent premises project, but not directly related to the construction
CAR	Central African Republic
CASD	Common Administrative Services Division
CBF	Committee on Budget and Finance
CIV	Côte d'Ivoire
CMS	Court Management Section
CoCo	Coordination Council
D	Director
DCS	Division of Court Services
DRC	Democratic Republic of the Congo
DSA	Daily subsistence allowance
DSS	Defence Support Section (integrated in Counsel Support Section - 2010)
DVC	Division of Victims and Counsel (abolished 2010 - sections moved to Office of the Registrar)
ECOS	e-Court operating system
FMU	Facilities Management Unit
FTE	Full-time equivalent
GCDN	Global Communications and Data Network
GS	General Service
GS-OL	General Service (other level)
GS-PL	General Service (principal level)
GSS	General Services Section
GTA	General temporary assistance
HQ	Headquarters
HR	Human resources
IBA	International Bar Association
ICC	International Criminal Court
ICCPP	International Criminal Court Protection Programme
ICT	Information and communication technologies
ICTS	Information and Communication Technologies Section
ICTY	International Criminal Tribunal for the former Yugoslavia
IGO	Intergovernmental organization
ILOAT	International Labour Organization Administrative Tribunal

INTERPOL	International Criminal Police Organization
IOM	Independent Oversight Mechanism
IPSAS	International Public Sector Accounting Standards
IRS	Initial Response Services
IT	Information technologies
JCCD	Jurisdiction, Complementarity and Cooperation Division
LAS	Legal Advisory Section (in OTP)
LASS	Legal Advisory Services Section (in Registry)
LSU	Language Services Unit
LTU	Logistics and Transport Unit
MIS	Management information system
MORSS	Minimum Operating Residential Security Standards
MOSS	Minimum Operating Security Standards
NGO	Non-governmental organization
NYLO	New York Liaison Office
OIA	Office of Internal Audit
OPCD	Office of Public Counsel for the Defence
OPCV	Office of Public Counsel for Victims
OTP	Office of the Prosecutor
P	Professional
PIDS	Public Information and Documentation Section
PDO	Project Director's Office (permanent premises)
SAP	Systems, Applications and Products (data processing)
SG	Strategic goal
SO	Strategic objective
SSS	Security and Safety Section
STIC	Court Interpretation and Translation Section (French acronym)
TFV	Trust Fund for Victims
TRIM	Total records information management
UNDSS	United Nations Department of Safety and Security
UNDU	United Nations Detention Unit
UNON	United Nations Office at Nairobi
UNSMS	United Nations Security Management System
VPRS	Victims Participation and Reparations Section
VTC	Video teleconferencing
VWU	Victims and Witnesses Unit
WCF	Working Capital Fund
2gv	Non-integrated user equipment
3gv	Integrated user equipment

I. Introduction

1. This proposed programme budget for 2014 is submitted on 25 July 2013 by the Registrar of the International Criminal Court (“the Court”) in accordance with financial regulation 3.1 and financial rule 103.2, for the consideration and approval of the Assembly of States Parties (“the Assembly”) at its twelfth session.
2. The budget proposal is for a total of €126.07 million. Of this total:
 - (a) €10.21 million (8.1 per cent) for the Judiciary;
 - (b) €35.74 million (28.35 per cent) for the Office of the Prosecutor;
 - (c) €68.11 million (54.03 per cent) for the Registry;
 - (d) €2.84 million (2.25 per cent) for the Secretariat of the Assembly of States Parties;
 - (e) €5.9 million (4.68 per cent) for the Interim Premises;
 - (f) €1.6 million (1.27 per cent) for the Secretariat of the Trust Fund for Victims;
 - (g) €1.29 million (1.02 per cent) for the Project Director’s Office (permanent premises);
 - (h) €0.17 million (0.13 per cent) for the Permanent Premises Project – Interest; and
 - (i) €0.21 million (0.17 per cent) for the Independent Oversight Mechanism.
3. This reflects an increase of €10.95 million, or 9.5 per cent, over the 2013 approved budget. This is mainly due to an increase in the number of situations, the volume of prosecutorial and judicial activities and the corresponding services and implementation of the new OTP strategy, as well as forward commitments and common system costs.

A. The Court today

4. The Court anticipates that in 2014 it will be dealing with eighteen cases in eight situations. In nine of the cases judicial activities will be ongoing at the Court at the Pre-Trial, Trial and Appeals stages of the proceedings with the accused either in custody or available upon summons to appear. In addition to its investigations and judicial proceedings in Uganda, the Democratic Republic of the Congo, the Central African Republic, Darfur (Sudan), Kenya, Libya, Côte d’Ivoire, and more recently Mali, the Office of the Prosecutor continues to monitor other situations in preliminary examination, including in Afghanistan, Colombia, Georgia, Guinea, Honduras, the Republic of Korea, Nigeria and the Union of the Comoros.
5. In the context of its active situations, the Court has issued twenty-three warrants of arrest against persons suspected of having committed crimes falling within the jurisdiction of the Court, five of whom are currently in custody, while for twelve suspects the warrants have yet to be executed. In addition, nine summons to appear have been issued by the Court, on which basis all nine suspects appeared voluntarily before the Court and are not currently in custody. Out of the cases before the Court, two trial verdicts have been delivered and appeals are pending in these, five (concerning seven persons) are at the trial preparation or trial stage, and in two cases confirmation of charges proceedings are expected to come to a close by the end of the first half of 2014. Seven cases concerning twelve suspects remain in abeyance, owing to failure to execute the relevant warrants of arrest.
6. Starting with the Court’s eighth and most recent situation in Mali, following the Prosecutor’s decision of 16 January of this year to open an investigation in this situation, her activities in this regard are now ongoing and will require substantial resources for her Office in the coming months as well as in 2014.¹

¹ The referral by the Government of Mali of 18 July 2012, which is the fourth referral by a State Party, follows the 30 May 2012 decision by the Malian Cabinet to refer the situation to the Court.

7. In the Pre-Trial Division, in the most recent development Mr. Bosco Ntaganda appeared voluntarily before Pre-Trial Chamber II in March 2013. Mr. Ntaganda was sought by the Court for the enforcement of two warrants of arrest, delivered respectively in 2006 and 2012, in the situation in the Democratic Republic of Congo for crimes allegedly committed in Ituri District since 1 July 2002. The confirmation of charges hearing in the case of *The Prosecutor v. Bosco Ntaganda* is scheduled to commence before Pre-Trial Chamber II on 10 February 2014. An arrest warrant for Mr. Sylvestre Mudacumura, issued on 13 July 2012 by the same Chamber in a separate case, remains outstanding.

8. Also at the Pre-Trial stage, the case of *The Prosecutor v. Laurent Gbagbo* in the situation in Côte d'Ivoire is proceeding. The confirmation of charges hearing took place from 19 to 28 February of this year. On 3 June, Pre-Trial Chamber I decided to adjourn the hearing pursuant to article 61(7)(c)(i) of the Rome Statute, requesting the Prosecutor to consider providing further evidence or conducting further investigations with respect to the charges.² According to the Pre-Trial Chamber's new timetable issued in that Decision of 3 June, a decision on the confirmation of charges is expected to be rendered in April 2014.³ On 11 June 2013, Pre-Trial Chamber I rejected an admissibility challenge submitted by Mr. Gbagbo. Meanwhile investigations by the Prosecutor in the Côte d'Ivoire situation are continuing, and may lead to the arrest of further suspects in due course. In particular, the warrant of arrest against Mr. Gbagbo's wife, Madame Simone Gbagbo, was unsealed on 22 November of last year.

9. In the Libya situation, Pre-Trial Chamber I's warrants of arrest for Mr. Saif Al-Islam Gaddafi and Mr. Abdullah Al-Senussi remain outstanding. Both suspects are currently detained in Libya. The Libyan authorities have indicated their intention to prosecute them at national level. On 31 May 2013 Pre-Trial Chamber I rejected an admissibility challenge submitted by the Libyan authorities pursuant to Article 17 of the Rome Statute with regard to Mr. Saif Al-Islam Gaddafi and reminded Libya of its obligation to surrender him to the Court.⁴ With regard to Mr. Al-Senussi, on 2 April 2013 the Libyan authorities likewise challenged the admissibility of the case.⁵ The Pre-Trial Chamber's decision on this matter is still outstanding.

10. In the Situation in Uganda, where the investigation was opened in 2004, five warrants of arrest have been issued against top members of the Lord's Resistance Army. Following the confirmation of the death of Mr. Lukwiya, the proceedings against him have been terminated. The four remaining suspects are still at large. The case of *The Prosecutor v. Joseph Kony, Vincent Otti, Okot Odhiambo and Dominic Ongwen* remains pending before Pre-Trial Chamber II.

11. Finally, in the Darfur (Sudan) situation arrest warrants issued against Messrs. Ahmad Muhammad Harun, Ali Muhammad Abd-Al-Rahman, Omar Hassan Ahmad Al Bashir and Abdel Raheem Muhammad Hussein remain unexecuted.

12. Turning to activities in the Trial Division, on 21 November of last year Trial Chamber II decided in the case of *The Prosecutor v. Germain Katanga and Mathieu Ngudjolo Chui* to sever the charges against Mr. Germain Katanga and Mr. Mathieu Ngudjolo Chui. On 18 December 2012, the Chamber acquitted Mr. Ngudjolo Chui of all charges. The Prosecutor has appealed the acquittal and appeals proceedings are on-going. Meanwhile, trial proceedings against Mr. Katanga continue and a judgment is expected by the end of this year.

13. In the case of *The Prosecutor v. Jean-Pierre Bemba Gombo*, the presentation of evidence by the defence is on-going and will continue into the autumn of this year. It will be followed by the parties' closing submissions, deliberations by the Chamber and ultimately a judgment pursuant to article 74 of the Statute in 2014.

² Decision adjourning the hearing on the confirmation of charges pursuant to article 61(7)(c)(i) of the Rome Statute, Case No.: ICC-02/11-01/11, 3 June 2013 ("Decision of 3 June").

³ Decision of 3 June, Disposition, p. 24.

⁴ Public redacted Decision on the admissibility of the case against Saif Al-Islam Gaddafi, Case No. ICC 01/11-01/11-344-Red, 31 May 2013. The decision has been appealed by the Libyan authorities. Appeal proceedings are currently ongoing.

⁵ Application on behalf of the Government of Libya relating to Abdullah Al-Senussi pursuant to Article 19 of the ICC Statute, No. ICC-01/11-01/11-307-Red2, 2 April 2013.

14. In the third current trial, Trial Chamber IV hearing *The Prosecutor v. Abdallah Banda Abakaer Nourain and Saleh Mohammed Jerbo Jamus* (hereinafter “Banda/Jerbo”) in the Darfur (Sudan) situation has set the date for the commencement of trial for 5 May 2014. Currently, the case is being prepared for trial. Messrs. Banda and Jerbo are not in the custody of the Court. Following reports of Mr. Jerbo’s death earlier this year, final confirmation is still outstanding.

15. Trial proceedings in both cases in the Kenya Situation are scheduled to commence later this year. In the case of *The Prosecutor v. William Samoei Ruto and Joshua Arap Sang* the trial is set to start on 10 September 2013. In the case of *The Prosecutor v. Uhuru Muigai Kenyatta* the opening of trial hearings is currently planned for 12 November 2013.⁶ In the latter case, on 11 March the Prosecutor notified the Chamber of her withdrawal of the charges against Mr. Francis Muthaura, who had been Mr. Kenyatta’s co-accused. The accused in both Kenya cases are appearing voluntarily on the basis of summons to appear.

16. At the appeals level, after the delivery of the Court’s first judgments in the cases of Mr. Thomas Lubanga Dyilo and Mr. Mathieu Ngudjolo Chui last year, the Appeals Chamber is now for the first time considering appeals on the merits, including – in the *Lubanga* case – on sentencing and reparations for victims. In addition, it is expected that the final decisions of the Trial Chambers in the *Bemba* and *Katanga* cases will be appealed in 2014, including any decisions on sentencing and reparations.

1. Assumptions 2014

17. In accordance with the Court’s practice, the 2014 budget assumptions have been developed and agreed upon by the Organs of the Court based on judicial and prosecutorial work plans for the following year, insofar as these can be accurately estimated as at the end of June 2013.

18. The unpredictable nature of the Court’s judicial work makes it difficult to produce fully reliable assumptions well in advance of the financial period for which the Court is budgeting. It is the Court’s policy to budget only for events which are reasonably certain to occur in the following year.

19. As recognized by the Assembly, the Court, through continuous dialogue with States Parties and with the Committee on Budget and Finance (“the Committee”), has made efforts to ascertain its financial accuracy with a view to improving the transparency, predictability and efficient conduct of the budget process.⁷

20. The Court’s strategic approach towards an improved budgetary process includes a further refinement of the budget assumptions linking the provisions included in the budget proposal to a concrete situation, case and timeframe in the following year. Additionally, as in the past, budget scenarios have been developed, although not included in the budget, providing for activities which are not yet reasonably certain to occur, but for which a certain level of predictability can be assumed. This internal exercise to establish budget scenarios allows the Court to react quickly to possible new developments.

21. Furthermore, the Court has also developed operational parameters, particularly for the Registry, which are commensurate with the expected service levels that may be required to support the implementation of the judicial calendar and the prosecutorial work plan. Budget assumptions, scenarios and parameters are largely interdependent. A selection of the 2014 budget parameters is provided in annex III.

22. The enhanced budget assumptions on judicial and prosecutorial activities developed by the Court, and which underpin the proposed programme budget for 2014, provide for the following: pre-trial activities in two cases (Ntaganda and Gbagbo, six months each); trial preparation in one case (Banda/Jerbo, four months); trial hearings in four cases (Kenyatta, 12 months; Ruto/Sang, 12 months; Bemba, four months; Banda/Jerbo, eight months); appeals in four cases (Lubanga, three months; Katanga, 12 months; Ngudjolo, four months;

⁶ See *Public redacted version of ‘Decision on commencement date of trial’*, ICC-01/09-02/11-763-Red, issued by Trial Chamber V(b) on 20 June 2013.

⁷ *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Eleventh session, The Hague, 14-22 November 2012* (ICC-ASP/11/20), vol. I, Part III, ICC-ASP/11/Res.1, section I.

Bemba, eight months). The assumptions have been developed based on consecutive hearings.

23. The Office of the Prosecutor envisages that in 2014 it will conduct investigations in eight situations,⁸ namely five full investigations⁹ and ten limited investigations (residual).¹⁰ Preliminary situations are also foreseen in eight situations.

24. The Registry will continue to support the non-judicial aspects of the administration and servicing of the Court. Eight defence teams and eleven victims' representative teams are expected to be financed by the legal aid scheme during 2014.

2. Strategic Planning and the 2014 Budget

25. The Court has finalized the review of its Strategic Plan for 2013-2017, with a focus on further refining the plan as a management tool and strengthening its operational and strategic framework. A draft of the revised Strategic Plan was submitted to States and other stakeholders in 2012, pointing out that the Plan was a living document which the Court would continue to monitor in the light of experience. The Court had indicated that 2013 would be a transitional year between the prior and the revised Strategic Plans and that 2014 would be the first year for which the new Strategic Plan and the priority objectives would be reflected in the proposed budget. The new plan has been designed specifically to enable the Court to further improve its working methods by more closely linking the strategic planning, risk management and budget cycles. The plan contains a statement of the Court's mission, its strategic goals for 2013-2017 and its priority objectives for 2013 and 2014. The priority objectives also include expected results, which will enable the Court to engage annually in a review of the link between the plan and the budget, through planned performance measurement.

26. The list of strategic goals of the Court (2013-2017) is included in annex IV.

B. Macroanalysis

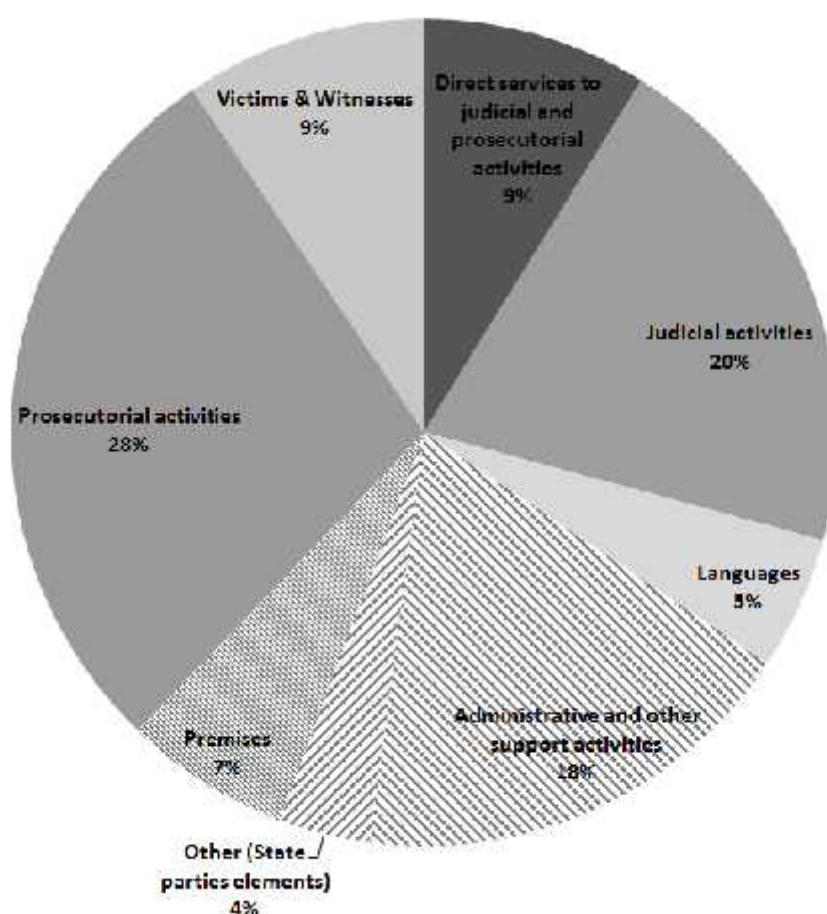
27. The following chart presents the Court's 2014 proposed budget by activity. Provisions for resources directly linked to judicial and prosecutorial activities, including support to victims and witnesses and language services, represent almost 70 per cent of the total budget proposal. Administrative and support functions to the Court and infrastructure amount to 17.7 per cent. Provision for the rent and maintenance of the interim premises represents 6.5 per cent of the budget. This excludes the requirements for the Permanent Premises Project. The Secretariat of the Assembly, the Permanent Premises Project and the Independent Oversight Mechanism, independently grouped under 'Other (States Parties elements)', based on their independent governance structure, represent an additional 4 per cent. The level of judicial activity is the main driver of the Court's budget, thus reflecting its linkage to the core mandate of the institution.

⁸ CIV, CAR, Libya, Uganda, DRC, Darfur, Kenya, Mali.

⁹ CIV [1 & 2], Mali [1 & 2] and DRC 6.

¹⁰ Libya [1 & 2], CAR, Uganda, DRC [2 & 3], Darfur [1 & 3] and Kenya [1 & 2].

Chart 1: Macroanalysis



28. The table below illustrates the dynamic evolution of judicial activities at the Court from 2009 to 2014 (proposed), and shows how resources have been allocated to the different situations over time. Accordingly, the provisions for operational support show a steady limited growth over the years, reflecting increases that are consequential on the growth in judicial activities.

Table 1: Strategic dynamic evolution of judicial activities in the Court

Budget in thousands euros and (#cases)	Operational Support	Uganda	DRC	Darfur	CAR	Kenya	Libya	Côte d'Ivoire	Mali
2009 approved	16,198.90 (9 cases)	3,233.40 (1 case)	17,475.40 (4 cases)	7,575.60 (3 cases)	7,390.50 (1 case)	N/A	N/A	N/A	N/A
2010 approved	18,158.30 (11 cases)	3,057.80 (1 case)	17,506.10 (5-6 cases)	6,719.10 (3 cases)	7,485.90 (1-2 cases)	N/A	N/A	N/A	N/A
2011 approved	21,927.00 (13 cases + 2)	2,269.70 (1 case)	13,499.60 (5 cases)	4,728.90 (4 cases)	5,653.30 (1 case)	7740.8 ¹ (2 cases)	4,072.6 ² (2 cases)	N/A	N/A
2012 approved ³	19,940.08 (17 cases)	1,496.87 (1 case)	9,728.31 (6 cases)	3,175.03 (4 cases)	2,985.81 (1 case)	7,412.13 (2 cases)	2,322.57 (2 cases)	3,165.92 (1 case)	N/A
2013 approved ⁴	26,215.10 (18 cases)	813.70 (1 case)	7,526.70 (6 cases)	1,659.50 (4 cases)	3,300.70 (1 case)	6,913.20 (2 cases)	1,659.50 (2 cases)	4,410.60 (2 cases)	N/A
2014 proposed	27,103.20 (18 cases)	1,021.80 (1 case)	8,461.10 (6 cases)	1,292.40 (4 cases)	1,252.50 (1 case)	4,748.10 (2 cases)	618.00 (2 cases)	7,749.10 (2 cases)	5,856.10 (2 cases)

¹ Includes 2,616 Contingency Fund notification for possible use of extra resource for Kenya situation for period June to December 2011.

² Contingency Fund notification for possible use of extra resource for Libya situation for period May to December 2011.

³ Includes Supplementary Budget for Côte d'Ivoire for period August to December 2012. Excludes Contingency Fund notifications for 2012.

⁴ Excludes year-to-date Contingency Fund notifications for 2013.

29. In long-outstanding situations where resources were required for conducting investigations, presenting and opening cases and establishing the required support structures, the level of expenditure has decreased, since judicial activities are not moving forward due to lack of arrests. In such cases, the Court has been able to redeploy resources to cover arising needs in other situations and cases, while retaining a minimum infrastructure.

30. In those situations where judicial activity is ongoing, the required resources reflect the changing needs directly connected to the proceedings, which in some instances may result in increases due to additional cases or cases at different stages in the proceedings, as is the case with the DRC. In more recently opened situations, such as CIV and Mali, more resources are required, as a result of increased prosecutorial and investigative activities. It is important to note that the different stages of the judicial proceedings also require different levels of support from the Registry on a number of the essential services that it provides to all parties, participants and actors in the proceedings. Overall, it is the level of judicial activity that is the main driver of the Court's budget, thus reflecting its linkage to the core mandate of the institution.

31. The situation-related budget components are subdivided into operations and activities related to the field and court-in-session activities, as summarized in the table below.

Table 2: Budget for court-in-session and field activities situations (in €million)

<i>Item</i>	<i>Proposed budget 2014</i>
Court-in-session	
Operational support	14.26
Trial 1 (Lubanga)	0.99
Trial 2 (Katanga/Ngudjolo)	1.39
Trial 3 (Bemba)	1.27
Trials (Ken 1 & 2)	3.36
Trial 5 (Banda/Jerbo)	2.85
<i>Subtotal court-in-session</i>	<i>24.12</i>
Field operations and activities	
Operational support	12.84
Situation 1 – Uganda	1.02
Situation 2 – DRC	8.46
Situation 3 – Darfur	1.29
Situation 4 – CAR	1.25
Situation 5 – Kenya	4.75
Situation 6 – Libya	0.62
Situation 7 - Côte d'Ivoire	7.75
Situation 8 - Mali	5.86
<i>Subtotal field operations</i>	<i>43.84</i>
Total	67.96

1. Growth analysis: main cost drivers for 2014

32. In its 2014 proposed programme budget, the Court requests additional funds of €10.95 million, an increase of 9.5 per cent. This increase has five major components: activities in the Mali situation, overall strengthening of investigative capacity, *Banda/Jerbo* trial-related costs, witness protection and relocation and common system costs.

Table 3: Budget 2014 increase – main cost drivers

<i>Item</i>	<i>Increase in € million</i>
Common system costs	1.36
Mali situation	5.55
Strengthening investigative capacity (GTA)	2.20
Witness protection and relocation	1.55
<i>Banda/Jerbo</i> trial-related costs	2.01
Reductions	-1.72
Total	10.95

The above items are not mutually exclusive. The order in which they are presented represents the order in which their impact was considered.

Table 4: Budget 2014 resource growth by major programme

Comparative resource growth Total ICC	Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
MP I: Judiciary	9,036.8	1,661.1	10,697.9	8,269.5	1,945.4	10,214.9	-483.0	-4.5
MP II: Office of the Prosecutor	5,161.9	23,103.8	28,265.7	5,709.4	30,035.1	35,744.5	7,478.8	26.5
MP III: Registry	33,471.7	31,049.2	64,520.9	33,046.9	35,064.7	68,111.6	3,590.7	5.6
MP IV: Secretariat of the Assembly of States Parties	2,951.7	0	2,951.7	2,836.3	0	2,836.3	-115.4	-3.9
MP V: Rent and maintenance (Interim premises)	5,901.5	0	5,901.5	5,900.7	0	5,900.7	-0.8	
MP VI: Secretariat of the Trust Fund for Victims	712.0	868.0	1,580.0	677.5	917.7	1,595.2	15.2	1.0
MP VII-1: Project Director's Office (Permanent Premises)	996.7	0	996.7	1,289.1	0	1,289.1	292.4	2.9
MP VII-2: Permanent Premises Project Interest	0	0	0	170.3	0	170.3	170.3	
MP VII-5: Independent Oversight Mechanism	205.9	0	205.9	209.1	0	209.1	3.2	1.5
Total	58,438.2	56,682.1	115,120.3	58,108.8	67,962.9	126,071.7	10,951.4	9.5

2. Growth analysis: multi-year cost drivers, 2015 - 2017

33. Following a recommendation of the Committee that the Court identify known or knowable significant multi-year cost drivers including capital replacement, premises and staff costs, and present them clearly to the Assembly to ensure that there are no surprises when a clearly identifiable expense comes due,¹¹ the table below provides a mid-term plan for the knowable significant multi-year costs drivers of the Court for the years 2015-2017.

¹¹ *Official Records ... Tenth session ... 2011* (ICC-ASP/10/20), vol. II, part B.2, para. 37.

Table 5: Analysis of cost drivers

	2015	2016	2017
Staff costs			
<i>Total staff costs</i> ¹²	70,595,600	72,008,000	73,448,000
Capital investment replacements ¹³			
Vehicles	915,000	865,000	225,000
Equipment	548,359	833,575	219,000
<i>Total capital investment replacements</i>	1,463,359	1,698,575	444,000
Premises			
Rent and maintenance of interim premises ¹⁴	3,182,080	1,875,405	0
2 gv (non-integrated user equipment) ¹⁵	0	0	0
TCO (Operation & Maintenance) Permanent Premises ¹⁶	734,500	2,224,000	2,979,000
Operation & Maintenance cost of Interim Premises ¹⁷	2,470,184	0	0
ICC Staff Budget for Permanent Premises and Transition	600,000	300,000	0
Estimated interest payment on host State loan ¹⁸	2,075,015	3,589,626	916,562
Estimated capital & interest payment on host State loan ¹⁹	0	0	5,008,948
TCO (capital replacement) permanent premises ²⁰	0	3,200,000	3,200,000
<i>Total premises</i>	9,061,779	11,189,031	12,104,510
Special programmes/projects			
African Union Liaison Office (AULO) ²¹	447,600	453,900	460,300
IPSAS implementation ²²	173,600	0	0
<i>Total special programmes/projects</i>	621,200	453,900	460,300
Grand total	81,741,938	85,349,506	86,456,810

¹² A two per cent increase has been applied to staffing costs as a steady growth on a compounded basis. In addition, provision has been made for the potential increase in the number of GTA staff in the OTP (resources requested for six months in 2014 have been calculated for 12 months from 2015 onwards).

¹³ Figures have been updated based on CBF/16/5. Additional replacements resulting from the lease negotiation of the Arc building are still unknown and have not been included.

¹⁴ Assume the Court vacates Interim Premises after Q1 2016, based on the current lease agreements. Host state contributes 50 per cent of rent until end 2015 based on current agreements.

¹⁵ Following the joint decision of the Court and the Oversight Committee on 5 July 2013, transition costs (commonly referred to as 2gv) have been moved into the expanded multi-annual construction budget (expanded to €95 million) and removed from the annual budget.

¹⁶ Based on premises handover from contractor end July 2015, therefore start of insurances, etc. Followed by 12 months maintenance by general contractor of all items required to ensure full warranties during period, finishing end July 2016 in line with end of defects period.

¹⁷ General operating expenses in the regular budget includes operations, utilities and user maintenance at the interim premises for the entire year of 2015. No costs are envisaged for 2016.

¹⁸ Based on finalization of the loan at this point. Not applicable to all States Parties; different scales of assessment will have to be applied to States Parties depending on whether or not they utilized the one-time payment option.

¹⁹ Based on finalization of the loan at this point. Not applicable to all States Parties; different scales of assessment will have to be applied to States Parties depending on whether or not they utilized the one-time payment option.

²⁰ Based on Life-Time Approach (LTA) with Medium Risk. Total Cost of Ownership comprises capital replacement costs, but excludes operation and maintenance costs (e.g. utilities and cleaning). The additional amount requested cannot be fully evaluated at this stage of the project and is subject to the work of the TCO (Capital Replacement) working group.

²¹ Indicative costs based on the calculations provided in annex IX of the Proposed Programme Budget for 2014 and dependent on agreement of the African Union and of the government of Ethiopia, and assuming the AULO is set up in 2015.

²² ICC-ASP/10/3. IPSAS projections are based on the plan as approved by the Committee on the premise that the IPSAS project will be live in 2014 and will be completed by June 2015 upon audit of first IPSAS-compliance statement.

(a) Common System Costs

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

35. The salary calculation methodology used to determine the staff cost budget provision is consistent with past practice and is based on United Nations salary scales. The increase in salary costs is due essentially to the application of the United Nations Common System of Salaries, Allowances and Benefits rules.

36. It should be noted that the UN has so far adopted and published only a new salary scale (2013) for General Service staff, and retained the same 2012 salary scale for Professional Staff. No changes are expected to be announced by the UN before the end of this year.

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

(b) Vacancy rate

38. In light of the past vacancy rate and current trends, the following vacancy rates have been applied to this proposed budget: five per cent for Major Programme I, eight per cent for Major Programme II and 10 per cent for the Registry and all other major programmes of the Court. The trend in vacancy rates over the past three years is shown in the table below.

Table 6: Trend in vacancy rates over past three years

<i>MP</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>
I	8.0%	2.1%	6.3%
II	6.5%	7.9%	7.9%
III	9.4%	8.2%	9.0%
IV	33.3%	33.3%	22.2%
VI	28.6%	14.3%	0.0%
VII-1	0.0%	0.0%	0.0%
*VII-5	100.0%	100.0%	100.0%

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

(c) Rent on interim premises

39. The Court will continue to be responsible for paying for the rent and maintenance for its interim premises until 2016. The Court is entitled to terminate the lease on the Haagse Veste building with effect from 30 June 2016, subject to a 15-month notice period (i.e., notice of termination to be given on or before 31 March 2015), and has the option of extending it for six-monthly periods. The termination date envisaged for the lease on the Arc and other properties is 31 March 2016, with a notice period of 13 months (on or before 28 February 2015), and again the possibility of six-monthly extensions. The host State has agreed to pay for half of these costs up to the end of 2015, to a maximum of three million euro. The entire costs for 2014, including the host State's share are proposed under Major Programme V.

(d) Capital investments

40. The Court has been continually refining its requirements for capital investment acquisitions and replacements in light of the move to its permanent premises, scheduled for 2016. Following past practice, the requirements for capital investment replacements in the Court's proposed programme budget have been prioritized and reduced to the bare minimum.

41. Table 5 above provides an estimate of capital investment replacements (vehicles and equipment), excluding the requirements for the permanent premises project, foreseen by the Court for the years 2015-2017.

(e) Risk management

42. As reported in the 2013 budget narratives, last year's budgetary situation did not allow the Court to proceed with the risk management strategy internally approved by the Heads of Organs of the Court at the end of 2011. As a consequence, the ongoing risk management exercise at the Court is restricted to the development of a minimalist risk register, based on the 2011 assurance mapping exercise of the United Nations Office of Internal Oversight Services ("OIOS") and focusing on major strategic risks. This temporary approach was chosen to ensure that at least the major strategic risks are being managed to the extent possible, bridging the gap to a more comprehensive risk management system in the future, when funds are made available. While the minimalist version of the risk register continues to be developed, with further details on the probability and impact of each risk, the Court's risk appetite, planned responses and mitigation measures are also being considered. All activities are designed to ensure high-level control while creating a sound basis for a future exercise.

(f) Efficiency measures

43. With regard to the Court's internal efforts to achieve greater efficiency, the Court continues to follow its coordinated strategy developed in 2012. The major focus areas remain the management of efficiency and fairness of judicial activities, as well as other activities, including streamlining coordination mechanisms and assessing the impact of the current relationships between the Court and its external stakeholders. Although it is becoming increasingly difficult to develop additional efficiency measures, most of the activities reported in the eight previous reports on efficiency measures communicated to the Committee continue to be implemented and pushed forward as far as possible. In parallel, the Court's monitoring and reporting on efficiency activities has been further developed. In particular, the categories of efficiencies have been formalized, in an effort to ensure consistency on the measurement of improvements, which will allow all Court stakeholders to monitor the Court's efforts in that matter more efficiently.

(g) Transition Project (including 2gv)

44. According to the current construction schedule, the permanent premises of the Court are due to be ready for handover by 1 September 2015. The transition to the permanent premises consists of the physical move and also includes ICT and security migration, contractual changes with suppliers such as catering, utility services, etc. and the vacation of the interim premises. The Court is using the move to its new premises as an opportunity to improve efficiency by introducing changes in organization and working methods to be followed in the permanent premises.

45. Following the joint decision of the Court and the Oversight Committee of 5 July 2013 on revised governance, a unified project now includes both the construction and the transition activities under the leadership of the Project Director, who becomes the lead manager of the unified project, with reporting lines to the Oversight Committee and the Registrar.

46. The Project Director's Office has subsequently been expanded to incorporate the staff of the former Registry Permanent Premises Office (RPPO formerly PoPP), which has been removed from the Registry budget (MP/III-3770, formerly 3160). This simplifies both

the management structure and reporting lines of the project, increases the transparency of the overall cost of the permanent premises as well as the financial impact to States Parties, and further provides efficiency savings by removing any possible duplication of resources and costs.

47. Following the Project Director's Stage 1 cost review of the unified project, and subject to the agreement of the Assembly at its forthcoming session in late 2013, the existing multi-annual construction project budget totalling €190 million will be expanded by a further €5 million to €195 million to incorporate the Transition Project, thus enabling any savings made on the construction project to partially offset the costs of transition activities. The combined construction and transition budget is reported on separately in the Court's Financial Statements.

II. Proposed programme budget for 2014

A. Major Programme I: Judiciary

Introduction

48. In 2014, there will be extensive activity in all divisions of the Judiciary. Confirmation of charges activities will continue in at least two cases in the Pre-Trial Division. At least four further cases will be at the trial or trial preparation stage. The Appeals Chamber will be hearing up to four final appeals, while judicial activities are expected to continue at both trial and appeals levels. The combined workload of the Pre-Trial Chambers, Trial Chambers and the Appeals Chamber is therefore expected to exceed the level of judicial activity in 2013.

49. The budget for Major Programme I is based on the judicial activities which could be foreseen and accurately costed under the budget assumptions for 2014 as agreed in June 2013 between the Presidency, the Office of the Prosecutor and the Registry. It is divided into the Presidency, Chambers and the Liaison Offices. The Presidency and Chambers are organs of the Court pursuant to article 34 of the Rome Statute. The New York Liaison Office (“NYLO”), while administratively supported by the Presidency, is a common representative of all the organs of the Court, as well as providing logistical support for the Bureau of the Assembly of States Parties and its New York Working Group. The Strategic Planning Coordinator is an inter-organ resource that serves the Presidency and Judiciary as well as the Office of the Prosecutor and the Registry, but is included for administrative purposes within the Presidency’s budget.

50. Given the operational reality of continual evolution and unpredictable step changes in the pattern of casework and the resulting judicial workloads, the Judiciary will exercise its functions in a manner that makes the most efficient use of the resources allocated to it. The permanent and temporary staffing levels recommended in this budget are designed to meet currently known case requirements. If these requirements change the Judiciary will endeavour wherever possible to address these through flexible deployment of existing staff resources. As in previous years, however, the need for temporary additional resources to cover specific case-related unforeseen developments during 2014 cannot be excluded.

Table 7: Major Programme I: Proposed budget for 2014

Programme I Judiciary	Expenditure Budget 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Judges	4,879.4		4,879.4	398.6	5,278.0	4,689.4		4,689.4	3,835.6		3,835.6	-853.8	-18.2
Professional staff						3,086.8	509.2	3,596.0	3,119.1	516.0	3,635.1	39.1	1.1
General Service staff						901.5	200.2	1,101.7	898.5	204.2	1,102.7	1.0	0.1
<i>Subtotal staff</i>	<i>3,385.2</i>	<i>561.3</i>	<i>3,946.5</i>		<i>3,946.5</i>	<i>3,988.3</i>	<i>709.4</i>	<i>4,697.7</i>	<i>4,017.6</i>	<i>720.2</i>	<i>4,737.8</i>	<i>40.1</i>	<i>0.9</i>
General temporary assistance	388.7	529.3	918.0	218.7	1,136.7	114.7	920.5	1,035.2	115.4	1,225.2	1,340.6	305.4	29.5
Temporary assistance for meetings													
Overtime													
Consultants						14.4		14.4	15.0		15.0	0.6	4.2
<i>Subtotal other staff</i>	<i>388.7</i>	<i>529.3</i>	<i>918.0</i>	<i>218.7</i>	<i>1,136.7</i>	<i>129.1</i>	<i>920.5</i>	<i>1,049.6</i>	<i>130.4</i>	<i>1,225.2</i>	<i>1,355.6</i>	<i>306.0</i>	<i>29.2</i>
Travel	60.7	24.2	84.9		84.9	120.7	31.2	151.9	167.5		167.5	15.6	10.3
Hospitality	6.2	0.1	6.3		6.3	12.0		12.0	17.0		17.0	5.0	41.7
Contractual services						5.0		5.0	5.0		5.0		
Training						24.0		24.0	24.0		24.0		
General operating expenses	35.3		35.3		35.3	63.3		63.3	67.4		67.4	4.1	6.5
Supplies and materials	1.2		1.2		1.2	5.0		5.0	5.0		5.0		
Furniture and equipment													
<i>Subtotal non-staff</i>	<i>103.4</i>	<i>24.3</i>	<i>127.7</i>		<i>127.7</i>	<i>230.0</i>	<i>31.2</i>	<i>261.2</i>	<i>285.9</i>		<i>285.9</i>	<i>24.7</i>	<i>9.5</i>
Total	8,756.7	1,114.9	9,871.6	617.3	10,488.9	9,036.8	1,661.1	10,697.9	8,269.5	1,945.4	10,214.9	-483.0	-4.5
Distributed maintenance	124.0	28.0	152.0		152.0	116.8	27.0	143.8	188.3	7.8	196.1	-8.2	-5.4

Table 8: Major Programme I: Proposed staffing for 2014

Judiciary		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					2	1	21	4		28	1	12	13	41
	Situation-related					1	2		1		4		3	3	7
	<i>Subtotal</i>					<i>3</i>	<i>3</i>	<i>21</i>	<i>5</i>		<i>32</i>	<i>1</i>	<i>15</i>	<i>16</i>	<i>48</i>
New	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total						3	3	21	5		32	1	15	16	48

1. Programme 1100: The Presidency

Introduction

51. The Presidency has three general strategic priorities, which reflect its primary areas of responsibility:

(a) Legal: to carry out its legal and judicial functions under the Statute, including the support of the Judiciary, as efficiently and expeditiously as possible while maintaining the highest legal standards (Strategic Goal 1.1);²³

(b) Administrative: to provide efficient and transparent administrative and management support to the Judiciary; to optimize the Court's internal and external governance structure; and to strengthen the Presidency's strategic leadership within that framework (Strategic Goal 2.1); and

(c) External Relations: to maintain and increase international support for and cooperation with the Court; to encourage full implementation and global ratification of the Rome Statute; and to enhance the coordination of external relations activities within the Court (Strategic Goals 3.2, 3.4, 3.5).

52. The legal work of the Presidency ranges from appellate functions and facilitating the judicial operations of the Court to the conclusion of Court-wide cooperation agreements with States and international organizations. In 2014, the Presidency, through its Legal and Enforcement Unit, will continue to support Chambers in their conduct of fair, effective, and expeditious proceedings (Strategic Goal 1.1). With the support of this unit the Presidency assigns judges to divisions, constitutes Chambers, assigns situations and cases to them, addresses requests by judges for excusal from judicial functions, and provides legal support to the judges' plenary sessions. The unit also assists the Presidency in conducting judicial review of certain decisions of the Registrar, for example concerning matters related to detention, legal assistance, and inclusion on the list of counsel and experts. Additionally, the unit assists the Presidency in dealing with any complaints of misconduct by counsel and elected officials. Anticipating the issuance of one final judgment in late 2013 as well as up to two further final judgments in 2014 and the possibility of prison sentences being imposed, the legal team will continue to prepare the Presidency so as to enable it fully to exercise its functions under Part X of the Rome Statute and Chapter 12 of the Rules of Procedure and Evidence, namely the enforcement of sentences, forfeitures and other orders.

53. In his administrative function pursuant to articles 38 and 43 of the Rome Statute, the President exercises strategic oversight of the Registrar, fully supporting the Registry's aim of providing an efficient, well-planned and cost-effective administration to support the Court's judicial functions (Strategic Goal 2.1), while the Presidency is responsible for the proper administration of the Court, with the exception of the Office of the Prosecutor. The administrative team assists the President and Presidency in the successful implementation of the Court's internal and external governance, as well as coordinating with the Office of the Prosecutor on all matters of mutual concern. The administrative team is also responsible for Judiciary's internal administration and managing the Presidency's and Chambers' budgetary, financial and staff resources. It cooperates with the legal team in the area of policy development for the Court as a whole. The administrative team of the Presidency also facilitates the Judiciary's interaction with States Parties in the context of the Hague Working Group of the Assembly, in particular on budgetary issues (including the yearly budget facilitation).

54. The external relations team supports the Presidency in its external relations capacity. As the external face of the Court,²⁴ the President liaises with States, international organizations and civil society, ensuring that the Court is a well-recognized and supported institution (Strategic Goals 3.2, 3.5). The President raises awareness globally about the Court, drawing attention to the Court's mandate and the goals of the Rome Statute, urging States to respect their obligations toward the Court, and encouraging more States to join the Rome Statute. The external relations team further supports the Presidency in its task of

²³ The indicated Strategic Goals are those of the Court's Strategic Plan 2013-2017, available under <http://www.icc-cpi.int>.

²⁴ ICC-ASP/9/34, p. 12.

coordinating and consulting with the Prosecutor on external relations issues and providing strategic guidance to the Registry and overseeing its external relations and public information activities.

Objectives

1. Conduct and implement an in-depth “lessons-learned” review of judicial processes, focusing first on procedures in pre-trial and trial preparation and hearing stages, subsequently on conclusion of trials and appeals, consulting States Parties, parties/participants and other stakeholders as appropriate (SO 1.1.1);
2. Re-examine and adapt the structure, staffing and resources of the Court (SO 2.1.1);
3. Effective resource management and identification and implementation of possible further efficiency measures (SO 2.1.2);
4. Further enhancement of the Court’s systems to plan and budget strategically (SO 2.6.1);
5. Efficient management of risks and improved performance management (SO 2.6.3 and 2.6.4);
6. Further improve the dialogue between the Court and the Assembly and its sub-bodies through the setting up of a cost-effective information exchange (SO 3.1.1);
7. Promote confidence-building process with States, international and regional organizations, NGOs and other key partners and stakeholders in the Court through information-sharing during seminars, conferences, and at any other occasion; and use all opportunities such as bilateral meetings and public addresses to highlight benefits of joining to non-States Parties (SO 3.2.1 and 3.5.3); and
8. Further progress in the field of international cooperation and enforcement of sentences (SO 3.4.1).

Table 9: Expected results, performance indicators and target for 2014

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2014</i>
Objective 1 (SO 1.1.1)		
Implementation of conclusions of 2013 Assembly and identification and implementation of further changes according to roadmap.	<ul style="list-style-type: none"> Number of topical areas being covered in a comprehensive manner; and Number of proposed new Rule changes. 	Two. Two.
Objective 2 (SO 2.1.1)		
Intra-organ structural review of the main organs completed and structural changes effectuated where indicated;	Revision of areas indicated in intra-organ structural review; and	One.
Cross-cutting review of implications for overall Court structure; and	Number of structural change needs identified.	One.
Consultation with States Parties, Committee, etc., with a view to any necessary Assembly decisions.		
Objective 3 (SO 2.1.2)		
Efficient administrative and legal support to the President, the Presidency and the plenary of the judges/informal meetings; and	<ul style="list-style-type: none"> Quality of preparation and support of Presidency and judges' meetings in plenary/informal judges' meetings; Level of efficiency in the management of all applications to the Presidency; 	Fully satisfactory. All decisions issued within agreed timeline.
Implementation of improved efficiency strategy.	<ul style="list-style-type: none"> Timeliness and quality of advice to the President and Vice-Presidents on administrative/managerial issues; Level of flexibility and efficiency in the management of staffing of Judiciary within budgetary constraints; and Number of areas identified where further efficiencies can be achieved. 	Fully satisfactory. 100%. One.
Objective 4 (SO 2.6.1)		
Enhanced transparency and predictability of the budgetary process; and	<ul style="list-style-type: none"> Comparison and analysis of past budgetary processes; Number of technology improvements; and 	One. One.
Refined budget assumptions for 2015 budget, including scenarios outlining probable future expenses.	Quality of assumptions and of scenarios where appropriate.	Fully satisfactory.
Objective 5 (SO 2.6.3, 2.6.4)		
Implementation of high-level risk-management system charting the most relevant strategic risks;	<ul style="list-style-type: none"> Number of Presidency- and Chambers-specific risks identified; Presidency crisis readiness assessed; and 	Three. Full review.
Finalized review of the Court's crisis readiness; and		
Improved link between strategy – budget – performance indicators.	Review of Objectives table in Budget document.	Full review.
Objective 6 (SO 3.1.1)		
Transparent and effective communication and information exchange between Judiciary and Working Groups of the Assembly; and	<ul style="list-style-type: none"> Number of HWG / SGG meetings with assistance of a Presidency representative; Number of informal judges' meetings with Assembly President/Vice-President; and 	Representation at every meeting. Two.
Intense and transparent dialogue between the Presidency of the Court and the Assembly Presidency.	Number of bilateral meetings.	Two.
Objective 7 (SO 3.2.1, 3.5.3)		
Maintain and increase support for the Court by States, international and regional organizations, NGOs and other key partners and stakeholders in the Court through information-sharing during seminars, conferences, and at any other occasion; and	<ul style="list-style-type: none"> Number of high-level meetings with States, international organizations and civil society; Number of speeches at major conferences; Participation in diplomatic and NGO briefings; and Communication in interviews and press conferences. 	100 meetings. Fifteen. Two + one. Fifteen + two.
Use all opportunities such as bilateral meetings and public addresses to highlight benefits of joining to non-States Parties.		
Objective 8 (SO 3.4.1)		
Negotiation of Agreements on the Enforcement of Sentences.	Number of concrete negotiations with States on cooperation or enforcement of sentence agreements.	Two.

Staff resources

Presidency allowances

55. The proposed programme budget for 2014 makes a provision of €28,000 for funds to cover special allowances for the President,²⁵ and for the First or Second Vice-President if acting as President.²⁶ The salaries of the three members of the Presidency have been included in Sub-programme 1200.

Current staffing

56. The Chef de Cabinet (P-5) provides leadership and strategic direction for the activities of the Presidency staff, and is responsible for representing the Presidency and Chambers in inter-organ work at senior official level.

57. The Legal Adviser (P-4), Legal Officer (P-3 GTA) and Associate Legal Adviser (P-2) together constitute the Legal and Enforcement Unit. They are responsible for the coordination and substantive support of the Presidency in its legal and judicial functions, including the enforcement of sentences and other orders and the negotiation and conclusion of external agreements, as well as advising on the legal aspects of the Presidency's administrative functions.

58. The Presidency's external relations functions are supported by the External Relations Adviser (P-3) with the assistance of the Administrative Assistant for External Relations (GS-OL).

59. The Special Assistant to the President (P-3) provides support to the functions of the President and Presidency relating to the proper administration of the Court, including strategic oversight of the administrative functions of the Registrar, coordination with the Office of the Prosecutor and coordination of the preparation of the Judiciary budget under the supervision of the Chef de Cabinet. The Associate Administrative Officer (P-2) is responsible for the technical and accounting details of the budget preparation, monitors its implementation, provides financial reporting for Major Programme I and coordinates staffing resources within the Judiciary.

60. The President's Personal Administrative Assistant (GS-PL), the Judges' Focal Point Administrative Assistant (GS-OL) (who provides central support services for all judges and coordinates the allocation of administrative assistant resources in Chambers) and the Chef de Cabinet's Administrative Assistant (GS-OL) provide wide-ranging administrative and logistical support to the Presidency and Chambers.

General temporary assistance

61. In light of the responsibilities of the Legal and Enforcement Unit outlined above and the expected further workload increase in the near future as the Presidency implements its functions of enforcement of sentences and other orders, it remains vital for the efficient and expeditious discharge of the Presidency's legal and judicial functions that the unit retains the continued support of the GTA P-3 Legal Officer. Mindful of the Committee's earlier recommendation that the number of permanent posts be frozen at the 2010 level pending a comprehensive review of the Court's structure including a re-justification of all posts,²⁷ the Presidency will not seek the conversion of the GTA position into a permanent post in the 2014 proposed budget, but will return to this at a future time.

Strategic Planning Coordinator

62. The Strategic Planning Coordinator (P-3) became part of the Court's staff in 2010. Although provided for in the budget of the Presidency, this position fulfils Court-wide functions in assisting in the creation of a comprehensive risk register for the Court and driving the strategic planning and implementation process forward, and as such is regarded as formally distinct from the regular Presidency staff.

²⁵ *Official Records ... Second session ... 2003* (ICC-ASP/2/10), part III.A.I.B.

²⁶ *Ibid.*, part III.A.I.C.

²⁷ *Official Records ... Ninth session ... 2010* (ICC-ASP/9/20), vol. II, part B.2, para. 81, and *Report of the Committee on Budget and Finance on the work of its eighteenth session* (ICC-ASP/11/15), para. 25.

Consultants

63. *Recurrent.* Given the Presidency's varied workload, the need for occasional expert advice on a range of specialist topics will remain unchanged. Expert advice may be required on specific items related to the Court's arrangements for the enforcement of sentences, in particular on the issues of divergent national practice as regards conditions and eligibility for early release and other conditions regarding the length of convicted prisoners' sentences; and on the review practices of prison conditions by international organizations such as the International Committee of the Red Cross. A provision of €5,000 has been included in the Presidency's budget for these purposes.

Non-staff resources

Travel

64. *Recurrent.* A provision of €159,900 has been included in the Presidency's budget to cover all judges' travel.²⁸ Of this figure, an appropriate portion is assigned to the Presidency, reflecting the funds estimated for meeting the expenses associated with the President's external relations functions, including a provision to cover the cost of staff travelling with the President in the discharge of these functions and any travel of the Vice-Presidents associated with the President's external relations functions.

Training

65. *Recurrent.* Recognizing that training provided with a view to enhancing the specialist expertise of its staff will directly contribute to the achievement of its strategic goals, the Presidency provides funding for specialized training opportunities for its staff, amounting altogether to €6,000. In particular, the present budget includes provision for specific training for the Legal and Enforcement Unit on matters concerning international provisions and standards on the enforcement of prison sentences, including international treaty instruments on the conditions of detention and the monitoring of those conditions (such training will be needed during 2014 in advance of the potential first enforcement of a sentence in the *Lubanga* case, subject to the outcome of current appeals). Provision for sufficient training in this regard will have a direct impact on the efficiency and quality with which the Presidency can fulfill its tasks.

Hospitality

66. *Recurrent.* A provision of €15,000 has been included in the Presidency's budget to cover necessary hospitality costs associated with visits of Heads of State or Governments, ministers and other senior representatives of States to the President or the Vice-Presidents. In 2012 the President received a total of approximately one hundred such official visits. This number is likely to remain at a comparable level in 2013 and 2014. The hospitality budget is used to cater for any judiciary-related ceremony such as the swearing-in of new judges, as well as the Presidency/Judiciary's contribution to Court events jointly funded by all three organs.

²⁸ The figure reflects the Assembly's endorsement of the recommendation of the Committee that the allocation previously reserved for judges' travel in Sub-programme 1200 (Chambers) be included in the Presidency's budget. (*Official Records ... Ninth session ... 2010* (ICC-ASP/9/20), vol. I, part II.E. and vol. II, part B.2.D.1, para. 83.) There is no provision for any site visit in 2014.

Table 10: Programme 1100: Proposed budget for 2014

1100 The Presidency	Expenditure Budget 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Judges						28.0		28.0	28.0		28.0		
Professional staff						793.1		793.1	798.8		798.8	5.7	0.7
General Service staff						283.9		283.9	289.5		289.5	5.6	2.0
<i>Subtotal staff</i>	837.8		837.8		837.8	1,077.0		1,077.0	1,088.3		1,088.3	11.3	1.0
General temporary assistance	245.3		245.3		245.3	114.7		114.7	115.4		115.4	0.7	0.6
Temporary assistance for meetings													
Overtime													
Consultants						4.4		4.4	5.0		5.0	0.6	13.6
<i>Subtotal other staff</i>	245.3		245.3		245.3	119.1		119.1	120.4		120.4	1.3	1.1
Travel	57.1	24.2	81.3		81.3	111.9	31.2	143.1	159.9		159.9	16.8	11.7
Hospitality	6.2		6.2		6.2	10.0		10.0	15.0		15.0	5.0	50.0
Contractual services													
Training						6.0		6.0	6.0		6.0		
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal non-staff</i>	63.3	24.2	87.5		87.5	127.9	31.2	159.1	180.9		180.9	21.8	13.7
Total	1,146.4	24.2	1,170.6		1,170.6	1,352.0	31.2	1,383.2	1,417.6		1,417.6	34.4	2.5
Distributed maintenance	33.3		33.3		33.3	33.4		33.4	50.5		50.5	0.1	0.3

Table 11: Programme 1100: Proposed staffing for 2014

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

2. Programme 1200: Chambers

67. Pursuant to articles 34(b) and 36(1) of the Rome Statute, the Chambers consist of 18 judges, distributed among three Divisions: Pre-Trial, Trial and Appeals. The Presidency decides on the assignment of judges to all judicial divisions following consultations with the judges,²⁹ and assigns situations and cases to the Pre-Trial and Trial Divisions. The Appeals Division deals with interlocutory and final appeals against decisions taken in the other divisions.

Conduct of hearings and assignment of judges

68. The significant fall in judges' costs compared to the Court's 2013 approved programme budget is due to reduced obligations resulting from the implementation of the revised pension system for judges. This reduction is the main reason for the overall decrease of 4.5 per cent in Major Programme I for 2014.

69. On the information currently available, the budget is based on the assumption that court hearings in all trials covered by the present budget could run consecutively until the end of 2014.³⁰ However, the need for parallel trial hearings could well arise in the course of the year as a result of case-specific circumstances and developments in the *Kenya, Banda/Jerbo* and other cases, as well as of other judicial developments impacting upon the Trial Division's workload that cannot presently be accurately determined. The terms of office of six judges of the Court expired on 10 March 2012. The terms of three judges have been extended in practice into 2013 in order to complete trials in which they have been sitting. The current assumptions for 2014 foresee the extension of only one of these judges for four months pursuant to articles 36(10) and 39(3) of the Rome Statute to complete the *Bemba* case.

70. In order to constitute the Chamber required for the *Banda/Jerbo* trial hearings, given that one of the judges currently in the Chamber is now sitting in two other trials, it is currently foreseen that a judge not yet called to full-time service by the Presidency will have to be called at the beginning of 2014 in order to become fully familiar with the case file and to participate actively in the final preparations for the commencement of the trial hearings on 4 May 2014. The proposed programme budget for 2014 therefore makes provision for the remuneration of 16 full-time judges, as well as their allowances such as pension contributions and education grants, as detailed in annex V(c). The annex also includes the separation costs (travel, shipment and insurance) of one extended judge's final departure.³¹

71. It is not possible at this stage to predict when the last two previously elected judges will need to be called to full-time service by the Presidency. Developments in judicial case-load, in particular depending on the outcome of the confirmation of charges proceedings in the *Ntaganda* and *Gbagbo* cases, may require additional judges to be called at some stage in 2014. However, likelihood and potential costs cannot be accurately estimated at this time, given the conservative nature of these assumptions. The Court will inform the Assembly in due course of any developments which could have a material impact on the current estimated budgetary requirements.

Flexible use of current staffing structure

72. The Judiciary has continued to develop its efforts to maximize operational flexibility within its established staffing structure to address changing workloads and to maximize overall efficiency. Operational staff shortages are addressed wherever possible within available resources through flexible deployment and sharing of staff within and between divisions. Legal support staff are assigned on a needs basis, taking into account the workload of each Chamber, as well as the need to share specific areas of expertise with a view to avoiding duplication of effort, streamlining working methods, and thereby achieving overall efficiency gains. As recommended by the Committee, the Judiciary

²⁹ See Rule 4bis of the Rules of Procedure and Evidence.

³⁰ Possible judicial developments make it likely that in 2014 provision will have to be made for parallel trial hearings to avoid substantial delays in particular cases.

³¹ The annex, however, makes no provision for the entitlements of one judge elected in March 2012, who has yet to be sworn in.

attempts wherever possible to meet its workload requirements through the redeployment of existing resources among divisions before issuing a notification for potential access to the Contingency Fund.³²

Strategic goals and objectives

73. The divisions' common strategic goals and objectives are the following:

1. Ensure fair, transparent and expeditious judicial proceedings, while further refining legal standards through well-developed jurisprudence and encouraging the development of efficient standardized processes (SG 1.1);
2. Guarantee the rights of the defence to a fair and impartial trial (SG 1.4); and
3. Ensure adequate and meaningful participation and representation of victims, and meaningful reparations proceedings, including coherent principles for victim reparations (SG 1.5, 1.6).

Pre-Trial Division

74. Six judges are currently assigned to the Pre-Trial Division. Four of these are each assigned to one of the two Pre-Trial Chambers, of whom two are simultaneously assigned to sit in Trial Chambers. One judge is assigned to both Pre-Trial Chambers. The sixth judge has been temporarily assigned to the Trial Division to sit in one of the *Kenya* cases.³³ Since 2009 some judges of the Pre-Trial Division have been also temporarily assigned to the Appeals Division to hear interlocutory appeals. In addition, two judges of the Pre-Trial Division have been simultaneously assigned to hear the final appeals in the *Lubanga* and *Ngudjolo Chui* cases.

Activity assumptions

75. Following the decision by the Prosecutor of 16 January 2013 to open an investigation into the situation in Mali, the Pre-Trial Chambers are currently seized of eight situations, namely Central African Republic, Sudan (Darfur), Democratic Republic of the Congo, Kenya, Uganda, Libya, Côte d'Ivoire and Mali.

76. Significant pre-trial activity is expected to continue in all situations, with particular intensity in the situations in Libya, the Democratic Republic of the Congo (DRC), Côte d'Ivoire and Mali. In the *Ntaganda* and *Gbagbo* cases, budgetary provision has been made for the first half of 2014 only, since the respective confirmation of charges phases before the Pre-Trial Chambers are expected to reach a conclusion in mid-2014. Since the outcomes of those proceedings cannot be predicted, no provision for the continuation of these cases has been made for the remainder of the year.

77. The nature of proceedings before the Pre-Trial Chambers is such that initial appearances, new applications and other requests cannot be foreseen in advance. The eight situations of which the Pre-Trial Chambers are seized in 2013 may result in further applications being presented to the Pre-Trial Chambers by parties and participants in the various proceedings in 2014. As a result, the Pre-Trial Division can only draw on the experience of previous years in order to arrive at its assumptions for 2014.

Current staffing

78. Division staff currently consists of twelve posts, namely one P-5 Senior Legal Adviser, six P-3 Legal Officers, one P-2 Associate Legal Officer, one GS-OL Research Assistant and three GS-OL Administrative Assistants. In line with the Judiciary's policy of flexible allocation of resources, one of the P-3 Legal Officers is currently supporting an extended judge completing a case in the Trial Division, while two others are working simultaneously on cases in both Pre-Trial and Trial, and two further Legal Officers are also providing assistance to judges assigned to hearing appeals.

³² See *Report of the Committee on Budget and Finance on the work of its nineteenth session*, September 2012, ICC-ASP/11/20, para. 125.

³³ As one of the newly elected judges has not yet been sworn in, the Presidency has not yet been in a position to assign that judge to either the Pre-Trial or the Trial Division.

General temporary assistance

79. *Recurrent.* Experience having shown the recurring need for additional resources during periods of peak activity, the division will continue to require the flexibility of GTA funds at Associate Legal Officer (P-2) level, so as to provide it with an adequate surge capacity to address efficiently periods of peak activity which do not yet warrant access to the Contingency Fund. The Pre-Trial Division is therefore requesting 24 months of GTA funding at Associate Legal Officer (P-2) level to cover immediate short-term needs across all situations before the Pre-Trial Division, such as handling urgent requests for arrest warrants, surrenders to the Court, voluntary appearances and proceedings under seal, for which immediate recruitment of additional staff would be impractical.

80. The Judiciary recognizes that this request for GTA funding represents an increase in basic capacity compared to 2013 and the immediately preceding years.³⁴ However, experience over those years has demonstrated that at the level of pre-trial activities comparable with current assumptions for 2014, the Judiciary has each year needed in practice to issue a notification for potential access to the Contingency Fund to cover at least twelve additional work-months of GTA resources at P-2 level, and it appears sensible to reflect this more realistic needs projection in the regular budget. This would correspondingly reduce the potential need to seek additional resources from the Contingency Fund, as well as improving divisional efficiency through greater continuity of professional expertise.

81. In addition, the continuing confirmation of charges proceedings in the *Ntaganda* case will create the need for an additional six work-months of funding at Associate Legal Officer (P-2) level in order to ensure continuity of the team preparing the pre-trial hearing and related tasks in the remainder of 2013, currently funded through resources from the Contingency Fund. Support for the confirmation of charges in the *Gbagbo* case would be met by flexible allocation of the GTA resources requested in the preceding paragraph.

82. Typical tasks of these GTA resources include, but are not limited to: the organization of disclosure of evidence for purposes of confirmation hearings; analyzing and summarizing evidence relating to requests for arrest warrants or summons to appear; analysis of victims' applications for purposes of participation in the proceedings; legal analysis and preparation of draft decisions on different issues before the Pre-Trial Chambers, including challenges to the jurisdiction of the Court or the admissibility of cases.

Trial Division

83. The Trial Division is currently composed of six judges, one of whom has not yet been called to full-time service, while a replacement for another is due to be elected at the twelfth session of the Assembly of States Parties.³⁵ Three further judges normally assigned to the Pre-Trial Division have also been temporarily assigned to sit in Trial Chambers. In addition, the mandates of three further judges have been extended during 2013 to enable them to complete trials in respect of which hearings were still in progress when their original mandates expired.

Activity assumptions

84. The Trial Division currently has two continuing trials, namely *Katanga* and *Bemba*. Trials in the two *Kenya* cases are due to commence in September and November of this year respectively. In addition the *Banda/Jerbo* case is currently under preparation for the trial hearing to commence on 5 May 2014.

85. In *Katanga and Ngudjolo Chui*, on 21 November 2012 the Trial Chamber decided to sever their cases pursuant to Regulation 55 of the Regulations of the Court. On 18 November 2012, the Chamber acquitted Mr. Ngudjolo Chui. This decision is currently under appeal. In *Katanga* a final judgment pursuant to article 74 of the Statute is currently expected to be rendered towards the end of the current year, with the possibility of

³⁴ Approved Programme Budget for 2013 of the International Criminal Court, 1 March 2013, para. 76.

³⁵ The judge elected in November 2013 will replace Judge Anthony Carmona, who resigned from the Court on being elected President of Trinidad and Tobago. One judge elected in 2012 has yet to be sworn in and assigned to a Division.

associated decisions on sentencing and reparations. No provision has therefore been made for the continuation of this case at trial level in 2014.

86. In *Bemba*, the Trial Chamber is expected to continue hearing the defence evidence until late 2013. At this stage, it is expected that the Chamber will issue an article 74 judgment at the beginning of the second quarter of 2014, with possible sentencing and reparations proceedings following thereafter. Provision has been made under judges' costs for an extension of the presiding judge's term by four months. Provision also needs to be made for limited GTA staff resources to support the completion of the proceedings.

87. Provision has been made for trial proceedings in 2014 in the case of *Ruto and Sang* following Trial Chamber V(a)'s decision of 3 June 2013 setting the trial commencement date of 10 September 2013. Likewise, provision has been made for the continuation of trial proceedings in the *Kenyatta* case following the planned opening of trial hearings on 12 November 2013.³⁶ Additional GTA resources have been required during 2013 to prepare the cases for trial. Provision needs to be made for similar additional resources throughout 2014 to assist the two *Kenya* trial chambers during the trial hearings.³⁷

88. In *Banda/Jerbo*³⁸ provision has been made for a continued trial preparation phase followed by hearings commencing on 5 May 2014, following the Trial Chamber's decision of 6 March 2013 setting the trial date.

Current staffing

89. The regular staffing of the Trial Division comprises the posts of one P-4 Legal Adviser, seven P-3 Legal Officers assigned to assist the judges,³⁹ one P-2 Associate Legal Officer and one GS-OL Research Assistant, as well as three GS-OL Administrative Assistants.

90. While some staff resources should be released through the termination of the *Katanga* trial at the end of 2013, this is likely to be largely offset by the need to support the trial hearing phase of *Banda*, as well as the potential need to support a trial preparation phase of *Gbagbo* and/or *Ntaganda* in the second half of the year. It remains clear from experience in the recent past that, in order to avoid procedural delays in cases with multiple accused, large volumes of evidence or large numbers of victims' applications, there will be a recurring need for additional staff resources, and that given the increased overall workload the Trial Division will require the flexibility of GTA funding above the level of the additional resources approved for 2013.

General temporary assistance

91. *Recurrent.* As in previous years, twelve months of GTA resources at the P-3 level will continue to be necessary for flexible deployment in order to ensure the efficient and expeditious conduct and conclusion of cases before the Trial Chambers and to avoid backlogs of work, leading to the unnecessary prolongation of proceedings.

92. In addition, the Trial Division will face two trials of unprecedented complexity in the *Kenya* situation, which will be heard before separate Chambers.⁴⁰ Continuation of resources comparable to those already requested in the Court's 2013 proposed programme budget for the two *Kenya* cases will be essential, with some grading adjustments to accommodate the creation of separate Chambers for the two trials during 2013. Each of the

³⁶ See Public redacted version of 'Decision on commencement date of trial', ICC-01/09-02/11-763-Red, issued by Trial Chamber V(b) on 20 June 2013.

³⁷ See Presidency Decision constituting Trial Chamber V(a) and Trial Chamber V(b) and referring to them the cases of *The Prosecutor v. William Samoei Ruto and Joshua Arap Sang and The Prosecutor v. Uhuru Muigai Kenyatta*, ICC-01/09-01/11-745 of 21 May 2013.

³⁸ On 23 April 2013, the defence for Mr. Saleh Mohammed Jerbo Jamus, Mr. Banda's co-accused, filed the "Public Redacted Version of 'Defence Notification of the Death of Mr. Saleh Mohammed Jerbo Jamus' submitted on 21 April 2013".

³⁹ The post of the seventh P-3 legal officer would normally be assigned to the judge whose swearing-in and assignment to a division is still outstanding. In practice the staff member concerned is not currently available to the Division since she is serving for two years as full-time President of the Staff Union Council. The placement of this resource in the Trial Division reflects the current heavy workload of the division.

⁴⁰ Presidency Decision constituting Trial Chamber V(a) and Trial Chamber V(b) and referring to them the cases of *The Prosecutor v. William Samoei Ruto and Joshua Arap Sang and The Prosecutor v. Uhuru Muigai Kenyatta*, ICC-01/09-01/11-745 of 21 May 2013.

two Chambers will require 24 months of P-2 Associate Legal Officer resources for support purposes, and in order to ensure the efficient and expeditious conduct of proceedings during 2014. Accordingly, a total of 48 months of GTA resources at the P-2 Associate Legal Officer level will be required.⁴¹

93. Further, given that the staff supporting two of the three judges in the *Bemba* case are working simultaneously on other cases, additional support amounting to eight months of GTA resources at P-2 level (representing two GTA P-2 resources for the duration of four months each) will be required to avoid several months' delay in concluding the trial stage of the case.⁴²

94. Lastly, regarding the forthcoming *Banda/Jerbo* trial, 12 months each of GTA resources at P-2 and P-3 level respectively will be necessary in order to ensure adequate final preparation of the trial, as well as efficient support during the ensuing hearing.

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

96. It needs to be stressed that the resources requested represent the absolute minimum required to run the various trial proceedings efficiently and effectively, based on the current assumptions and estimated sequencing. Should the workload arising from current cases turn out to be significantly higher than can currently be reasonably expected, or should the necessity to hold trial hearings in parallel arise, the Trial Division may have to request additional resources from the Contingency Fund.

Appeals Division

97. The Appeals Division is composed of five judges, one of whom is the President of the Court. The principal statutory function of the Appeals Chamber is to hear interlocutory appeals against decisions of the Pre-Trial and Trial Chambers made in the course of proceedings, and final appeals against decisions on acquittal or conviction and sentence, and potentially reparations at the end of a trial. Final appeals involve a substantially greater workload than interlocutory appeals, as the entirety of the trial proceedings may have to be reviewed, and additional evidence may have to be assessed.

Activity assumptions

98. In 2012, the Appeals Chamber decided eleven interlocutory appeals and similar proceedings arising from the cases of *Bemba*, *Mbarushimana*, *Ruto et al.*, *Muthaura et al.*, and *Gaddafi*, as well as the situation in Kenya; two interlocutory appeals arising from the cases of *Ngudjolo Chui* and *Banda/Jerbo* were discontinued. Between 1 January and 24 June 2013, four interlocutory appeals and similar proceedings were lodged before the Appeals Chamber. It is anticipated that in 2014 the overall number of interlocutory appeals will remain at approximately the same level as in recent years. It may rise if there are additional situations and cases before the Court.

99. Furthermore, in 2012 the first final appeals were filed before the Appeals Chamber in the *Lubanga* and *Ngudjolo Chui* cases. The length of these proceedings is difficult to predict, as these are the first appeals to be heard by the Appeals Chamber. However, it may be noted that, on average, it takes the Appeals Chambers of the ICTY and ICTR – which have a developed practice on final appeals, and where many legal issues have been settled

⁴¹ For the particular tasks carried out by the requested staff resources, reference is made to the Court's Contingency Fund notification in the situation in the Republic of Kenya of 1 June 2012.

⁴² Additional resources required as Special Service Agreement funds (one person for four months) will be taken from the general budgetary provision.

through jurisprudence – 79 weeks from the filing of the appeal brief (the equivalent of the document in support of the appeal at the Court) and the delivery of the judgment on appeal.

100. Accordingly, based on the experience at the ICTY and ICTR, and given also that these will be the first final appeals at the International Criminal Court, it is assumed that the Appeals Chamber will continue to hear the *Lubanga* and *Ngudjolo Chui* final appeals at least until the early months of 2014. In addition, it is expected that the final decisions of the Trial Chambers in the *Bemba* and *Katanga* cases will be appealed in 2014, including any decisions on sentencing and reparations.

101. The overall workload of the Appeals Chamber in 2014 will be at least as high as in 2013.

Current staffing

102. The staff of the Appeals Division comprises one P-4 Legal Adviser, five P-3 Legal Officers, one P-2 Associate Legal Officer, one GS-OL Research Assistant and two GS-OL Administrative Assistants.

General Temporary Assistance

103. *Recurrent.* The Appeals Chamber organizes its legal staff on a team basis. The teams are coordinated by the Legal Adviser. A team of at least three P-level staff members is assigned to each final appeal; in addition, separate teams for interlocutory appeals are composed, which should comprise at least two P-level staff members. In light of the anticipated timing of the decisions of the Trial Chambers in the *Katanga* and *Bemba* cases as well as on-going appeals work on the *Lubanga* and *Ngudjolo Chui* cases, it is expected that proceedings in the various final appeals will need to proceed in parallel. Given the assumptions for the workload in 2014, at least eight P-level staff are required to cover final and interlocutory appeals.

104. As a result, just as for the 2013 approved programme budget, the Appeals Division will require 24 months of GTA at the P-3 level to cover the workload arising from the proceedings conducted partly in parallel in the final appeals in the *Lubanga*, *Katanga*, *Ngudjolo Chui* and *Bemba* cases, over and above the workload generated by interlocutory appeals.

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

106. It must be underlined that it is currently unclear how much work the final appeals arising from the *Katanga* and *Bemba* cases will ultimately generate. This depends, *inter alia*, on the outcome of those trials and on the number and complexity of the grounds of appeal raised by the eventual appellants. Should the workload arising from those appeals be significantly higher than expected, the Appeals Division may have to request additional resources from the Contingency Fund.

Other Chambers staff resources

Consultants

107. A provision of €10,000 is made for additional contractual resources in Chambers to provide assistance during peak periods of activity. These additional individual contractors' resources will allow Chambers to efficiently handle the increased workload during such periods by hiring contractors at short notice for relatively short periods in order to carry out urgent work during peak periods of activity in the divisions and chambers.

108. Contractors hired on this basis are usually used for periods of a few weeks or months for the following tasks:

- (a) assessment of victim participation requests;
- (b) classifying of evidence;
- (c) assessment of redactions; and
- (d) drafting of witness statement summaries.

109. In particular, the increasing workload generated through the Court's victim participation mandate, as well as the Trial Chambers' efforts to achieve time efficiencies in the proceedings, generate brief periods of substantially increased workload, which can be met most efficiently through contracted resources.

110. Should other unexpected needs arise every effort will be made to absorb related additional expenses within the 2014 budget before resorting to alternative funding.

Non-staff resources

Training

111. *Recurrent.* Chambers provides funding for specialized training opportunities for its staff, mindful that training with a view to enhancing the specialist expertise of its staff will directly contribute to the achievement of the Judiciary's strategic goals.

112. As in previous years, the Judiciary envisages training programmes aimed at the strengthening of capacities and expertise in relation to specialized legal matters for Chambers staff, specifically in the areas of international humanitarian law, international criminal law and human rights law. This is to ensure that Chambers staff are fully aware of any relevant developments in these areas. This may include organizing or attending specialized courses on subjects such as command responsibility, humanitarian law, the jurisprudence of the international human rights mechanisms, judicial review techniques and new developments such as the handling of electronic or digital evidence. Training is tailored to the specific professional needs of Chambers staff, with a view to helping them to work as effectively and efficiently as possible. In addition to specialized legal training, Chambers staff may also attend training aimed at improving their overall efficiency, such as speed reading, legal drafting and language courses.

Travel

113. In accordance with the recommendations of the Committee, as endorsed by the Assembly, the budgetary provision for judges' travel has been included in the Presidency's budget.⁴³ The amount assigned to the travel of the judges not part of the Presidency reflects the funds estimated for meeting the expenses associated with judges' travel to conferences, workshops or any other essential events on Court-related topics.

114. There is no provision for any site visit in 2014.

Hospitality

115. *Recurrent.* A provision of €1,000 has been included in the Chambers budget to cover necessary hospitality costs associated with visits to judges by diplomatic and other important visitors, such as renowned legal scholars and personalities from the international legal community.

⁴³ *Official Records ... Ninth session ... 2010* (ICC-ASP/9/20), vol. I part II.E. and vol. II part B.2.D.1, para. 83.

Table 12: Expected results, performance indicators and target for 2014

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2014</i>
Objective Pre-Trial Division: Ensure fair, transparent and expeditious pre-trial proceedings, while further refining legal standards through well-developed jurisprudence and encouraging the development of standardized processes (SG 1.1). Guarantee the rights of the defence to a fair and impartial trial and ensure adequate and meaningful participation and representation of victims (SG 1.4 and 1.5).	<ul style="list-style-type: none"> > Shorten time lines between the first appearance of a suspect and the confirmation of charges hearing through: <ul style="list-style-type: none"> - close monitoring of the disclosure process and imposing strict deadlines especially on the Office of the Prosecutor; - ensuring that requests for redactions are presented in a timely and orderly manner by the Office of the Prosecutor to ensure expeditious treatment by the Chamber; and - streamlining the handling of victim applications for participation including through the implementation of an appropriate collective application process. > Prepare cases for trial in the most efficient way and, to this end; <ul style="list-style-type: none"> - define precisely the scope of the cases to be sent to trial so that charges not supported by sufficient evidence are not confirmed; - ensure the case file is assembled in the best form to meet the needs of Trial Chambers; and - shorten timelines between confirmation of charges decision and transfer of case file to the Trial Chamber. > Enhance the sharing of information among Pre-Trial Chambers in order to develop more efficient practices and common standards; > Positively affect proceedings at the trial stage by, where possible, resolving issues at the pre-trial stage; > Ensure that cases not supported by sufficient evidence are not sent to trial in order to achieve judicial economy and preserve the accused's rights; > Standardize, to the extent possible, Pre-Trial Chambers' approach on victim participation in pre-trial proceedings; and > Support Court "lessons-learned" exercise based on pre-trial experience. 	Full implementation.
Objective Trial Division: Ensure fair, transparent and expeditious trial proceedings, while further refining legal standards through well-developed jurisprudence and encouraging the development of standardized processes (SG 1.1). Guarantee the rights of the defence to a fair and impartial trial and ensure adequate and meaningful participation and representation of victims (SG 1.4 and 1.5).	<ul style="list-style-type: none"> > Related to the proceedings: <ul style="list-style-type: none"> - Issue decisions within agreed time-frame; - Streamline handling of victim applications for participation in cooperation with the Registry; and - Support "lessons-learned" exercise based on trial experience (particularly those trials that have concluded) with a view to establishing what practices or procedures of the Trial Division may be amended in order to promote more efficient proceedings. > Related to the internal structure: <ul style="list-style-type: none"> - Maintain, as far as possible, flexible work patterns through multiple assignment of legal officers and other legal staff to different cases; - In consultation with the Registry, ensure that the Trial Chambers have full access to the procedures, practices and decisions that are adopted in each of the individual cases; - Enhance sharing of practices among Trial Chambers; and - Ensure that the lines of communication with the relevant sections of the Registry are maintained; > Further enhance cooperation and communication with Pre-Trial Division in matters of mutual concern, in particular regarding the transfer of case files from the Pre-Trial Chambers. 	Full implementation.
Objective Appeals Division: Conduct fair, effective, and expeditious interlocutory and final appeals in accordance with the Rome Statute in accordance with high legal standards, ensuring full exercise of the rights of all participants. (SG 1.1, 1.4, 1.5)	<ul style="list-style-type: none"> > Issue decisions and judgments on interlocutory appeals within agreed time frame; > Progress on work on final appeals within agreed time frame; > Adoption, and where necessary review, of working methods for the disposal of the first final appeals; > Preparation and anticipation of procedural and administrative issues in order to guarantee time-efficiency while respecting the rights of the parties; > Monitor working methods for interlocutory appeals and revise, if necessary, in particular in light of experience with hearing interlocutory appeals at the same time as final appeals; > Use of internal standard operating guidelines to ensure (time-)efficient disposal of interlocutory and final appeals; and > Use of internal data bases to establish coherent Appeals Chamber jurisprudence on recurrent issues. 	Decisions and judgments issued on time; Work progressed on time; and Working methods for appeals monitored throughout the year.

Table 13: Programme 1200: Proposed budget for 2014

1200 Chambers	Expenditure Budget 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Judges	4,879.4		4,879.4	398.6	5,278.0	4,661.4		4,661.4	3,807.6		3,807.6	-853.8	-18.3
Professional staff						2,139.3	509.2	2,648.5	2,150.4	516.0	2,666.4	17.9	0.7
General Service staff						533.9	200.2	734.1	544.4	204.2	748.6	14.5	2.0
<i>Subtotal staff</i>	2,288.0	561.3	2,849.3		2,849.3	2,673.2	709.4	3,382.6	2,694.8	720.2	3,415.0	32.4	1.0
General temporary assistance	143.4	529.3	672.7	218.7	891.4		920.5	920.5		1,225.2	1,225.2	304.7	33.1
Temporary assistance for meetings													
Overtime													
Consultants						10.0		10.0	10.0		10.0		
<i>Subtotal other staff</i>	143.4	529.3	672.7	218.7	891.4	10.0	920.5	930.5	10.0	1,225.2	1,235.2	304.7	32.7
Travel													
Hospitality		0.1	0.1		0.1	1.0		1.0	1.0		1.0		
Contractual services													
Training						18.0		18.0	18.0		18.0		
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal non-staff</i>		0.1	0.1		0.1	19.0		19.0	19.0		19.0		
Total	7,310.8	1,090.7	8,401.5	617.3	9,018.8	7,363.6	1,629.9	8,993.5	6,531.4	1,945.4	8,476.8	-516.7	-5.7
Distributed maintenance	84.7	28.0	112.7		112.7	77.9	27.0	104.9	128.6	7.8	136.4	-7.8	-6.9

Table 14: Programme 1200: Proposed staffing for 2014

Chambers		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic							18	2		20		8	8	28
	Situation-related					1	2		1		4		3	3	7
	<i>Subtotal</i>					1	2	18	3		24		11	11	35
New	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total						1	2	18	3		24		11	11	35

3. Programme 1300: Liaison Offices

Introduction

116. In line with Resolution ICC-ASP/9/Res.4, IX, of the Assembly, no resources have been allocated to the African Union Liaison Office in the 2014 proposed programme budget (see further annex IX below).

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

118. As judicial, investigative and preliminary examination activities progress, the Court has gained increasing prominence on the United Nations agenda. On an almost daily basis, the work of the Court is discussed by the United Nations General Assembly, the Security Council and other bodies in diverse contexts, including under situation-specific and thematic agenda items. The NYLO, through constant interaction and engagement with key players in these decision-making organs, seeks to ensure that the mandate and work of the Court is respected. The NYLO is administratively supported by the Presidency, but serves and represents all Organs of the Court, providing them with logistical and other practical support for their various activities at the UN, in particular when (as in 2014) sessions of the Assembly are held in New York. It also provides logistical support to the meetings of the Assembly, its Bureau and the Bureau's New York Working Group. Furthermore, the NYLO disseminates information and updates reports from the Court to the United Nations community in New York, to keep them abreast of relevant developments within the Court.

119. More specifically, NYLO has direct responsibility for the exchange of information between the Court and the United Nations Secretariat; for organizing and facilitating visits and meetings between Court officials and United Nations officials and representatives from Permanent Missions in New York; for maintaining close contact with Permanent Missions and other civil society organs based in New York; for monitoring discussions at relevant UN meetings; for analyzing UN reports relevant to the work of the Court; for disseminating relevant information on the Court to the Organization and to Permanent Missions in New York; for building networks through sustained and continuous personal contacts with key officials; and for relaying requests from the Court to the Organization and vice-versa, and making the necessary follow-up to ensure implementation. It is the first contact point for enquiries by States (both Parties and non-Parties) represented in New York. Further, the Head of Office attends meetings of the Bureau on behalf of the Court.

Objectives

1. Develop the Court's worldwide support by further strengthening the trust, cooperation and commitment of States, international and regional organizations, NGOs and other key partners and stakeholders (SG 3.2); and
2. With States Parties, encourage and support further accessions to the Rome Statute with the ultimate goal of universality (SG 3.5).

Table 15: Expected results, performance indicators and target for 2014

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2014</i>
Objectives 1 and 2	<ul style="list-style-type: none"> – Pursue all requests of the Court for cooperation with relevant interlocutors at United Nations Headquarters until completion of requests; 	100% implementation rate.
Encourage recognition and strengthened support of the Court.	– Organize briefings or other relevant events for States in New York;	4 briefings/events.
	– Provide support to visiting Court officials;	8-12 visits.
	– Monitor and participate in relevant United Nations meetings, follow up on items bilaterally and provide regular reports to the Court;	Weekly/daily reports as necessary.
	– Provide input for United Nations reports and resolutions on Court-related subjects;	Provide input for 5-10 resolutions/reports.
	– Disseminate information about the Court to States, the UN and other organizations affiliated with the UN;	
	– Participate and intervene in seminars and discussions on Court-related subjects;	5 seminars/ workshops.
	– Provide logistical support to the Assembly, its Bureau and the New York Working Group; and	15-20 meetings.
	– Provide logistical and administrative support to the Organs of the Court during the thirteenth Assembly Session.	100%.

Staff resources

Current staffing

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

Non-staff resources

121. Recurrent. A provision of €86,000 is made for NYLO running costs, including the rental of the office space, basic office supplies and other expendable materials required for the Office. This amount also covers travel, general operating expenses, supplies, hospitality and contractual services.

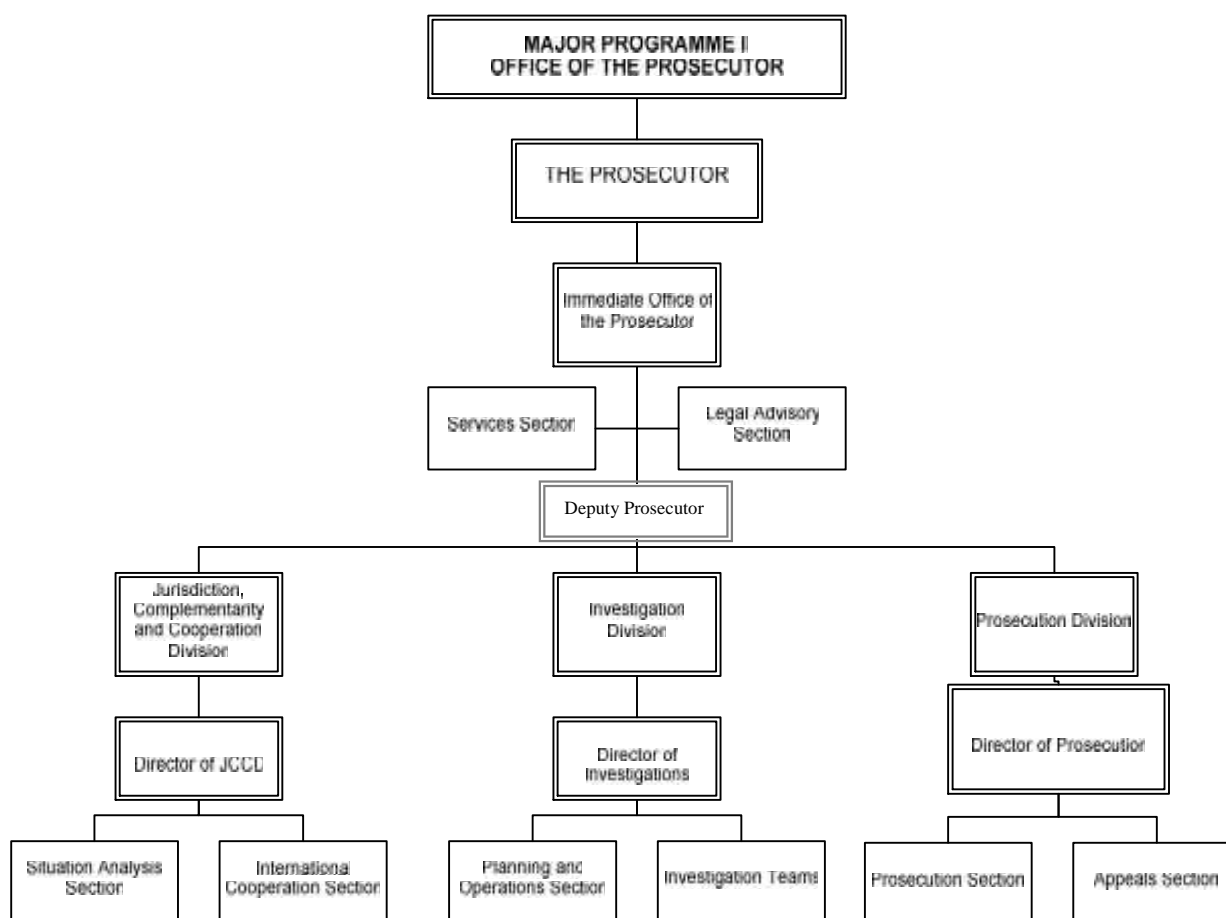
Table 16: Programme 1300: Proposed budget for 2014

1300 Liaison Offices	Expenditure Budget 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2013 vs 2014	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Judges													
Professional staff						154.4		154.4	169.9		169.9	15.5	10.0
General Service staff						83.7		83.7	64.6		64.6	-19.1	-22.8
<i>Subtotal staff</i>	<i>259.4</i>		<i>259.4</i>		<i>259.4</i>	<i>238.1</i>		<i>238.1</i>	<i>234.5</i>		<i>234.5</i>	<i>-3.6</i>	<i>-1.5</i>
General temporary assistance													
Temporary assistance for meetings													
Overtime													
Consultants													
<i>Subtotal other staff</i>													
Travel	3.6		3.6		3.6	8.8		8.8	7.6		7.6	-1.2	-13.6
Hospitality						1.0		1.0	1.0		1.0		
Contractual services incl. training						5.0		5.0	5.0		5.0		
Training													
General operating expenses	35.3		35.3		35.3	63.3		63.3	67.4		67.4	4.1	6.5
Supplies and materials	1.2		1.2		1.2	5.0		5.0	5.0		5.0		
Furniture and equipment													
<i>Subtotal non-staff</i>	<i>40.1</i>		<i>40.1</i>		<i>40.1</i>	<i>83.1</i>		<i>83.1</i>	<i>86.0</i>		<i>86.0</i>	<i>2.9</i>	<i>3.5</i>
Total	299.5		299.5		299.5	321.2		321.2	320.5		320.5	-0.7	-0.2

Table 17: Programme 1300: Proposed staffing for 2014

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

B. Major Programme II: Office of the Prosecutor



Introduction

122. In this budget proposal, the Office of the Prosecutor (“OTP”, or “the Office”) is seeking an increase in resources to enhance the quality and efficiency of its work. However, it is proposed that this increase be phased in over the next four years, and the proposed programme budget for 2014 has been moderated accordingly. Even with respect to 2014, the increase is phased in to take account of the time actually required to engage new staff.

123. This phased increase in resources is necessary to enable OTP to improve its capacity to conduct high-quality examinations, investigations, and prosecutions. Phasing in resources over a period of several years offers a sensible and more affordable way to enhance OTP capacities.

124. The examination of information on crimes within the jurisdiction of the Court and the conduct of investigations and prosecutions are the OTP’s core responsibilities. The Office has learned from past experiences and is adjusting its plans and methods to meet fresh challenges. To achieve success in future, however, there must be an investment of more resources now.

125. The two key concepts in the OTP Strategic Plan for 2013-15 are “quality” and “efficiency”, as these concepts relate to all of the operations of the Office.

126. Emphasis is put on the initial investment of sufficient resources to develop cases as fully as possible even before engaging the judicial process. The aim is to be as “trial-ready” as possible by the time the OTP comes to the hearing for confirmation of charges. This should allow the Office to move speedily to trial following confirmation, thus reducing delays and costs. Moreover, careful planning and investment of sufficient resources at the outset should ensure that a successful outcome in the eventual trial proceedings is obtained.

127. A phased-in increase of resources has become necessary for the following reasons:

(a) The rotational model on which the OTP has operated, by which limited resources are shifted around from case to case as they are most urgently needed, can no longer be sustained if successful prosecutions are to be achieved;

(b) In order to achieve positive outcomes in trial proceedings, greater resources must be invested at the outset of investigations, so that the Prosecution is as close as possible to being "trial-ready" by the time of confirmation of charges;

(c) The response of the Pre-Trial and Trial Chambers to the cases the Prosecution has presented suggests that they are demanding more of the OTP than it was possible to generate with smaller, more focused investigations employing limited resources;

(d) Even where an investigation is put into "hibernation", on account of the non-execution of an arrest warrant, for example, there is still a need for some level of investigative activity, to maintain contact with witnesses and follow up on leads; and

(e) Information management has become a major undertaking, since a great volume of material from a wide variety of sources must be collected, registered, analyzed, disseminated within the OTP, and disclosed to the defence.

128. Current staffing levels are insufficient to meet all these demands. The rotational model that has been the basis of the OTP's method of operation is overstretched. The OTP was initially set up to support two teams engaged in parallel investigations. Over time these two simultaneous investigations have increased to seven. However, this stepped-up activity was absorbed without any real increase in resources, by reducing the team size per case and by delaying needed investigative activities. Such strategic decisions were justified at the time by the need for the Court to secure results without delay, to respond to the need for the Court's intervention and to respond to the request from States Parties to avoid requests for budget increases in light of the economic constraints facing governments.

129. The OTP's approach still envisages a flexible ability to apply resources where they are most urgently needed, as a function of their best use. However, the OTP has surpassed the limit of its ability to operate on the basis of the rotational model, shifting resources around from one situation to another to meet demands. The efficacy of this operational model is exhausted.

130. The OTP will, of course, continue to seek cost savings and efficiencies in its operations including:

- (a) through close cooperation with the Registry;
- (b) by strengthening information management systems;
- (c) by fulfilling disclosure obligations to the defence and the Chambers with greater efficiency, in order to avoid delays and help the Chambers ensure that pre-trial and trial proceedings are expeditious and fair;
- (d) by implementing lessons learned from past experience;
- (e) through cooperation with the Court's Office of Internal Audit to enhance compliance with rules governing key features of the OTP's operations; and
- (f) by strengthening the capacity of the Joint Teams to become high-performance teams operating to a high level of skill and efficiency.

131. In making a request for increased resources, the OTP does so on the basis of transparency and accountability. Any increase in resources is justified on the basis of a reasonable, common sense assessment of the performance goals the OTP has set. This is in line with the concept of performance-based budgeting that places a premium on achieving results through the application of the governing concepts of quality and efficiency.

132. The capacity of the OTP to perform to a high standard may be enhanced in a number of complementary ways, namely:

- (a) acquisition of sufficient resources;
- (b) recruitment and development of skilled, committed staff;
- (c) staff training to develop excellence and create a cohesive culture;

- (d) effective performance management; and
- (e) creation of a productive work environment.

133. Whilst resources form only one part of the equation, they are the most critical success factor at this stage for the improvement of the quality and efficiency of the work and they constitute therefore the focus of this budget proposal. The other elements impacting on quality and efficiency are addressed in the OTP strategic plan 2013 – 2016. Without increased resources, the OTP cannot achieve the success that it hopes for, and that victims, affected communities, and the international community expect.

134. The proposed budget of the Office of the Prosecutor for 2014 of €35.74 million represents a 26.5 per cent increase over 2013. The requested increase is consistent with what has been pointed out by several independent observers,⁴⁴ namely that the Office needs to devote greater time and resources to its investigations from the outset. The capability of the Office to deliver results requires not only an expansion in the number of investigators on a given team, but also investments in specialized units and in expertise and technologies that may contribute to evidentiary collection and preparation of cases for prosecution.

135. The main structural change adopted by the Office - the appointment of the new Deputy Prosecutor - took effect in March 2013. The three Divisions of the OTP, namely Investigation (ID), Jurisdiction Complementarity and Cooperation (JCCD), and Prosecution (PD) now report to the Deputy Prosecutor. This enhances the strategic coordination of the Office. In order to ensure parity of roles and responsibilities, a new D-1 position is foreseen for the Prosecution Division in the 2014 budget. The Director will have strategic and operational responsibilities similar to those of his/her equivalent in ID and JCCD. Policies and strategies will only be refined to the extent necessary to increase efficiencies in working practices as in previous years.

136. Year on year, the Office has increased its level of activities, peaking at 18 cases in eight different situations in 2013. The Office achieved this without any increase in the number of staff. While this approach had its benefits in terms of overall cost, the drawbacks to limiting staff numbers have recently appeared to be substantial in terms of the difficulty in reaching the necessary evidentiary depth in all the concurrent cases managed by the OTP.

137. The Office has therefore decided to focus more intensively on fewer cases. Thus, the number of active investigations foreseen in the assumptions for the 2014 proposed programme budget is reduced from seven to five. More resources⁴⁵ are now to be allocated to the specific teams for these five investigations.

138. The Office will deploy resources for the preparation and execution of trials, including the required investigative activities. It will retain limited capacity for completed cases, to cover appeals and/or implementation of an adequate exit strategy for the witnesses concerned. And finally it also deploys resources to cover an increasing need for Art. 70 investigations.

139. The other investigations will be put or left in hibernation, with limited resource capability being assigned to perform the necessary activities to preserve evidence and leads and to contact and protect witnesses. The goal is to ensure that the cases in question are always kept updated, so that they can be swiftly resumed if necessary, and dedicated teams can restart operations effectively.

⁴⁴ In addition to the recommendations included in the inter-organ review performed by Pricewaterhouse Coopers, the Office has received similar comments and advices from other independent sources/parties it has engaged discussion with regarding staffing needs for effective operations (e.g.: Meeting organized by the Open Society Foundation in Amsterdam in June, 2013).

⁴⁵ A detailed capacity planning exercise has been performed in the OTP. Based on the activities that must be performed to achieve the expected investigative results, a dedicated joint team has been estimated to require 16 investigators and analysts, 7.5 lawyers and one international cooperation adviser (all figures in FTE). This level of resources is still lower than that implemented by similar institutions (e.g.: ICTY deployed between 20 and 30 investigators – excluding lawyers and other supporting functions - per case; in many national judicial systems, more than 35 investigators can be allocated to a single criminal case). In terms of resource-intensity, the investigative phase is the one that absorb the highest number of resources, with the greatest contribution coming from ID, as one would expect. Once the case enters the trial phase, PD allocates more resources, while ID significantly reduces its involvement. In total, however, the trial phase requires fewer resources than the investigative one. Finally, hibernation is the least demanding status in terms of OTP resources.

140. The number of preliminary examinations foreseen in the proposed budget assumptions is eight. Preliminary examinations are an extremely useful way the Court and the OTP in particular has to prevent the commission of crimes or the continuation of such crimes through direct interaction with local affected States. Preliminary examinations are critical for deciding on and laying the ground for new investigations. In addition, they have a preventive impact and can serve to foster domestic complementarity efforts.

141. The Jurisdiction Complementarity and Cooperation Division (JCCD) has kept its staff substantially at the very same level it had when the Court was established. The number of examinations performed in any given year, however, has increased from three to eight. This has caused the Office to adopt a sub-optimal “stop-go” approach. Since it is impossible to conduct all the examinations simultaneously, situations have been analyzed by one analyst for a period and then put in a dormant state - where only the absolutely necessary tasks are performed - to allow the same staff to work on another situation.

142. This approach risks limiting the preventive impact that preliminary examinations can have in ongoing conflicts or crisis situations. Effective complementarity in large part depends on the capability of the Office to devote continuous attention for domestic investigation and prosecution. JCCD’s activities in this respect are also a cost effective way of dealing with (and avoiding) potential future investigations that imply much higher costs. Strengthening this area can thus be seen as an investment with tangible pay-off.

143. The number of established posts in the Office remains unchanged in 2014, with the exception of the new post of Director of Prosecution. All the additional capacity to fulfill the needs of the Office will have to be provided by GTA. This GTA capacity will give the Office the operational strength and flexibility it requires to undertake the foreseen investigations and support trial preparations and activities for the cases in Kenya, Darfur and Côte d’Ivoire, as well as the ongoing litigation and appeals in the DRC and Central African Republic cases. In addition, the Office continues to preserve the evidence and galvanize efforts for arrest in residual cases where arrest warrants have not been executed.

144. The Office bases its activities and strategy on five essential principles:

- (a) High-quality investigations and prosecutions;
- (b) A positive approach to complementarity;
- (c) Taking into account the interests of victims;
- (d) Maximizing the preventive impact, in particular through successful prosecution; and
- (e) Predictability and transparency through its policies and standards.

145. In this respect, the annual budget is maintained at a cost-effective level resulting from a policy of effective investigations and prosecutions under the Statute that seek to maximize the Court’s preventive impact by concentrating efforts on those who bear the greatest responsibility, as well as by encouraging national proceedings against lower-level perpetrators. In Uganda, the Office has cooperated and shared information with the national prosecutor in the investigation and prosecution of a lower-level LRA perpetrator. The office has also worked in close cooperation and coordination with the judicial authorities of the DRC, Rwanda, France and Germany in its investigation into the FDLR in the Kivus region of the DRC and has benefited from further assistance from the Norway and Netherlands War Crimes Units. Additionally, the Office has shared expertise, contributed to training and provided assistance to the DRC judicial authorities in charge of investigating crimes under the Court’s jurisdiction alleged to have been committed in North Kivu.

146. Building and maintaining support networks for cooperation with States, inter-governmental and non-governmental entities is another key aspect of the Office’s activities, as it seeks to enhance cooperation by urging States to streamline national internal processes for handling requests for cooperation. Such enhanced cooperation greatly facilitates the Office’s work and reduces costs.

147. Integration and increased standardization of the Office has been achieved through the Office Operations Manual, which has codified all aspects of the Office’s working

methods and procedures. The Manual is constantly updated to incorporate best practices and the experience acquired through lessons learned exercises.

Table 18: Changes in OTP budget and staff allocation per situation

<i>Budget in euros (# cases)</i>	<i>Operational Support</i>	<i>Uganda</i>	<i>DRC</i>	<i>Darfur</i>	<i>CAR</i>	<i>Kenya</i>	<i>Libya</i>	<i>Côte d'Ivoire</i>	<i>Mali</i>
2009 approved	5,012,700 (9 cases)	898,900 (1 case)	6,124,300 (4 cases)	4,590,500 (3 cases)	4,206,300 (1 case)	N/A	N/A	N/A	N/A
2010 approved	5,539,200 (11 cases)	903,800 (1 case)	6,655,400 (5-6 cases)	4,121,400 (3 cases)	4,794,700 (1-2 cases)	N/A	N/A	N/A	N/A
2011 approved	6,245,900 (13 cases)	341,800 (1 case)	5,510,800 (5 cases)	2,288,200 (4 cases)	2,122,300 (1 case)	5,026,900 (2 cases)	Contingency Fund ⁴⁶ 2,225,800 (2 cases)	N/A	N/A
2012 approved	5,101,400 (17 cases)	106,500 (1 case)	5,643,900 (6 cases)	2,300,000 (4 cases)	1,444,500 (1 case)	5,044,500 (2 cases)	1,523,900 (2 cases)	Supp. Budget 1,524,000 (1 case)	N/A
2013 approved	7,614,500 (18 cases)	158,400 (1 case)	4,280,400 (6 cases)	1,550,900 (4 cases)	1,620,300 (1 case)	3,855,200 (2 cases)	1,455,000 (2 cases)	2,880,700 (2 cases)	N/A
2014 proposed	8,825,600 (18 cases)	198,400 (1 case)	4,232,100 (5 cases)	1,076,600 (3 cases)	262,400 (1 case)	2,181,100 (2 cases)	361,100 (2 cases)	5,987,100 (2 cases)	4,821,400 (2 cases)

⁴⁶ Contingency Fund request for Libya situation resources for period May to December 2011.

Table 19: Major Programme II: Proposed budget for 2014

Programme II Office of the Prosecutor	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						3,664.9	12,677.8	16,342.7	4,159.8	12,533.0	16,692.8	350.1	2.1
General Service staff						1,179.3	2,852.2	4,031.5	1,071.2	2,955.2	4,026.4	-5.1	-0.1
<i>Subtotal staff</i>	<i>4,792.5</i>	<i>14,262.1</i>	<i>19,054.6</i>		<i>19,054.6</i>	<i>4,844.2</i>	<i>15,530.0</i>	<i>20,374.2</i>	<i>5,231.0</i>	<i>15,488.2</i>	<i>20,719.2</i>	<i>345.0</i>	<i>1.7</i>
General temporary assistance	401.5	5,357.7	5,759.2		5,759.2	38.8	5,111.2	5,150.0	93.5	11,702.3	11,795.8	6,645.8	129.0
Temporary assistance for meetings													
Overtime													
Consultants		17.0	17.0		17.0		81.0	81.0		86.9	86.9	5.9	7.3
<i>Subtotal other staff</i>	<i>401.5</i>	<i>5,374.7</i>	<i>5,776.2</i>		<i>5,776.2</i>	<i>38.8</i>	<i>5,192.2</i>	<i>5,231.0</i>	<i>93.5</i>	<i>11,789.2</i>	<i>11,882.7</i>	<i>6,651.7</i>	<i>127.2</i>
Travel	159.9	1,768.5	1,928.4		1,928.4	187.0	1,697.1	1,884.1	278.9	1,960.2	2,239.1	355.0	18.8
Hospitality	4.5		4.5		4.5	5.0		5.0	8.0		8.0	3.0	60.0
Contractual services	9.1	194.3	203.4		203.4	25.0	327.5	352.5	25.0	347.5	372.5	20.0	5.7
Training	20.6	19.8	40.4		40.4	23.9	32.0	55.9	35.0	65.0	100.0	44.1	78.9
General operating expenses		376.8	376.8		376.8		285.0	285.0		315.0	315.0	30.0	10.5
Supplies and materials	4.3	13.4	17.7		17.7	38.0	10.0	48.0	38.0	20.0	58.0	10.0	20.8
Furniture and equipment		31.7	31.7		31.7		30.0	30.0		50.0	50.0	20.0	66.7
<i>Subtotal non-staff</i>	<i>198.4</i>	<i>2,404.5</i>	<i>2,602.9</i>		<i>2,602.9</i>	<i>278.9</i>	<i>2,381.6</i>	<i>2,660.5</i>	<i>384.9</i>	<i>2,757.7</i>	<i>3,142.6</i>	<i>482.1</i>	<i>18.1</i>
Total	5,392.4	22,041.3	27,433.7		27,433.7	5,161.9	23,103.8	28,265.7	5,709.4	30,035.1	35,744.5	7,478.8	26.5
Distributed maintenance	145.2	680.1	825.3		825.3	133.5	656.3	789.8	220.5	188.4	408.9	-380.9	-48.2

Table 20: Major Programme II: Proposed staffing for 2014

Office of the Prosecutor											Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1						
Existing	Basic	1	2	2	6	8	4	6	2		31	1	15	16	47
	Situation-related				6	21	40	41	14		122		48	48	170
	<i>Subtotal</i>	<i>1</i>	<i>2</i>	<i>2</i>	<i>12</i>	<i>29</i>	<i>44</i>	<i>47</i>	<i>16</i>		<i>153</i>	<i>1</i>	<i>63</i>	<i>64</i>	<i>217</i>
New	Basic			1							1				1
	Situation-related														
	<i>Subtotal</i>			<i>1</i>							<i>1</i>				<i>1</i>
Redeployed/ Returned	Basic		-1			1									
	Situation-related					-1					-1				-1
	<i>Subtotal</i>		<i>-1</i>								<i>-1</i>				<i>-1</i>
Total	1	1		3	12	29	44	47	16		153	1	63	64	217

1. Programme 2100: The Prosecutor

Introduction

148. The programme of the Prosecutor comprises the Immediate Office, the Legal Advisory Section (LAS) (Sub-programme 2110) and the Services Section (Sub-programme 2120), which all assist the Prosecutor with the coordination of, and provision of services to, the operational divisions and Joint Teams. It is here that the policies of the Office are evaluated and consolidated. The Executive Committee (regulation 4.2 of the Regulations of the Office of the Prosecutor) advises the Prosecutor on strategic aspects of all operations and activities of the Office, and the Immediate Office acts as its secretariat.

149. Through the Executive Committee, the Prosecutor directs the major activities for achieving the objectives of the prosecutorial strategy with a minimum of resources and maximum accountability.

150. In this regard, the Immediate Office of the Prosecutor coordinates internal and inter-organ activities, ensuring a well-qualified and motivated staff through its human resources capability, as well as effective information sharing through its Public Information Unit.

151. The Legal Advisory Section responds to requests for legal advice from the Prosecutor and all operational divisions. The section's activities are instrumental in achieving the results of Objective 1. The Legal Advisory Section plays an important facilitating role in the establishment of the standards of the Office. It maintains on-line legal tools, commentaries and database for the Office. It coordinates the work of the roster of external legal experts and the academic module of the ICC-OTP extranet. The Legal Advisory Section is also responsible for the ongoing review of the regulatory framework of the Office. Any necessary amendments/revisions are implemented. LAS has the function of coordinating compliance in order to maintain quality control.

152. The Services Section provides high-quality and timely OTP-specific administrative, linguistic and technical services by adopting a flexible approach and by interfacing with the Registry to coordinate seamless common services, in a continuum of activities that is aimed at meeting clients' needs with minimum resources. The section's activities are instrumental in achieving Objective 2 results.

Objectives

153. The quality and efficiency of the OTP core activities are guaranteed through: a) the standards in the OTP Operations Manual, b) carefully planned and controlled implementation, including greater emphasis on quality control, and c) continuous improvement through lessons learned.

154. The Office goals contained in the OTP Strategic Plan are linked to the Court's broader strategic objectives. In particular, for Sub-programme 2100:

1. Conduct and implement an in-depth, "lessons-learned" review of judicial processes, focusing first on procedures in pre-trial and trial preparation and hearing stages, subsequently on conclusion of trials and appeals, consulting States Parties, parties/participants and other stakeholders as appropriate (SO 1.1.1);
2. Re-examine and adapt the structure, staffing and resources of the Court in the light of practical experience, promoting efficiency and effectiveness while ensuring the capacity to deliver the Court's mandates (SO 2.1.1);
3. Effective resource management and identification and implementation of possible further efficiency measures (SO 2.1.2);
4. Ensure high standards in recruitment (SO 2.2.1); and
5. Ensure compliance with the Court's Code of Conduct for Staff (SO 2.2.2).

Table 21: Expected results, performance indicators and target for 2014

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2014</i>
Objective 1.1.1		
Objective 2.2.2		
OTP Strategic Goal 6		
Ensure good governance and transparency:		
– Provision of legal advice, including, with regard to disciplinary matters, development of the OTP's internal regulatory framework;	Level of satisfaction of OTP clients with legal advice;	100% accuracy and satisfaction.
– Develop strategic policies;	Number of policies created;	At least 3.
– Update Operational Manual;	Percentage of annual updates;	>70%.
– Lessons learned concept institutionalized and percentage of lessons implemented Finalize the OTP Code of Conduct for Staff and ensure its alignment with the Court's Code of Conduct; and	Percentage of annual action points implemented;	At least 90%.
	Actual proportion of improvements/developments implemented;	>90%.
– Ensure Staff are informed about and are compliant with the Code of Conduct.	Percentage of staff informed about the Code; and	100%.
	Number of non –compliance issues.	Zero.
		OTP Compliance Framework defined and put into practice.
Objective 2.1.1		
OTP Strategic Goal 5.3		
Maintain a professional office with specific attention to performance management and measurement:		
– Enhance coordination with other Court's organs and streamline inter-organ processes;		
– Review internal processes to streamline work-flow and increase efficiency;	Resource savings; and	2% of previous cost of the process involved.
– OTP internal structure reviewed in order to increase its effectiveness and efficiency;	Percentage of errors and time lag.	Error rate <5%.
– Outcome measurements reviewed;		
– Overall performance measurement framework reviewed;		
– Link OTP strategy-budget-indicators established;		
– Workload and resource measurement reviewed; and		
– Risk management system formalized.		
Objective 2.2.1		
OTP Strategic Goal 5.2		
Maintain a professional office with a specific attention to staff quality and motivation:		
– Implement training programme for competency based interviews;	Number of staff trained;	At least 50%.
– Create and update a roster of qualified candidates for roles in the OTP;	Percentage of roles for which a list of candidates is available; and	>50% (to be increased year on year).
– In liaison with HR, delivery of the annual OTP training plan for staff;	Proportion of annual training plan implemented.	At least 70%.
– Recruitment and selection standards reviewed;		
– Career and development policy defined; and		
– Key working climate issues within OTP's control addressed.		

Table 22: Programme 2100: Proposed budget for 2014 (comprises combined figures for Sub-programmes 2110 and 2120)

2100 The Prosecutor	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						2,088.1	448.3	2,536.4	2,239.4	450.1	2,689.5	153.1	6.0
General Service staff						727.1	646.0	1,373.1	675.8	724.9	1,400.7	27.6	2.0
<i>Subtotal staff</i>	<i>2,587.9</i>	<i>1,121.2</i>	<i>3,709.1</i>		<i>3,709.1</i>	<i>2,815.2</i>	<i>1,094.3</i>	<i>3,909.5</i>	<i>2,915.2</i>	<i>1,175.0</i>	<i>4,090.2</i>	<i>180.7</i>	<i>4.6</i>
General temporary assistance	304.4	1,671.3	1,975.7		1,975.7	38.8	2,090.1	2,128.9	93.5	2,405.3	2,498.8	369.9	17.4
Temporary assistance for meetings													
Overtime													
Consultants		17.0	17.0		17.0		81.0	81.0		86.9	86.9	5.9	7.3
<i>Subtotal other staff</i>	<i>304.4</i>	<i>1,688.3</i>	<i>1,992.7</i>		<i>1,992.7</i>	<i>38.8</i>	<i>2,171.1</i>	<i>2,209.9</i>	<i>93.5</i>	<i>2,492.2</i>	<i>2,585.7</i>	<i>375.8</i>	<i>17.0</i>
Travel	79.2	223.5	302.7		302.7	63.5	349.3	412.8	119.6	358.2	477.8	65.0	15.7
Hospitality	4.5		4.5		4.5	5.0		5.0	8.0		8.0	3.0	60.0
Contractual services including training	9.1	121.0	130.1		130.1	25.0	217.5	242.5	25.0	237.5	262.5	20.0	8.2
Training	20.6	19.8	40.4		40.4	23.9	32.0	55.9	35.0	65.0	100.0	44.1	78.9
General operating expenses		0.1	0.1		0.1		10.0	10.0		30.0	30.0	20.0	200.0
Supplies and materials	4.3	13.4	17.7		17.7	38.0	10.0	48.0	38.0	20.0	58.0	10.0	20.8
Furniture and equipment		27.0	27.0		27.0		30.0	30.0		50.0	50.0	20.0	66.7
<i>Subtotal non-staff</i>	<i>117.7</i>	<i>404.8</i>	<i>522.5</i>		<i>522.5</i>	<i>155.4</i>	<i>648.8</i>	<i>804.2</i>	<i>225.6</i>	<i>760.7</i>	<i>986.3</i>	<i>182.1</i>	<i>22.6</i>
Total	3,010.0	3,214.3	6,224.3		6,224.3	3,009.4	3,914.2	6,923.6	3,234.3	4,427.9	7,662.2	738.6	10.7
Distributed maintenance	87.7	64.0	151.8		151.8	80.7	61.8	142.4	133.2	17.8	151.0	8.6	6.0

Table 23: Programme 2100: Proposed staffing for 2014

The Prosecutor												Total P-staff and above		Total GS staff	
		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1		GS-PL	GS-OL		
Existing	Basic	1				2	5	3	5	2	18	1	9	10	28
	Situation-related							1	2	2	5		11	11	16
	<i>Subtotal</i>	<i>1</i>				<i>2</i>	<i>5</i>	<i>4</i>	<i>7</i>	<i>4</i>	<i>23</i>	<i>1</i>	<i>20</i>	<i>21</i>	<i>44</i>
New	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic						1				1				1
	Situation-related														
	<i>Subtotal</i>						<i>1</i>				<i>1</i>				<i>1</i>
Total		1				2	6	4	7	4	24	1	20	21	45

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

155. The Office of the Prosecutor needs its own Public Information Unit (PIU) to address issues across all situations and cases. This includes explaining OTP strategies and policies in preliminary examinations, situation and case selection, explaining and providing updates on investigative activities and defending OTP positions and interests. These functions cannot be performed by the Registry, which has to maintain neutrality between prosecution and defence.

156. The unit is responsible for drafting action plans based on the overall public information strategic approach, including developing media strategies from the preliminary examination phase of a situation through to trial and beyond.

157. The PIU is responsible for delivering timely and accurate information to the public at large and target audiences, through various channels of communication, on Office of the Prosecutor positions. In order to do so, it develops and implements structures to ensure publicity of relevant OTP activities for national and international audiences.

158. Given the independence of the Prosecutor, the OTP's messages concerning investigation of cases before the Court may differ from messages issued by the Registry, both in terms of timing and content.

159. In light of the actual workload performed by the unit,⁴⁷ the reintegration into the Public Information Unit of the P-2 Public Information Officer who was transferred to PIDS in 2013 is requested.⁴⁸ The Office is mindful of the forthcoming inter-organ review of the Court's structure by PricewaterhouseCoopers. Therefore, the Office will come back to this point and discuss it with the Committee during the September 2013 session, and, if necessary, provide a corrigendum to this proposed budget to incorporate any necessary change in the staffing requests for the Unit.

General temporary assistance

160. Funds are requested as in previous years for twelve months of GTA at P-2 level to support ad hoc projects or anticipated peaks in workload in relation to the legal advisory capacity of the Office; this capacity remains essential to ensure full implementation and necessary review of the OTP Operations Manual.

161. As proceedings increasingly rely on electronic documents and correspondence, the Office's information environment is growing increasingly complex. The proper regulations and legal requirements regarding in particular electronic file management, information processing, evidence management and disclosure are a very sensitive and important feature of OTP activities, and require a full-time resource dedicated to the coordination of the work-flow. Due to the nature of the specific tasks that are performed during the process, different units are engaged in the phases of such process. The cross-divisional nature of the work-flow calls for a strong coordination of these tasks.⁴⁹

162. Funds are accordingly requested for an *Information Management Coordinator at P-5 level*. In consideration of the time-lag necessary to bring new resources on board, the funds for this resource have been budgeted for six months. However, the importance of such a competence within the Office calls for this role to be covered as soon as possible. The incumbent must understand the work product, the work processes and the workers across the entire Office. Initially, he/she will re-design the process of evidence registration and exploitation, as well as of disclosure. With the assistance and expertise of the Knowledge Base Unit ("KBU") and the Information and Evidence Unit ("IEU"), he/she will evaluate the appropriate systems to implement and make a proposal to ExCom for an appropriate future solution.

⁴⁷ *Report of the Court on Public Information and Outreach Activities*, CBF/20/20, 13 April 2013.

⁴⁸ ICC-ASP/11/15, paragraph 147.

⁴⁹ See *Consultancy on ICC Organizational Structure; Report on the intra-Organ review of the Office of the Prosecutor*, PricewaterhouseCoopers, June 2013.

163. Once a solution has been devised and approved, the Coordinator will:

- (a) Supervise the planning and organization of the evidence review and disclosure process by each joint/trial team;
- (b) Ensure compliance and quality control with the standards in relation to registration, review and disclosure of evidence by each joint/trial team; and
- (c) Report to ExCom in relation to performance and risks in relation to handling of evidence.

164. The incumbent will also play a vital role in ensuring the quality improvement of evidence handling including disclosure through lessons-learned and external reviews of suitable new technology. In addition, he/she will contribute to the development and implementation of an information management strategy within the Office.

Overtime

165. The OTP has removed any provision for overtime. Since the OTP does not use shift work and has managed to compensate the significant majority of necessary overtime through compensatory time off, the Office is of the view that any legitimate claims for paid overtime, which have been insignificant in the past, can be absorbed within the available staffing budget.

Consultancy

166. In 2014, the Office will continue to engage situation-related expert advisers and expert witnesses in support of investigations and trials. However, in an effort to reduce this budget line, such hirings will be strictly limited, and as far as possible recourse will be had to pro bono consultants for advisory functions. The increased amount of €86,900 equates to 6.8 work-months at P-5 level, although the actual level of the consultants will be determined on the basis of the work required and respective consultants' experience. This allocation is foreseen for case developments in Mali, Côte d'Ivoire, Central African Republic, Libya and Kenya. The budget remains centralized in the Immediate Office to ensure coordination across the operational divisions.

167. In accordance with article 42(9) of the Rome Statute, the Prosecutor continues the appointment of external legal advisers on gender crimes and other issues. As these persons contribute their services on a pro bono consultancy basis, their appointment entails no increase in the resources requested.

Non-staff resources

Travel

168. In order to raise support and enhance cooperation, at the highest levels, for the Office's investigations and the arrest and prosecution of individuals sought by the Court, as well as to contribute to maximizing the impact of the Rome Statute, it is necessary for the Prosecutor to travel. The travel budget also includes missions for representatives of the Public Information Unit, Legal Advisory Section and OTP Human Resources Unit, as well as provision for travel by key stakeholders invited to meet with the Prosecutor who are unable to fund the costs of such travel themselves.

169. The amount of €165.8 thousand requested for travel represents an increase of 21.9 per cent compared to 2013, and concerns a projected 39 missions.

Contractual services

170. An amount of €50,000 is requested to support the public information costs of independent public information missions in the countries of operation. Typical costs incurred relate to radio broadcasts, the rental of appropriate facilities for press conferences and production and distribution costs of informational material.

Training

171. The training budget remains centralized in the Immediate Office. Training is a vital component of the strategy to create a common and cohesive working culture within the OTP. It has been increased to take into account the need to provide adequate training to the additional staff, as well as to enhance the skills of those already on board. At €100,000 this represents only 0.2 per cent of staff costs, substantially lower than typical organizational ratios, which are in the region of 0.5 per cent. The funds will be utilized to deliver a training schedule in accordance with OTP specific training priorities related primarily to investigations, litigation, appeal, complementarity and cooperation. The Office will, where possible, work with other organizations and national authorities to ensure maximum cost effectiveness, for example sharing annual advocacy and appellate training costs with the ad hoc tribunals. In addition, the OTP is working on common projects with the Registry designed to fully exploit the opportunities offered while keeping the costs at a minimum.

Table 24: Sub-programme 2110: Proposed budget for 2014

2110 Immediate Office of the Prosecutor	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						957.6		957.6	1,094.2		1,094.2	136.6	14.3
General Service staff						339.5		339.5	346.3		346.3	6.8	2.0
Subtotal staff	1,340.7		1,340.7		1,340.7	1,297.1		1,297.1	1,440.5		1,440.5	143.4	11.1
General temporary assistance	268.7	3.4	272.1		272.1	38.8		38.8	93.5	82.9	176.4	137.6	354.6
Temporary assistance for meetings													
Overtime													
Consultants		17.0	17.0		17.0		81.0	81.0		86.9	86.9	5.9	7.3
Subtotal other staff	268.7	20.4	289.1		289.1	38.8	81.0	119.8	93.5	169.8	263.3	143.5	119.8
Travel	73.5	65.9	139.4		139.4	41.1	94.9	136.0	81.2	84.6	165.8	29.8	21.9
Hospitality	4.5		4.5		4.5	5.0		5.0	8.0		8.0	3.0	60.0
Contractual services	1.4		1.4		1.4		30.0	30.0		50.0	50.0	20.0	66.7
Training	19.9	19.8	39.7		39.7	23.9	32.0	55.9	35.0	65.0	100.0	44.1	78.9
General operating expenses													
Supplies and materials													
Furniture and equipment													
Subtotal non-staff	99.3	85.7	185.0		185.0	70.0	156.9	226.9	124.2	199.6	323.8	96.9	42.7
Total	1,708.7	106.1	1,814.8		1,814.8	1,405.9	237.9	1,643.8	1,658.2	369.4	2,027.6	383.8	23.3
Distributed maintenance	42.4		42.4		42.4	38.9		38.9	64.3		64.3	25.4	65.3

Table 25: Sub-programme 2110: Proposed staffing for 2014

Immediate Office of the Prosecutor / Legal Advisory Section		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic	1				1	1	1	3	1	8	1	4	5	13
	Situation-related														
	<i>Subtotal</i>	<i>1</i>				<i>1</i>	<i>1</i>	<i>1</i>	<i>3</i>	<i>1</i>	<i>8</i>	<i>1</i>	<i>4</i>	<i>5</i>	<i>13</i>
New/ Converted	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Reclassified/ Returned	Basic						1				1				1
	Situation-related														
	<i>Subtotal</i>						<i>1</i>				<i>1</i>				<i>1</i>
Total		1				1	2	1	3	1	9	1	4	5	14

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

172. The Services Section comprises four separate units, overseen by the Senior Manager (P-5), namely:

- (a) General Administration Unit;
- (b) Information and Evidence Unit;
- (c) Knowledge Base Unit; and
- (d) Language Services Unit.

173. The Services Section is responsible for providing the operational divisions with the necessary support services to fulfill their mandate and assumptions. It prepares detailed estimates of the financial impact of the activities performed by the Office, and ensures effective monitoring and control over the use of resources. The section also acts as an interface with the Registry in managing effectively requests for services arising from the OTP's operational needs and coordinating matters from the OTP side on Court-wide initiatives and projects.

Staff resources*General temporary assistance*

174. The Services Section continues to require GTA resources for translation, revision, field interpretation and a wide range of other services in immediate support of the Office's activities. The extension of current resources is also required for knowledge-base support in respect of case management and disclosure.

175. The increase in resources needed to strengthen the Joint Teams leads to larger volumes of transactions and activities that must be carried out and processed by the General Administration Unit. Thus, six months of a GS-OL level staff member in the capacity of General Administration and Financial Assistant are requested.

176. For the Language Services Unit (LSU), the GTA requirement remains necessary in order to service the multiple ethnic languages encountered in the situations under investigation as well as to provide working-language services to the operational divisions. Translation, revision, document summarizing, editing, field interpretation and phone interpretation are amongst the principal services supported by LSU staff at HQ, although a range of other close support services, including article 15, language identification and redaction support services, are also supplied. Provision is made for 17.5 FTE in flexible GTA work-months. This represents a minimal increase of 0.5 FTE over 2013.

177. As part of the GTA FTE provision, one Kinyarwanda/Swahili Translator post is requested. In order to accurately reflect the functions and responsibilities of the position and in light of the continuing criticality of these languages in the ongoing investigations and proceedings (especially the DRC and Kenya situations) and the need to provide quality translations of the evidence collected so as to ensure that OTP investigations and prosecutions are based on reliably translated facts, this post is requested at P-4 level. The current P-3 Translator position is no longer required.

178. In addition, one P-4 GTA Arabic Reviser is requested for six months. As well as being an official language of the Court, Arabic is a key language in three of the situations before the Court (Darfur, Libya, and Mali). In order to face the increasing workload in the Arabic area and to handle the broad sweep of Arabic dialects represented, LSU must be able to draw on the requisite expertise and experience in order to meet the challenges that translating often poorly legible evidence from this diverse range of dialects into English necessarily entails, whilst again ensuring the requisite quality to support the investigation and prosecution processes.

179. As with previous years, LSU continues to budget with a high degree of flexibility. This implies managing the foreseen internal shortfall in resources - this year estimated at 1.79 FTE (compared to 1.57 in 2013) - by carefully prioritizing its workload and through outsourcing, whilst remaining a mindful of confidentiality.

Table 26: Functional distribution of translators (GTA and existing posts) and resultant translation capacity based on anticipated 2014 workloads

	FTE distribution						Capacity vs demand			
			Reviewing/ Proof- reading (e.g. external translations)	Docu- ment Summari- zing/Sight translation	Field Interpreta- tion	Telephone Interpreta- tion	Total FTE	Anticipated Translation Volume (pgs)	Translation Capacity 2014 (pgs)	Excess/ Shortfall (pgs)
Language	Translation	Coordination								
English + French	3.85	1.3	0.8	0.05			6	3,846	2,965	-881.5
DRC languages	4.1	0.05	0.5	0.15	0.15	0.05	5	3,964	3,157	-807.0
KEN languages	0.75	0.5	0.65	0.2	0.1	0.05	2.25	476	578	101.5
CAR languages	0.15		0.05	0.05			0.25	40	116	75.5
CIV languages	0.75		0.4	0.2	0.1	0.05	1.5	486	578	91.5
DAR / LBY/MLI languages	4.4	0.05	0.7	0.2	0.1	0.05	5.5	3,348	3,388	40.0
Total FTE	14	1.9	3.1	0.85	0.45	0.2	20.5	12,160	10,780	-1,380.0

Include 3 FTE established positions.

180. In addition to the above, the Office requests 38 work-months at GS-OL level (equivalent to 3.17 FTE) to provide for freelance field interpretation services for those investigation missions requiring language support. Freelance field interpreters are contracted as individual contractors after recruitment, accreditation and inclusion in the field interpretation roster jointly overseen by LSU and the Registry's language service for each of the situations.

181. With the extent and sensitivity of investigations and cases, and the increased use of OTP information systems, the demand for information management services is increasing. Many critical developments for the management of information will have to be dealt with in 2014. In the light of the additional needs, the foreseen workload in assistance to investigations and trials cannot be met by the two established P-1 Database Coordinator posts. An effective ratio of investigations and trials to Database Coordinators would be two to one. Mindful of the phased approach the Office is taking in increasing its resources, in the 2014 proposed programme budget the Knowledge Base Unit is requesting that the third P-1 Database Coordinator, who has been on a GTA contract since January 2011, remain for 12 months. The unit will again seek to absorb the additional workload that would otherwise necessitate a fourth post.

182. As the Office of the Prosecutor increasingly devotes more resources from the outset of investigations to gathering the necessary witness statements, forensic material, and documentary evidence, attention must be given to the capacity to contribute to evidentiary collection, archiving and enrichment with metadata through the specialized services units. Year-on-year, the amount of evidence registered increases as a result of enhanced investigation techniques, the availability of more open-source material and the volume of IT forensic evidence available.⁵⁰ To this end, six months of a GS-OL level resource in the capacity of Evidence Assistant in the Information and Evidence Unit are requested.

⁵⁰The number of documents registered, across all situations, rose from 25,642 in 2011 to 42,460 in 2012. In 2010 the figure was 18,015.

183. The increased volumes and complexity of electronic evidence that are being collected by the investigation teams have led the OTP to assign this area a high priority. Adequate equipment, software and specific training have been acquired and continue to be sought. This new and promising area for the OTP's operations also requires skilled staff in all the phases of the process of identification, selection, acquisition and storage of evidence. Six months of P-2 equivalent are thus requested to provide for an Electronic Evidence Coordinator in the IEU in support of the Joint Teams.

Non-staff resources

Travel

184. The section's basic travel budget provides for eighteen missions for technical, language and administrative staff to participate in professional conferences.

185. The situation-related element of the travel budget shows an increase linked to the activities in support of the Joint Teams. It allows for investigation-related missions for technical support staff of the IEU and field interpreters (local and international), who necessarily support the investigative missions for all cases at pre-trial and trial phases, and further includes a number of missions to situation countries for the assessment and recruitment of field interpreters.

186. KBU's travel budget is comprised of attendance at professional technology conferences relevant to the technologies installed in the OTP or being evaluated for OTP purposes. The conferences of the International Legal Technology Association and LegalTech (USA) are key annual events where experiences with legal technology are presented and shared. Similarly, the Office can learn lessons from other Europe-based organizations where similar needs exist and systems contemplated by the Office are already in operation. Correct implementation of decisions based on experiences of other organizations will save time and money in upgrading or implementing new systems or maximizing gain from existing systems.

187. Thanks to efficiencies gained through the introduction of new equipment for recording witness interviews, IEU technicians no longer travel on mission to support investigators. However, some travel is required when the technical nature of evidence being collected is complex, or where it is more efficient to deploy an evidence technician rather than an investigator. Therefore, some travel has been retained. Additionally, as a provider of services to the rest of the OTP, the IEU needs to attend a small number of legal technology conferences and knowledge exchanges.

188. LSU requests a rise in its travel budget compared to 2013 approved budget, which reflects the increase in investigative missions and thus the concomitant increase in the need for local and international field interpretation support in all phases of investigation and prosecution. In parallel, LSU must conduct a number of missions to recruit and induct new interpreters to replenish the roster and meet fresh needs as new language requirements arise. Additionally, LSU staff need to travel to attend a number of critical language conferences (such as IAMLADP and conferences focusing specifically on situation-related languages). They also need to travel to meet with external language peers and experts to gain and share insight and expertise in order to ensure that the unit's operations are as effective as possible, including in relation to non-standard languages of lesser diffusion.

189. Overall, the travel budget has increased by €35,200 or 12.7 per cent, compared with 2013 approved budget.

Contractual services

190. Contractual services are required to supplement internal projects. Specific planned activities include: systems integration improvements to allow core systems to automatically exchange information to meet OTP information investigation and analysis needs; secure automatic exchange of evidence information, witness information, factual information gathered from reviews (€45,000); enhancements to automated redaction and disclosure tools to improve process efficiency and security of disclosed information (€30,000); implementation support for system upgrades and new systems introduced by Registry (€43,000).

191. Funds are necessary to outsource translations in support of the Office's in-house translation capacity, where confidentiality constraints allow. Most critically, this is required to deal with peaks in activity due to case-specific time-bound workloads and with documents requiring translation into or out of languages for which no in-house resources exist. The requested sum of €85,000 to cover all situations remains unchanged from the 2013 approved budget.

192. An amount of €9,500 is also required for the outsourcing of scanning, digitizing and printing of very large evidence items requiring specialized equipment not available or economical to have in-house. This sum will also be used to outsource any large-scale electronic media processing.

General operating expenses

193. The amount of €30,000 is intended to offset in part the costs of the projects outlined above and to cover freight and carriage costs associated with OTP-specific procurements.

Supplies and materials

194. This includes an amount of €8,000 to maintain annual subscriptions to OTP-specific databases/journals and professional subscriptions (e.g. International Association of Prosecutors), as well as the purchase of key reference books necessary to support the core activities of the Office. The largest portion of this budget line is to purchase media (SD cards, mini-disks, batteries, etc.) for equipment used by investigators: for example, cameras and recording devices.

Furniture and equipment

195. A provision of €30,000 is required for the Knowledge Base Unit to ensure OTP-specific software upgrades and new applications software to assist the cases, particularly electronic media extraction and more specifically CaseMap and Analysts' Notebook. This budget line also includes €20,000 for the Information and Evidence Unit in respect of the maintenance, replacement and upgrades of OTP-specific mission equipment (for audio-visual/data collection support to investigations).

Table 27: Sub-programme 2120: Proposed budget for 2014

2120 Services Section	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						1,130.5	448.3	1,578.8	1,145.2	450.1	1,595.3	16.5	1.0
General Service staff						387.6	646.0	1,033.6	329.5	724.9	1,054.4	20.8	2.0
Subtotal staff	1,247.2	1,121.2	2,368.4		2,368.4	1,518.1	1,094.3	2,612.4	1,474.7	1,175.0	2,649.7	37.3	1.4
General temporary assistance	35.7	1,667.9	1,703.6		1,703.6		2,090.1	2,090.1		2,322.4	2,322.4	232.3	11.1
Temporary assistance for meetings													
Overtime													
Consultants													
Subtotal other staff	35.7	1,667.9	1,703.6		1,703.6		2,090.1	2,090.1		2,322.4	2,322.4	232.3	11.1
Travel	5.7	157.6	163.3		163.3	22.4	254.4	276.8	38.4	273.6	312.0	35.2	12.7
Hospitality													
Contractual services	7.7	121.0	128.7		128.7	25.0	187.5	212.5	25.0	187.5	212.5		
Training	0.7		0.7		0.7								
General operating expenses		0.1	0.1		0.1		10.0	10.0		30.0	30.0	20.0	200.0
Supplies and materials	4.3	13.4	17.7		17.7	38.0	10.0	48.0	38.0	20.0	58.0	10.0	20.8
Furniture and equipment		27.0	27.0		27.0		30.0	30.0		50.0	50.0	20.0	66.7
Subtotal non-staff	18.4	319.1	337.5		337.5	85.4	491.9	577.3	101.4	561.1	662.5	85.2	14.8
Total	1,301.3	3,108.2	4,409.5		4,409.5	1,603.5	3,676.3	5,279.8	1,576.1	4,058.5	5,634.6	354.8	6.7
Distributed maintenance	45.4	64.0	109.4		109.4	41.7	61.8	103.5	68.9	17.8	86.7	-16.8	-16.2

Table 28: Sub-programme 2120: Proposed staffing for 2014

Services Section		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1	4	2	2	1	10		5	5	15
	Situation-related							1	2	2	5		11	11	16
	<i>Subtotal</i>					<i>1</i>	<i>4</i>	<i>3</i>	<i>4</i>	<i>3</i>	<i>15</i>		<i>16</i>	<i>16</i>	<i>31</i>
New/ Converted	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Reclassified/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total						1	4	3	4	3	15		16	16	31

2. Programme 2200: Jurisdiction, Complementarity and Cooperation Division (JCCD)

Introduction

196. Cooperation is key to timely investigation and prosecution of cases. Each situation and each case has its own unique cooperation requirements. The division contributes primarily to building and reinforcing the strong and extensive network of support and cooperation with States, international organizations and other stakeholders which is necessary in order for the Office to carry out its judicial mandate effectively. It is also responsible for conducting all preliminary examinations of situations based on State or Security Council referrals and article 15 communications. The division thus leads within the Office on matters of jurisdiction, admissibility, interests of justice and cooperation.

197. The division comprises two sections. The International Cooperation section (ICS) develops and updates cooperation plans for each situation based on the investigation plans; channels and coordinates all requests for judicial assistance; maintains a database of cooperation requests for follow-up; develops and maintains a database of national procedures for facilitating requests; negotiates cooperation agreements as appropriate; develops information-sharing networks; galvanizes support for arrests; and coordinates all matters of diplomatic contacts and external relations. The section is responsible for all cooperation-related support for the joint and trial teams, with cooperation advisers serving as members of the joint and trial team leadership, ensuring implementation of cooperation plans and providing advice and expertise on all aspects of cooperation. The Section also coordinates all aspects of the Office's external relations work, including with The Hague and New York Working Groups and the Assembly.

198. The Situation Analysis Section (SAS) is in charge of all preliminary examinations and provides advice on complex matters of fact and law regarding jurisdiction, admissibility, and assessment of interests of justice, in particular in terms of interests of victims. As explained in the OTP Strategic Plan 2013-2015, although conducting preliminary examinations is one of the three core activities of the Office, together with investigations and prosecutions (article 42), it is the one currently with the least resources. Preliminary examinations are critical for deciding on and laying the ground for new investigations, but they also can have a preventive impact and can serve to foster domestic complementarity efforts, potentially obviating the need for intervention by the Court.

199. In addition, the vital analytical work conducted by SAS feeds into the analysis that is essential to successful investigations, when the Prosecutors decides to open an investigation in a situation.

Objectives

200. The quality and efficiency of the OTP core activities are guaranteed through: a) the standards in the OTP Operations Manual, b) carefully planned and controlled implementation, including greater emphasis on quality control, and c) continuous improvement through lessons learned.

201. The Office goals contained in the OTP Strategic Plan are linked to the Court's broader strategic objectives. In particular, for Sub-programme 2200:

1. Continue to deliver regular reports enabling the Prosecutor to take informed decisions on situations under preliminary examination (SO 1.2.1);
2. Further enhance positive complementarity through monitoring/assessment of proceedings by the Office of the Prosecutor and through the encouragement of efforts by States and other stakeholders, including NGO's/IOG's (SO 1.2.2);
3. Further increase preventive impact of preliminary examinations through the actions of the Office of the Prosecutor (monitoring, documenting, assessing alleged crimes) (SO 1.2.3);
4. Improve the quality of investigations (SO 1.3.2); and

5. Use all opportunities such as bilateral meetings and public addresses to draw attention to the principle of complementarity and the need to strengthen national jurisdictions (SO 3.6.1).

Table 29: Expected results, performance indicators and target for 2014

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2014</i>
Objective 1.2.1		
Objective 1.3.2		
OTP Strategic Goal 2.1		
Further improve the quality and efficiency of preliminary examinations.	<ul style="list-style-type: none"> – Number of situations that are affected by a decision; and – Proportion of analytical reports delivered on time and substantiated to the Executive Committee. 	<p>Policy on preliminary examinations issues;</p> <p>Yearly report on status of preliminary examinations; and</p> <p>Reports outlining the basis of decisions taken by the Prosecutor on a situation under preliminary examination.</p>
Objective 1.2.2		
Objective 1.2.3		
OTP Strategic Goal 4		
Enhance cooperation and strengthen the Rome System in supporting the Court as well as national systems' efforts in situations under preliminary examination or investigation.	<ul style="list-style-type: none"> – Developments of national judiciaries and legal frameworks to address crimes. 	<p>Cooperation plans for critical support to investigations successfully implemented;</p> <p>Cooperation models allowing for a faster response to cooperation needs developed with key partners;</p> <p>Law Enforcement Network (LEN) with investigative, prosecutorial and other entities to increase exchange of information, coordination of activities and development of common standards further established; and</p> <p>Genuine national proceedings started in States object of preliminary examinations.</p>
Objective 3.6.1		
Enhance positive complementarity initiatives of States Parties to assist other States Parties.		
OTP Strategic Goal 4		
Enhance cooperation and strengthen the Rome System in supporting the Court as well as national systems' efforts in situations under preliminary examination or investigation.	<ul style="list-style-type: none"> – Number of meetings / conferences / seminars / visits dedicated to drawing attention to the need to strengthen national jurisdictions. 	Six.

Staff resources

202. There are no new proposals for established posts for this programme. There has been minor modification of the internal organization of the division: the post of Legal Adviser (P-4) in the International Cooperation Section currently provides legal advice to both Sections (ICS and SAS) as well as to JCCD Head. Minor structural modifications will be made to reflect this reality.

General temporary assistance

203. The International Cooperation section will require the existing two Associate International Cooperation Advisers (P-2) to be extended for 12 months each to deal with ongoing analysis and cooperation for investigative missions and with the new activities. The Section will also require three GTA Cooperation Adviser positions (Two at P-3 level for a total of 18 months and one at P-2 level for 12 months) to discharge all required cooperation-related activities in support of the Joint Teams. In the 2013 Contingency Fund request, two posts (One P-3 level International Cooperation Adviser and one P-2 level Associate International Cooperation Adviser) were created to support the Mali 1 and Mali 2 Joint Teams. These two GTA posts will continue to be essential for 2014 (12 months each): they cannot be absorbed by the current FTE resources within the section since all other cooperation advisers are already dedicated and working at full capacity to support other joint and trial teams. Based on the number of cases foreseen in the assumptions, one additional P-3 level International Cooperation Adviser GTA post will be necessary. In light of the recruitment time necessary to hire the staff, this position is requested for six months.

204. The Situation Analysis Section will require six additional GTA positions: two Situation Analysts (P-3 level) for six months each, two Associate Situation Analysts (P-2 level) for six months each, and two Assistant Situation Analysts (P-1 level) for six months each. The existing two Associate Situation Analysts (P-2 level) are also requested to be extended for 12 months each. Since 2007, the number of FTE allocated to SAS – five – has not changed, but the situations under preliminary examination have consistently increased from five in 2007 to a peak of ten in 2011. In 2014, there will be eight situations under preliminary examination. SAS is also responsible for reviewing all article 15 communications (average of 400/year) and of producing phase 1 reports on communications warranting further analysis (average of 20/year). The Office also publishes yearly situation-specific reports for the purpose of enhancing transparency and understanding in line with Court-wide and OTP goals. The P-1 Assistant Situation Analysts will be working on phase 1 reports, crime monitoring and information gathering and management. The P-2 Associate Situation Analysts and the P-3 Situation Analysts will be assigned evenly to phase II situations (currently, Afghanistan, Comoros, Honduras, and Korea) and phase III situations (currently, Nigeria, Colombia, Guinea and Georgia). The Associate Situation Analysts will focus on gathering information on national proceedings, producing legal and contextual memoranda, and liaising with victims' associations and NGOs. The Situation Analysts will be in charge of drafting the article 5, 17, and 53(1) reports and will maintain interaction with national judicial authorities and international partners.

205. Provision is also made for 12 months of GS-OL as a Judicial Cooperation Assistant to support the Judicial Cooperation Adviser. The workload for judicial cooperation continues operating at a high volume, with the number of requests for assistance and notifications sent to States and international organizations standing at 296 for 2012, each requiring internal coordination with the joint team involved as well as often intense follow-up with the competent authorities to ensure execution. This is an extension of an existing resource.

206. An additional twelve months of GS-OL is requested to provide for a second Administration Assistant to support administration, in particular relating to external relations and cooperation. This is an extension of an existing resource.

207. The breakdown of the GTA resources requested is as follows:

- (a) Two International Cooperation Advisers (P-3) for a total of 18 months (1.5 FTE);
- (b) Three Associate International Cooperation Advisers (P-2) for a total of 36 months (three FTE);
- (c) Two Situation Analysts (P-3) for a total of 12 months (one FTE);
- (d) Four Associate Situation Analysts (P-2) for a total of 36 months (three FTE);
- (e) Two Assistant Situation Analysts (P-1) for a total of 12 months (one FTE);
- (f) One Judicial Cooperation Assistant (GS-OL) for a total of 12 months (one FTE); and
- (g) One Administration Assistant (GS-OL) for a total of 12 months (one FTE).

Non-staff resources

Travel

208. Overall, the proposed travel budget shows an increase over 2013 of 16.9 per cent. This reflects increases due to missions by the Situations Analysis Section in relation to situations under preliminary examination, including to situation countries and/or information providers. The Division Director will also continue to attend high-level meetings to secure general cooperation from States and international organizations, accompanied where necessary by cooperation advisers. He will also continue to accompany the Prosecutor on investigations-related missions to garner cooperation.

209. The increases also reflect the growth in situation-related missions by cooperation advisers in order to secure cooperation for all situations under investigation in support of the joint and trial teams. The work of cooperation advisers remains critical for opening doors and establishing procedures for joint team members to conduct on-site investigations and to access and obtain information and evidence, and as such is a prerequisite for effective investigations and trials.

Table 30: Programme 2200: Proposed budget for 2014

2200 Jurisdiction, Complementarity and Cooperation Division	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						771.5	936.3	1,707.8	781.0	947.9	1,728.9	21.1	1.2
General Service staff						129.2		129.2	131.8		131.8	2.6	2.0
Subtotal staff	915.4	877.9	1,793.3		1,793.3	900.7	936.3	1,837.0	912.8	947.9	1,860.7	23.7	1.3
General temporary assistance		371.7	371.7		371.7		420.2	420.2		1,086.0	1,086.0	665.8	158.4
Temporary assistance for meetings													
Overtime													
Consultants													
Subtotal other staff		371.7	371.7		371.7		420.2	420.2		1,086.0	1,086.0	665.8	158.4
Travel	64.8	221.0	285.8		285.8	108.6	282.9	391.5	144.3	313.3	457.6	66.1	16.9
Hospitality													
Contractual services													
Training													
General operating expenses													
Supplies and materials													
Furniture and equipment													
Subtotal non-staff	64.8	221.0	285.8		285.8	108.6	282.9	391.5	144.3	313.3	457.6	66.1	16.9
Total	980.2	1,470.6	2,450.8		2,450.8	1,009.3	1,639.4	2,648.7	1,057.1	2,347.2	3,404.3	755.6	28.5
Distributed maintenance	24.2	36.0	60.2		60.2	22.3	34.7	57.0	36.7	10.0	46.8	-10.2	-17.9

Table 31: Programme 2200: Proposed staffing for 2014

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

3. Programme 2300: Investigation Division

Introduction

210. The division contributes to the quality of justice by supporting the OTP in carrying out impartial and expeditious investigations in accordance with the Rome Statute. It is also responsible for the preparation of the necessary security plans and protection policies for each case with a view to ensuring the safety and well-being of victims, witnesses, Office staff, and persons at risk on account of their interaction with the Court, in accordance with good practices and, when necessary, in cooperation and coordination with the Registry. It provides investigative expertise and support, and assists in the preparation and coordination of field deployment of Office staff.

211. The division also provides factual crime analysis of information and evidence, in support of preliminary examinations and evaluations, investigations and prosecutions.

Objectives

1. Deliver number of planned investigations (SO 1.3.1). Annual OTP objective for 2014: Conduct five active investigations, at least one Art 70 investigation, investigative support to three trials and four appeals and maintain seven investigations in hibernation; and
2. Improve the quality and efficiency of the investigations (SO 1.3.2). Annual OTP objectives for 2014:
 - (a) First phase of the review and validation of the investigative standards achieved;
 - (b) Cyber investigations capacity developed;
 - (c) New field presence model defined and tested;
 - (d) First phase of an improved quality control model implemented; and
 - (e) Efficiency gain through process review identified and achieved.

Table 32: Expected results, performance indicators and targets for 2014

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2014</i>
Objective 1.3.1		
Conduct five full investigations, at least one Art 70 investigation, investigative support to three trials and four appeals and maintain seven investigations in hibernation until arrest.	Number of investigations. Planned investigative steps versus executed.	5 plus 6 plus 7. 80% or more of the investigative steps within the ID control on track.
Objective 1.3.2		
First phase of the review and validation of the investigative standards achieved;	Planned versus actual.	80% or more of the steps within ID control on track.
- Cyber investigative capacity developed;	Planned versus actual.	Same as above.
- New field presence model defined and tested;	Planned versus actual.	Same as above.
- First phase of an improved quality control model implemented; and	Planned versus actual.	Same as above.
- Efficiency gain through process review identified and achieved.	Identified efficiency gains.	2% of total budget.

Table 33: Programme 2300: Proposed budget for 2014 (Combines budget figures for Sub-programmes 2320 and 2330)

2300 Investigation Division	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						300.4	7,661.5	7,961.9	305.7	7,616.7	7,922.4	-39.5	-0.5
General Service staff						129.2	1,818.6	1,947.8	131.8	1,769.0	1,900.8	-47.0	-2.4
Subtotal staff	428.9	8,824.3	9,253.2		9,253.2	429.6	9,480.1	9,909.7	437.5	9,385.7	9,823.2	-86.5	-0.9
General temporary assistance		1,486.8	1,486.8		1,486.8		706.1	706.1		4,592.3	4,592.3	3,886.2	550.4
Temporary assistance for meetings													
Overtime													
Consultants													
Subtotal other staff		1,486.8	1,486.8		1,486.8		706.1	706.1		4,592.3	4,592.3	3,886.2	550.4
Travel		1,113.3	1,113.3		1,113.3		894.8	894.8		1,075.4	1,075.4	180.6	20.2
Hospitality													
Contractual services		73.3	73.3		73.3		110.0	110.0		110.0	110.0		
Training													
General operating expenses		376.7	376.7		376.7		275.0	275.0		285.0	285.0	10.0	3.6
Supplies and materials													
Furniture and equipment		4.7	4.7		4.7								
Subtotal non-staff		1,568.0	1,568.0		1,568.0		1,279.8	1,279.8		1,470.4	1,470.4	190.6	14.9
Total	428.9	11,879.1	12,308.0		12,308.0	429.6	11,466.0	11,895.6	437.5	15,448.4	15,885.9	3,990.3	33.5
Distributed maintenance	15.1	420.1	435.2		435.2	13.9	405.4	419.3	18.4	117.1	135.4	-283.8	-67.7

Table 34: Programme 2300: Proposed staffing for 2014

Investigation Division		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic		1		1		1				3		2	2	5
	Situation-related					3	8	31	28	6	76		30	30	106
	<i>Subtotal</i>		<i>1</i>		<i>1</i>	<i>3</i>	<i>9</i>	<i>31</i>	<i>28</i>	<i>6</i>	<i>79</i>		<i>32</i>	<i>32</i>	<i>111</i>
New	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic		-1								-1				-1
	Situation-related						-1				-1				-1
	<i>Subtotal</i>		<i>-1</i>				<i>-1</i>				<i>-2</i>				<i>-2</i>
Total					1	3	8	31	28	6	77		32	32	109

(a) Sub-programme 2320: Planning and Operations Section**Staff resources**

212. No new posts are requested for 2014; the staffing level remains as approved in 2013.

General temporary assistance

213. The GTA provision requested in this sub-programme in order to support the increased resources and activity of the Office for 2014 is equal to 22.66 FTE.

214. Following the outsourcing of transcriptions, staffing levels in the Planning and Operations Section remain at the necessary minimum, even though substantially more documentation, including electronic material, continues to be collected.

215. Of the above GTA provision, for the Data Processing Unit, six FTE, or 72 work-months, are required for in-house data-processing; this includes one FTE (GS-OL) that was requested in 2013 in the Mali Contingency Fund Application and a further one FTE (GS-OL) in the DRC 6 Contingency Fund Application. An increasing amount of data, including electronic data, documents, images and video, requires accurate meta-data treatment and input.

216. One FTE (P-2) Associate Victims Expert is required for six months to boost the Gender & Children Unit (GCU), as well as an additional Psycho-Social Expert. The continuing year-on-year increase in vulnerable persons, witnesses and victims of the incidents investigated means that the current small unit of three persons lacks the capacity to support five active cases, as well as addressing support issues related to cases in hibernation and at trial. In addition, provision for the equivalent of two-work-month at the P-2 level is requested for the contracting of Psycho-Social Experts from the roster maintained by GCU when parallel investigative activities require simultaneous support beyond the capacity of the unit. Individual contractors are able to provide this additional support to investigators through the necessary pre-interview assessment of children and traumatized witnesses in the field.

217. The protection of persons interacting with the OTP is critical to the success of the investigations and prosecutions. The responsibility to protect witnesses is a duty that is shared between the VWU and the OTP; to avoid overlap a protocol has been signed between the Registrar and the Prosecutor which organizes a continuum of protection measures and divides responsibilities between the OTP and the VWU. The OTP has presently over one thousand people for whom it needs to regularly update risk assessments. Two (P-1) Assistant Protection Strategies Analysts are therefore required for a total of 12 months for the Protection Strategies Unit. The Assistant Protection Strategies Analyst (P-1) requested in the Mali Contingency Fund also needs to be maintained for 12 months and is required to support the production of Security and Threat Risk Assessments (STRA) and protection strategies documents across all the cases, as well as supporting the production of documentation for witness referrals to VWU. In addition, two GS-OL Protection Strategies Assistants are requested for a total of 18 months.

218. Within the Operational Support Unit, which includes the Office's field staff, an additional three FTE, or 36 work-months, are required. One FTE Associate Analyst (P-2) is required for six months to assist in the collection, collation and analysis of information relevant for risk analysis and operational deployment in new and existing locations where the Office is operating. In addition, two FTE (one P-3 Field Operations Officer for 12 months and one GS-OL Field Operations Coordinator for 12 months) are required for field support and were requested as part of the Mali Contingency Fund application. An additional one FTE (GS-OL Field Operations Coordinator for six months) is required to support increased operational activity in Mali, and a further one FTE (P-3 Field Operations Officer) will be required to support all field management issues in the DRC related to cases in appeal.

219. Within the Scientific Response Unit (SRU), two additional FTE are required for a total of 24 months. One P-3 Forensic Officer is required for six months for additional forensic mission support and forensic research, where increased focus on forensic evidence, including crime scenes, necessitates an additional resource. A further 1.5 FTE P-3 Forensic

Officers are required for a total of 18 months for cyber-investigation. The OTP currently lacks capacity to deal adequately with digital information forensically, and an independent review has recommended a minimum of three FTE in this sphere to give the OTP capacity to operate to an acceptable standard. Due to recruitment time-lags, staff are budgeted to be available only in the second half of the year.

220. The Investigation Division centralized the administrative function in 2011 and continues to benefit from the efficiency gains made. 2.5 FTE Administrative Assistant equivalent to a total of 30 months are required to maintain this support. Two Administrative Assistants FTE (GS-OL) are carried over from previous years, while an additional 0.5 FTE (six months) is required to assist with the increase of staff within the division.

221. As outlined in the following sub-section, Investigation Teams (2330), it has become necessary to significantly enhance the Office's ability to effectively investigate complex cases. In order to provide sufficient in-depth analytical support to ongoing investigations, the Office requires an additional 4.5 FTE P-3 (equivalent to a total of 54 months) of analytical capability. This includes one FTE P-3 Analyst requested in the Mali Contingency Fund Application and two FTE P-3 Analysts requested in the DRC 6 Contingency Fund Application.

222. In order to continue collecting and recording information regarding and continuing crimes committed in those situation countries where the cases are not active, one Analysis Assistant 0.5 FTE (GS-OL) is required for an additional six months.

223. In summary, the breakdown of the GTA resources requested is as follows:

- (a) Eight Data Processing Assistants (GS-OL) for a total of 72 months (six FTE);
- (b) One Associate Victims Expert (P-2) for a total of six months (0.5 FTE);
- (c) One Psycho-Social Expert (P-2) for a total of two months (0.167 FTE);
- (d) Three Assistant Protection Strategies Analysts (P-1) for a total of 24 months (two FTE);
- (e) Two Protection Strategies Assistants (GS-OL) for a total of 18 months (1.5 FTE);
- (f) Two Field Operations Officers (P-3) for a total of 18 months (1.5 FTE);
- (g) Two Field Operations Coordinators (GS-OL) for a total of 18 months (1.5 FTE);
- (h) Four Forensic Officers (P-3) for a total of 24 months (two FTE);
- (i) Three Administrative Assistants (GS-OL) for a total of 30 months (2.5 FTE);
- (j) Five Analysts (P-3) for a total of 48 months (four FTE);
- (k) One Assistant Analyst (P-1) for a total of six months (0.5 FTE); and
- (l) One Analysis Assistant (GS-OL) for a total of six months (0.5 FTE).

Non-staff resources

Travel

224. Travel provision in the increased amount of €290.8 thousand (19.8 per cent more than 2013) is requested for the representatives of the Investigative Planning and Operations Section, for the following purposes:

- (a) Missions for the Associate Victims Expert and/or psychological experts from the roster to perform pre-interview assessments and/or assist with the interviewing of highly traumatized victims/witnesses by the investigators;
- (b) Missions for the purpose of developing risk assessments, protection strategies and ensuring the compliance and operational effectiveness of the systems in place and dealing with emergency situations thus ensuring the security of field personnel, witnesses and intermediaries;

(c) Missions of field personnel supporting the investigations and conducting witness-management tasks for all active and residual cases; and

(d) Forensic investigation missions in support of the situations under investigation or at the trial phases.

Contractual services

225. The amount of €110,000 is requested to support continued outsourcing of working and non-working language transcription in support of trial preparations, evidence collection and analysis, maintaining the cost as for the previous year.

Table 35: Sub-programme 2320: Proposed budget for 2014

2320 Planning and Operations Section	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						300.4	3,111.3	3,411.7	305.7	3,160.7	3,466.4	54.7	1.6
General Service staff						129.2	1,495.6	1,624.8	131.8	1,439.5	1,571.3	-53.5	-3.3
<i>Subtotal staff</i>	428.9	4,379.5	4,808.4		4,808.4	429.6	4,606.9	5,036.5	437.5	4,600.2	5,037.7	1.2	0.0
General temporary assistance		1,331.7	1,331.7		1,331.7		659.5	659.5		2,020.6	2,020.6	1,361.1	206.4
Temporary assistance for meetings													
Overtime													
Consultants													
<i>Subtotal other staff</i>		1,331.7	1,331.7		1,331.7		659.5	659.5		2,020.6	2,020.6	1,361.1	206.4
Travel		273.3	273.3		273.3		242.7	242.7		290.8	290.8	48.1	19.8
Hospitality													
Contractual services		73.3	73.3		73.3		110.0	110.0		110.0	110.0		
Training													
General operating expenses		-0.3	-0.3		-0.3								
Supplies and materials													
Furniture and equipment		2.1	2.1		2.1								
<i>Subtotal non-staff</i>		348.4	348.4		348.4		352.7	352.7		400.8	400.8	48.1	13.6
Total	428.9	6,059.6	6,488.5		6,488.5	429.6	5,619.1	6,048.7	437.5	7,021.6	7,459.1	1,410.4	23.3
Distributed maintenance	12.1	228.0	240.1		240.1	11.1	220.0	231.2	18.4	62.4	80.8	-150.4	-65.0

Table 36: Sub-programme 2320: Proposed staffing for 2014

Planning and Operations Section		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic				1		1				2		2	2	4
	Situation-related					2	2	12	15		31		25	25	56
	<i>Subtotal</i>				1	2	3	12	15		33		27	27	60
New	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total					1	2	3	12	15		33		27	27	60

(b) Sub-programme 2330: Investigation Teams**Staff resources**

226. While there are no new established posts within this sub-programme, there is a requirement for a substantial increase in the base investigative resource.

227. In previous budgets, the Office has described how, through use of its rotation of investigative staff moving from one case to another as a case transitions from investigative to pre-trial and trial phase, it has been able to make the most efficient use of resources and has thus mitigated the need to request increased resources. The rotational model was based on an assumption of a core team consisting of 11 investigators and analysts, and currently the sub-programme is already lacking 17.5 FTE to cover the seven ongoing investigations in 2013. In addition, as outstanding arrest warrants remain and increase, further activity is required in those cases to retain evidence and ensure ongoing protection of witnesses.

228. Recent judicial outcomes, as well as in-depth reading of decisions and lessons-learned reviews, show that the Office's team model is insufficient to ensure that the highest standards are achieved, given that Chambers are requiring more investigative activities to be finalized at an earlier stage.

229. Accordingly, the Office has been forced to reassess its operational model for investigations, breaking it down into active investigations, cases awaiting arrest (investigations in hibernation) and trials. In order to make up the difference between the actual number of established posts and the required resources, for 2014 the latter will be requested as GTA.

General temporary assistance

230. The overall requirement to support all of the above activities is equivalent to 80 FTE (this includes 65 FTE investigators and 15 FTE Analysts (covered under budget code 2320). The increase in need over and above established posts to be met by GTA is equivalent to 34 FTE. However, taking into account the Contingency Fund Applications for Mali and DRC 6, the effective increase over 2013 is five FTE only.

231. An investigation team should comprise a Team Leader and Senior Investigator (both at P-4 level), with responsibility for managing all aspects of leading the investigation, tasking and administration. Their leadership is key to ensuring an effective and efficient investigation.

232. In any investigation there are three key elements:

- (a) The crimes;
- (b) The suspects; and
- (c) Linkage between the two.

233. Each of these three areas requires investment in investigative capacity.

234. For crimes, there should be one Leading Investigator (P-3) reporting to the Team Leader, supported by a team of "collectors" (P-2/P-1 Associate and Assistant Investigators) to cover ALL incidents under investigation.

235. Likewise, for suspects, teams must conduct lines of enquiry into role, knowledge and intent, and collect relevant evidence. One Leading Investigator (P-3) should be supported by a team of "collectors" (P-2/P-1 Associate and Assistant Investigators).

236. The same team profile is required to manage the organization and linkage between the suspect and the crime (one P-3, one P-2 and one P-1).

237. In reality, many of the cases are complex, having multiple suspects and multiple crimes committed. In order to achieve the highest standard of quality and in view of the time sensitivity of investigation, further resources should be considered to deal with additional suspects and crimes.

238. A Specialized Investigator (P-3) is required to follow up on the finance and logistics required to commit the crimes, and an Information Management Assistant (GS-OL) is required to ensure quality and consistency of databases and data management within the team.

239. This model, comprising a total of 16 FTE (which include staff from Sub-programme 2320 and Sub-programme 2330), should allow for an investigation to better meet the judicial requirements placed on the Office. The requirement to present a higher threshold of evidence, with greater scope and at an earlier stage in the proceedings necessitates that all activities be undertaken in parallel. Moreover, the need for an increased intensity of investigation removes the flexibility of the former rotational model, and, in order to effectively allow five investigations to proceed at a standard and timeliness demanded of the institution, the resources required amount to 80 FTE. Part of these resources can be provided by established posts. The additional GTA resources are either extended from the pool of staff hired out of the Contingency Fund for the Mali and DRC 6 cases, or recruited as new GTA staff. In the latter case, account has been taken of the time-lag in recruitment.

240. By the end of 2014, it is anticipated that there will be seven cases in hibernation from four situations. However, the recent detention and transfer to the Court of Bosco Ntaganda highlights the need to be able to transform a case in hibernation to pre-trial stage within a limited time frame. Thus, in order to ensure, for all cases in hibernation, that evidence is preserved by maintaining contact with witnesses, that security is monitored and that threats are mitigated, sufficient resources will need to be allocated. Currently, the seven cases in hibernation involve approximately 450 witnesses. Maintaining contact, updating profiles, monitoring the situation and responding to incidents and issues will require a minimum of one investigator per situation, corresponding to a total of four full-time staff.

241. It is anticipated that four trials will take place in 2014. Investigative resources are required in both the preparation and the prosecution phases, as well as in the defence phase. Activities include investigation for the purpose of rebuttal of defence lines and cross-examination, and a team of two investigators (P-2s) is seen as a minimum per defendant. In the defence phase, increased investigation into the credibility and rebuttal of defence witnesses' testimony requires a minimum of three investigators (one P-3, two P-2s) per defendant. For 2014, five defendants and a mix of both prosecution and defence phases of trials indicate the need for 12.5 FTE. In addition, there has been a marked increase in recent years in efforts to intimidate and harm or expose witnesses and pervert justice. Accordingly, the Office also requires the capacity to undertake focused article 70 investigations. An Article 70 team would consist of one P-3 and one P-2 investigator and one P-2 analyst.

242. The amount of €46,600 is requested in support of the continuing War Crimes Unit (WCU) and law enforcement network exchanges.

243. In summary, the breakdown of the GTA resources requested is as follows:

- (b) One Team Leader (P-4) for a total of 12 months (one FTE);
- (c) Four Senior Investigators (P-4) for a total of 36 months (three FTE);
- (d) 10 Investigators (P-3) for a total of 72 months (six FTE);
- (e) 12 Associate Investigators (P-2) for a total of 72 months (six FTE);
- (f) Six Assistant Investigators (P-1) for a total of 72 months (six FTE);
- (g) Two Information Management Assistants (GS-OL) for a total of 24 months (two FTE); and
- (h) One WCU secondment (P-2) for a total of six months (0.5 FTE).

Non-staff resources

Travel

244. The provision for this budget line amounts to €784.6 thousand (20.3 per cent more than in 2013). It is essential for investigators to travel in order to collect evidence in ongoing cases, and to preserve the evidence by way of witness management in residual

cases (where arrest warrants are pending), thus safeguarding the investments made and the integrity of the case in the event of subsequent arrest and surrender. The Office has in previous years managed to absorb inflation increases related to travel by adapting travel modalities to maintain the most effective balance between flight and DSA costs.

General operating expenses

245. This budget line relates solely to costs necessarily incurred by witnesses attending interviews, and to costs relating to the Office's duty of care towards witnesses in cases (including active investigations, trials and the remaining residual cases). Thus, provision is made for €285,000 in 2014, an increase of €10,000 over 2013 to manage the existing witnesses as well as absorb the increase in new witnesses due to the expanded investigative capacity.

Supplies and materials

246. As in the 2013 budget, the Office has not created specific provisions for field clothing and mission kits. Should these materials need to be replaced, their costs will be absorbed in the regular budget non-staff funds.

Table 37: Sub-programme 2330: Proposed budget for 2014

2330 Investigation Teams	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						4,550.2	4,550.2		4,456.0	4,456.0		-94.2	-2.1
General Service staff						323.0	323.0		329.5	329.5		6.5	2.0
Subtotal staff		4,444.8	4,444.8		4,444.8	4,873.2	4,873.2		4,785.5	4,785.5		-87.7	-1.8
General Temporary Assistant		155.1	155.1		155.1	46.6	46.6		2,571.7	2,571.7		2,525.1	5,418.7
Temporary assistance for meetings													
Overtime													
Consultants													
Subtotal other staff		155.1	155.1		155.1	46.6	46.6		2,571.7	2,571.7		2,525.1	5,418.7
Travel		840.0	840.0		840.0	652.1	652.1		784.6	784.6		132.5	20.3
Hospitality													
Contractual services													
Training													
General operating expenses		377.0	377.0		377.0	275.0	275.0		285.0	285.0		10.0	3.6
Supplies and materials													
Furniture and equipment		2.6	2.6		2.6								
Subtotal non-staff		1,219.6	1,219.6		1,219.6	927.1	927.1		1,069.6	1,069.6		142.5	15.4
Total		5,819.5	5,819.5		5,819.5	5,846.9	5,846.9		8,426.8	8,426.8		2,579.9	44.1
Distributed maintenance	3.0	192.0	195.1		195.1	2.8	185.3	188.1		54.6	54.6	-133.5	-71.0

Table 38: Sub-programme 2330: Proposed staffing for 2014

Investigation Teams		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic		1								1				1
	Situation-related					1	6	19	13	6	45		5	5	50
	<i>Subtotal</i>		1			1	6	19	13	6	46		5	5	51
New	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic		-1								-1				-1
	Situation-related						-1				-1				-1
	<i>Subtotal</i>		-1				-1				-2				-2
Total						1	5	19	13	6	44		5	5	49

4. Programme 2400: Prosecution Division

Introduction

247. The Prosecution Division is central to the core business of the Court, namely the conduct of fair, effective and expeditious investigations and public proceedings in accordance with the Rome Statute. It is responsible for giving legal guidance to the investigations and litigating cases before the Chambers of all three judicial divisions, preparing all written submissions to the Chambers and participating in investigative and case-preparation activities in the Joint Teams.

248. The Prosecution Division comprises the Prosecution and Appeals Teams, assisted by case managers and trial support staff. Strategic direction of the Division will be managed by the Head of the Prosecution Division. The effective deployment of resources and standardization of case preparations and filings is overseen by the Prosecution Coordinator. The Senior Appeals Counsel manages and coordinates all appellate filings and arguments

Objectives

249. The quality and efficiency of the OTP core activities are guaranteed through: a) the standards in the OTP Operations Manual, b) carefully planned and controlled implementation, including greater emphasis on quality control, and c) continuous improvement through lessons learned.

250. The Office goals contained in the OTP Strategic Plan are linked to the broader Court's strategic objectives. In particular, for Sub-programme 2400:

- (a) Conduct and implement an in depth "lessons-learned" review of judicial processes, focusing first on procedures in pre-trial and trial preparation and hearing stages, subsequently on conclusion of trials and appeals, consulting States Parties, parties/participants and other stakeholders as appropriate (SO 1.1.1);
- (b) Continue to prioritize sexual and gender-based crimes, and crimes against children (SO 1.1.2); and
- (c) Deliver the number of planned investigations (SO 1.3.1).

Table 39: Expected results, performance indicators and targets for 2014

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2014</i>
Objective 1.1.1		
OTP Strategic Goal 2.3		
Further improve the quality and efficiency of:	<ul style="list-style-type: none"> – Rate of acceptance of submissions and granting of requests by the Chambers; – Time in which Prosecution case is presented (actual court days) for each case; and – Number of witnesses per case maintained at lowest levels to minimize exposure. 	<p>80%.</p> <p>six months.</p> <p>Minimum possible - at least comparable to current trial average (30-35).</p> <p>Prosecutorial strategies and standards reviewed.</p> <p>Witness-proofing guidelines to focus evidence fairly and effectively developed, applied and included in the Operations Manual.</p> <p>Code of Conduct promulgated (in conjunction with LAS).</p> <p>Improved case review process established.</p> <p>Revised training programme for prosecutors defined in annual Training Plan and implemented.</p> <p>Evidence disclosure practice revised, implemented and Operations Manual updated (with LAS).</p> <p>Legal research database available to the whole OTP.</p> <p>Lessons learned of prosecutorial performance in</p>

		Court translated into good practices.
Objective 1.1.2		
OTP Strategic Goal 3		
Continue to prioritize sexual and gender-based crimes, and crimes against children.	<ul style="list-style-type: none"> – Finalization of Sexual and Gender-based Crimes Policy, as well as Children Policy; and – Development of guidelines on novel ways of proving sexual and gender-based violence on large scale. 	Sexual and Gender-based Crimes Policy finalized. Guidelines drafted. Children Policy finalized.
Objective 1.3.1		
OTP Strategic Goal 1		
Conduct impartial, high quality, efficient and secure preliminary examinations, investigations and prosecutions.	– Number of investigations.	Five active, plus six trial-related.

Staff resources

251. As recognized by the analysis of external experts⁵¹, the OTP has always been proactive in evaluating and analyzing how to better structure its operations and design its organization. As the new Deputy Prosecutor has been charged – amongst other duties – with the task of enhancing performance management within the OTP, it is considered relevant to re-assess and re-align responsibilities at OTP level. To this end, the three Divisions (ID, JCCD and PD) will report to the Deputy Prosecutor. The Office considers that only one Deputy Prosecutor with his enlarged responsibilities is needed. The second ASG Deputy Prosecutor position is deemed no longer necessary. Instead, in order to ensure parity, and a fair distribution of responsibilities and roles⁵² amongst the divisions, a D-1 post for the position of Head of the Prosecution Division is requested in 2014. This person will manage the Division at a strategic level, as is done by the heads of the Investigation Division and the JCCD. The total number of established posts remains unchanged.

General temporary assistance

252. An increase in GTA resources for the Prosecution Division in 2014 is requested, corresponding to the increase in resources obtained from the Contingency Fund in 2013 as a result of the Mali and DRC 6 prosecutions.

253. A staff of six lawyers, one case manager, and half of a trial support assistant is required for each active investigation. The team will be led by an experienced P-5 level Senior Trial Lawyer. The Senior Trial Lawyer and the legal team will provide legal and strategic guidance to the investigation, analyze evidence, develop the legal theory of the case, participate in investigative activities including interviews under article 55(2) of the Statute, prepare disclosure, and draft relevant documents. The case manager and half trial support assistant will manage the evidence and information and pleadings and will support the lawyers in their tasks.

254. A staff of nine lawyers, headed by an experienced Senior Trial Lawyer (P-5), one case manager, and one trial support assistant is required for cases that have passed the charging stage and are either in pre-trial or trial phase. The lawyers will organize and prepare the case during the pre-trial and trial phases, manage witnesses, provide guidance for additional investigation, manage disclosure, draft all pleadings for the Pre-Trial Chamber and the Trial Chamber, participate in hearings, conduct the confirmation hearing, and conduct the trial. The case manager and trial support assistant will manage evidence, information and pleadings and will support all of the lawyers in their tasks.

⁵¹ *Consultancy on ICC Organizational Structure; Report on the intra-Organ review of the Office of the Prosecutor*, PricewaterhouseCoopers, June 2013.

⁵² "...Appointing a head of PD appears to be logical and consistent from both the perspective of the OTP as a HR strategy and is in line with the OTP Operations Manual..." 3.5.2 Organizational structure and governance: division and section level -*Consultancy on ICC Organizational Structure; Report on the intra-Organ review of the Office of the Prosecutor*, PricewaterhouseCoopers, June 2013.

255. Although there can be variation in the investigations and prosecutions as a result of the complexity of the case or the number of suspects or accused, the staff composition described above is appropriate for most cases faced by the Court at this stage. Some flexibility will permit small adjustments in team compositions: slightly increasing teams for bigger cases and decreasing for less complex cases. The lawyers assigned to the investigation teams and the prosecution teams will absorb the work previously done by the Legal Reviewers.

256. The Appeals Section consists of five lawyers and one case manager. These staff are needed in order to address all applications for leave to appeal, all interlocutory appeals, and all final appeals. In addition, the Appeals Section provides legal guidance to all of the investigation and trial teams within the division.

257. As the Court develops its jurisprudence in relation to substantive interpretation of the Rome Statute and matters of practices, procedures, and evidence, the Appeals Section will continue to play a vital role - the importance of which can't be over-emphasized - in contributing to shape the decisions of the Appeals Chambers and contributing to the evolution of the Court's jurisprudence.

258. The breakdown of the GTA resources requested is as follows:

- (a) Five Senior Trial Lawyers (P-5) for 42 months (3.5 FTE);
- (b) Two Trial Lawyers (P-4) for 24 months (two FTE);
- (c) 14 Trial Lawyers (P-3) for 126 months (10.5 FTE);
- (d) Five Associate Trial Lawyers (P-2) for 60 months (five FTE);
- (e) Eight Assistant Trial Lawyers (P-1) for 90 months (7.5 FTE); and
- (f) Four Case Managers (P-1) for 48 months (four FTE);

Non-staff resources

Travel

259. Travel is requested not only for Joint Team missions in support of the investigations, but also for the representative functions performed by the Deputy Prosecutor aimed at broadening understanding of, and cooperation for, the Office's activities.

260. Provision for 2014 is €228.3 thousand, which represents an increase of 23.4 per cent and is foreseen for a total of 41 missions.

Table 40: Programme 2400: Proposed budget for 2014

2400 Prosecution Division	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						504.9	3,631.7	4,136.6	833.7	3,518.3	4,352.0	215.4	5.2
General Service staff						193.8	387.6	581.4	131.8	461.3	593.1	11.7	2.0
Subtotal staff	860.3	3,438.7	4,299.0		4,299.0	698.7	4,019.3	4,718.0	965.5	3,979.6	4,945.1	227.1	4.8
General temporary assistance	97.1	1,827.9	1,925.0		1,925.0		1,894.8	1,894.8		3,618.7	3,618.7	1,723.9	91.0
Temporary assistance for meetings													
Overtime													
Consultants													
Subtotal other staff	97.1	1,827.9	1,925.0		1,925.0		1,894.8	1,894.8		3,618.7	3,618.7	1,723.9	91.0
Travel	15.9	210.7	226.6		226.6	14.9	170.1	185.0	15.0	213.3	228.3	43.3	23.4
Hospitality													
Contractual services													
Training													
General operating expenses													
Supplies and materials													
Furniture and equipment													
Subtotal non-staff	15.9	210.7	226.6		226.6	14.9	170.1	185.0	15.0	213.3	228.3	43.3	23.4
Total	973.3	5,477.3	6,450.6		6,450.6	713.6	6,084.2	6,797.8	980.5	7,811.6	8,792.1	1,994.3	29.3
Distributed maintenance	18.2	160.0	178.2		178.2	16.7	154.4	171.1	32.2	43.5	75.6	-95.5	-55.8

Table 41: Programme 2400: Proposed staffing for 2014

Prosecution Division		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic		1			3					4		2	2	6
	Situation-related					3	10	6	7	6	32		7	7	39
	<i>Subtotal</i>		<i>1</i>			<i>6</i>	<i>10</i>	<i>6</i>	<i>7</i>	<i>6</i>	<i>36</i>		<i>9</i>	<i>9</i>	<i>45</i>
New	Basic				1						1				1
	Situation-related														
	<i>Subtotal</i>				<i>1</i>						<i>1</i>				<i>1</i>
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total			1		1	6	10	6	7	6	37		9	9	46

C. Major Programme III: Registry

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

262. The Registry is currently organized into two divisions: the Common Administrative Services Division and the Division of Court Services, as well as a number of sections and offices directly under the Office of the Registrar. These are the Counsel Support Section, the Field Operations Section, the Legal Advisory Services Section, the Public Information and Documentation Section, and the Security and Safety Section. The Immediate Office of the Registrar supports the Registrar in his functions. The Offices of Public Counsel for the Defence and for Victims and the Office of Internal Audit, while functionally independent, are located within Registry's structure mainly for administrative and management purposes. Similarly, the Independent Oversight Mechanism, the Secretariat of the Assembly of States Parties, the Secretariat of the Trust Fund for Victims and the Project Director's Office of the Permanent Premises Project also fall under the Registry's administrative purview.

263. In order to increase efficiency, the Registry's Permanent Premises Office has been moved to Major Programme VII-1, the Permanent Premises Project Director's Office, under the direct supervision of the Project Director, thus creating synergies through better coordination and mainstreaming of the different aspects of the Court's permanent premises project, including the transition project.

264. All of the Registry's functions and operations are aimed at supporting the implementation of the Court's judicial mandate, as well as its appropriate organizational functioning. It constitutes the main support structure for the functioning of the entire Court and its various related bodies, and its budget is thus essentially driven by judicial and prosecutorial developments and the assumptions underlying them.

265. Registry's responsibility to ensure, *inter alia*, adequate judicial cooperation with States, protection of victims and witnesses, safety and security of the Court's operations, detention of suspects and accused individuals, courtroom services, field operations, assistance and support to the Office of the Prosecutor, the defence and to the victims participating in the proceedings and outreach to affected communities, is fundamental in guaranteeing the adequate functioning of the judicial proceedings before the Court and the effective implementation of judicial decisions, as well as in maximizing their impact by delivering justice in a meaningful way to the actual communities affected by the crimes under the Court's jurisdiction.

266. Through its common platform of support and services, the Registry seeks to ensure maximum efficiency. The Registry's centralized approach to the provision of administrative and judicial services within the Court enables it to support the different areas of the Court's operations. In particular, the Registry guarantees the efficient delivery of essential services to the different participants in judicial proceedings in order to facilitate and ensure effective investigations, trials and other judicial proceedings. In addition, the Registry's mandate to provide and maintain the Court's administrative service delivery architecture, seeks to guarantee comprehensive Court-wide solutions to meet the administrative needs of the institution.

267. The Court's overall budget assumptions for 2014 foresee a substantial increase in its judicial and prosecutorial activities by comparison with 2013, with double the number of confirmation of charges hearings, double the trial hearings and double the cases in final appeals, as well as four new investigations conducted by the OTP in the context of current situations, the level of services and support required from the Registry to ensure the adequate functioning of the Court will inevitably have to increase significantly.

268. Furthermore, the Office of the Prosecutor is seeking to enhance the quality and efficiency of its investigative and prosecutorial activities, which will require a substantive increase in its resources in order to enable it to move progressively from the existing rotational model to an overall system that can better ensure adequate staffing and support levels required for the OTP to meet all judicial and prosecutorial demands. In order to sustain and ensure the level of quality and efficiency sought by the OTP in its operations,

the Registry will be similarly required to provide an increased level of services and support, in particular in regard to security, field operations and protection of witnesses.

269. In addition, there are in-built increases in staff costs, amounting to approximately €0.6 million, mainly as a consequence of the application of UN common system costs.

270. Notwithstanding all these factors, which directly impact and drive the workload and operations of the vast majority of Registry's functions, the Registrar has made strenuous efforts to prepare a budget proposal for 2014 which remains as far as possible at the same level as the approved budget for 2013. Significant efficiencies have been achieved, including by capitalizing upon past investments and procurement activities. As a result, the majority of programmes and sub-programmes within Registry reflect a budget proposal for 2014 at approximately the level of the approved 2013 budget, or even, in some cases, below that level.

271. Out of the €7 million increase initially identified on the basis of the anticipated additional cost drivers, it has been possible, as a result of efficiency gains and careful allocation, redeployment and reprioritization of resources, to achieve a reduction of approximately €3.5 million. In particular, the additional resources required to support the increased level of judicial activities and providing services to parties and participants in the different pre-trials, trials and appeals, as well as the in-built increase in staff costs, have been, to a large extent, absorbed within the 2013 approved level of resources. However, the remaining gap of €3.5 million could not be bridged without significantly impairing the level of services provided, in particular in those areas of the Registry directly impacted by the increased requirements of the OTP.

272. In sum, even when taking into account the increased judicial assumptions and the in-built increase in staff costs, had it not been for the increased resources needed to support the operations of the OTP, the Registry would have presented a proposed budget at nearly the same level as the approved budget for 2013.

273. Such an approach demonstrates how the Registry, by implementing its central role as Court-wide service provider, has ensured minimal budget growth. The Registrar will continue to consider ways to achieve further redeployments and synergies that can be undertaken with a view, as far as possible, to containing future required increases in resources, and, where possible, finding additional sustainable efficiencies. However, in view of the significant pressure in the level of its proposed resources for 2014, in order to ensure continuity and sustainability in Registry's operations and activities, the Registrar will need to be given sufficient flexibility by the Assembly of States Parties to enable him, in the coming years, to reorganize and reassess the current structures and processes within Registry. In addition, efforts will continue to be undertaken with the OTP with a view to achieving better and more efficient inter-organ coordination and processes and finding, where possible, additional synergies.

274. In line with the wishes of the Assembly and the Committee, the Registry will continue in 2014 to seek efficiencies, and to continue leading the Court-wide exercise targeted at improving the Court's business processes, prioritizing its activities and services and saving costs, thus further contributing to the Court's strategic goal of delivering efficient, well-planned and cost-effective administration.

Table 42: Breakdown of MP III proposed budget for 2014, showing net decreases and increases

<i>MP III proposed budget for 2014</i>	<i>Total (millions of euros)</i>
2013 baseline	64.5
Less	
Temporarily unfunded post	0.1
Other staff costs (including consultants)	0.1
Contractual services and others	0.1
Counsel for defence and victims	0.2
General operating expenses	0.3
<i>Sub-total</i>	<i>0.8</i>
Add	
Forward commitments (staff costs incl. common system costs)	0.6
GTA	1.6
Mali situation	0.7
Victims and witnesses protection programmes costs	1.1
Witnesses testimony costs (videolinks included)	0.4
<i>Sub-total</i>	<i>4.4</i>
Total	68.1
Total growth (5.6%)	3.6

Table 43: Major Programme III: Proposed budget for 2014

Major Programme III Registry	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						12,271.3	8,222.1	20,493.4	12,199.2	8,460.0	20,659.2	165.8	0.8
General Service staff						9,249.3	6,213.1	15,462.4	9,496.2	6,323.4	15,819.6	357.2	2.3
<i>Subtotal staff</i>	<i>19,929.5</i>	<i>14,486.9</i>	<i>34,416.4</i>	<i>93.2</i>	<i>34,509.6</i>	<i>21,520.6</i>	<i>14,435.2</i>	<i>35,955.8</i>	<i>21,695.4</i>	<i>14,783.4</i>	<i>36,478.8</i>	<i>523.0</i>	<i>1.5</i>
General temporary assistance	2,065.9	2,878.5	4,944.4	418.3	5,362.7	1,909.7	2,297.1	4,206.8	2,158.3	3,900.1	6,058.4	1,851.6	44.0
Temporary assistance for meetings	59.7	224.7	284.4		284.4	200.0	153.2	353.2	254.7	68.8	323.5	-29.7	-8.4
Overtime	257.5	24.3	281.8		281.8	214.5	138.8	353.3	222.4	141.6	364.0	10.7	3.0
Consultants	119.3	63.2	182.5		182.5	86.6	36.1	122.7	19.6	47.1	66.7	-56.0	-45.6
<i>Subtotal other staff</i>	<i>2,502.4</i>	<i>3,190.7</i>	<i>5,693.1</i>	<i>418.3</i>	<i>6,111.4</i>	<i>2,410.8</i>	<i>2,625.2</i>	<i>5,036.0</i>	<i>2,655.0</i>	<i>4,157.6</i>	<i>6,812.6</i>	<i>1,776.6</i>	<i>35.3</i>
Travel	204.2	1,250.2	1,454.4	52.1	1,506.5	184.5	1,636.9	1,821.4	314.4	2,133.9	2,448.3	626.9	34.4
Hospitality	4.2	0.1	4.3		4.3	4.0		4.0	4.0		4.0		
Contractual services	1,846.8	1,146.8	2,993.6	136.5	3,130.1	1,021.4	1,526.9	2,548.3	835.3	1,717.6	2,552.9	4.6	0.2
Training	320.8	209.8	530.6		530.6	387.4	178.0	565.4	389.3	174.4	563.7	-1.7	-0.3
Counsel for Defence		3,284.0	3,284.0	554.7	3,838.7		2,608.4	2,608.4		2,866.4	2,866.4	258.0	9.9
Counsel for Victims		2,174.7	2,174.7	212.5	2,387.2		3,448.2	3,448.2		3,000.7	3,000.7	-447.5	-13.0
General operating expenses	5,588.7	5,030.9	10,619.6	203.7	10,823.3	6,315.8	4,293.5	10,609.3	6,028.8	5,420.3	11,449.1	839.8	7.9
Supplies and materials	518.5	300.8	819.3	1.6	820.9	693.2	260.2	953.4	649.2	274.0	923.2	-30.2	-3.2
Furniture and equipment	1,119.6	3.5	1,123.1	62.7	1,185.8	934.0	36.7	970.7	593.9	417.9	1,011.8	41.1	4.2
<i>Subtotal non-staff</i>	<i>9,602.8</i>	<i>13,400.8</i>	<i>23,003.6</i>	<i>1,223.8</i>	<i>24,227.4</i>	<i>9,540.3</i>	<i>13,988.8</i>	<i>23,529.1</i>	<i>8,814.9</i>	<i>16,005.2</i>	<i>24,820.1</i>	<i>1,291.0</i>	<i>5.5</i>
Total	32,034.7	31,078.4	63,113.1	1,735.3	64,848.4	33,471.7	31,049.2	64,520.9	33,165.3	34,946.2	68,111.5	3,590.6	5.6
Distributed maintenance	-317.7	-728.1	-1,037.9		-1,037.9	-303.2	-702.6	-1,005.8	-41.3		-41.3	964.4	-95.9

Table 44: Major Programme III: Proposed staffing for 2014

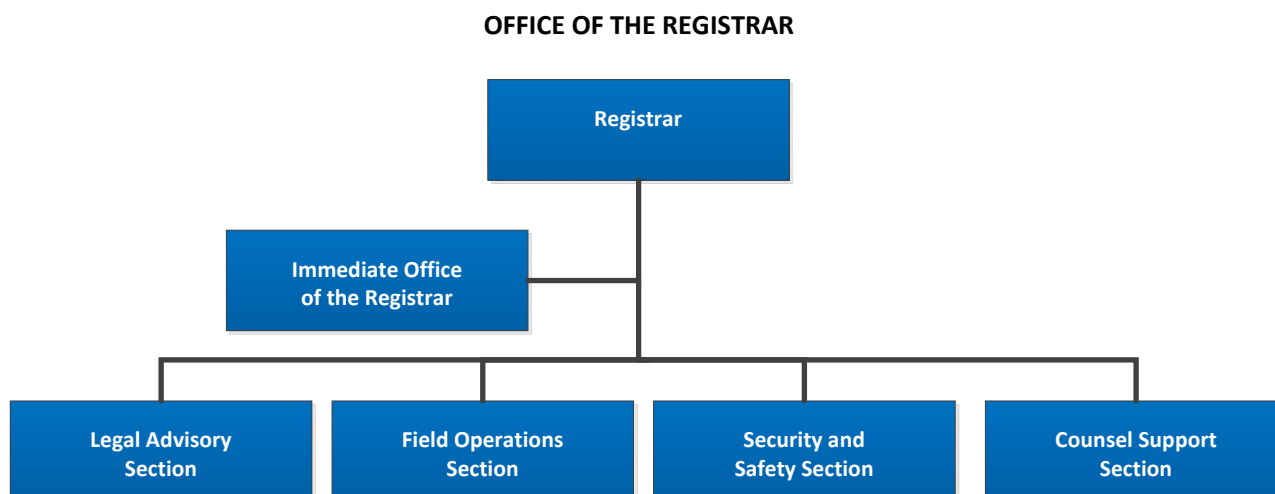
Registry		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic		1		4	15	25	34	26	3	108	9	136	145	253
	Situation-related					1	14	32	36	3	86	7	132	139	225
	<i>Subtotal</i>		<i>1</i>		<i>4</i>	<i>16</i>	<i>39</i>	<i>66</i>	<i>62</i>	<i>6</i>	<i>194</i>	<i>16</i>	<i>268</i>	<i>284</i>	<i>478</i>
New	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total			1		4	16	39	66	62	6	194	16	268	284	478

1. Programme 3100: Office of the Registrar

Introduction

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

276. The Office of the Registrar comprises the following five sub-programmes:



277. The Immediate Office of the Registrar supports and advises the Registrar and the Deputy Registrar in relation to all of their responsibilities, including cooperation with States Parties, budget and financial management, and Court-wide and section-wide Registry policies and strategies. The Legal Advisory Section reports to the Registrar and provides legal advice on questions regarding the Court's legal framework on matters within the Registry's responsibilities. The Field Operations Section manages and supports the field offices established in the situation countries to meet the Court's mandate on the ground. The operational needs of the Registry, Office of the Prosecutor, Trust Fund for Victims and counsel are the key driving factors for field offices services and resources. The Security and Safety Section provides a safe, secure and confidential working environment, both in The Hague and in the field, to protect all persons to whom the Court owes a duty of care, as well as the Court's tangible and intangible assets and information resources. The Counsel Support Section coordinates all the assistance provided to counsel by the Court, and manages the Court's legal aid scheme.

Objectives

1. Conduct and implement an in-depth "lessons-learned" review of judicial processes, focusing first on procedures in pre-trial and trial preparation and hearing stages, and subsequently on conclusion of trials and appeals, consulting States Parties, parties/participants and other stakeholders as appropriate (1.1.1);
2. Implement the revised legal aid system and continuously monitor its adequacy and cost effectiveness in a manner consistent with judicial decisions and the rights of the defence (1.4.1);
3. Revisit the victim application system (1.5.1);
4. Re-examine and adapt the structure, staffing and resources for the Court in the light of practical experience, promoting efficiency and effectiveness while ensuring the capacity to deliver the Court's mandate (2.1.1);
5. As part of the Court's review of roles and responsibilities, review and adapt the field operations structures, in particular in the field (2.1.3);

6. Improve of governance and security and safety risk management mechanism for all countries of Court operations, including non-situation countries, and for all stages of investigations and judicial processes (2.6.5);
7. Ensure security and safety measures are tailored to the circumstances and facilitate the requisite operations of the Court while being included from the outset in the planning and execution of the Court's operations (2.8.1);
8. Further improve the dialogue between the Court and the Assembly and its sub-bodies through the setting up of a cost-effective information exchange (3.1.1);and
9. Conclude relocation agreements (including cost-neutral agreements) and agreements for interim release/acquittal as a priority with States in relative geographical proximity of the States of origin of witnesses and the accused (3.4.1).

Table 45: Expected results, performance indicators and target for 2014

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2014</i>
Objective 1.1.1 Efficient management of trial;	Number of findings by Chambers in respect of non-provision of adequate services by Registry;	0%.
Objective 1.4.1 Implementation of most effective legal aid system;	Adherence to legal aid policy;	100%.
Objective 1.5.1 Achievement of more sustainable, effective and efficient victim application system;	Review of victim application system completed; Guidelines on Intermediaries implemented;	100%. 100%.
Objective 2.1.1 Cross-cutting review of implications for overall Court structure;	Conclude Registry's evaluation regarding structure, staffing and resources;	100%.
Objective 2.1.3 Better coordination and higher impact of the Court's work in situation country;	Vision for operations in the field defined;	100%.
Objective 2.6.5 Finalized review of the Court's crisis readiness;	Implement Crisis Cell;	100%.
Objective 2.8.1 No security incidents caused by a lack of prevention or management of foreseeable risks by the Court, while allowing operations to continue;	Number of incidents involving serious injuries due to negligence of management; Screening of all persons and items entering the Court's premises; Compliance with Minimum Operating Security Standards (MOSS);	0%. 100%. 90%.
Objective 3.1.1 Cooperation and efficient dialogue between the Court, the Assembly and States Parties enhanced; and	Registry participation and input to all meetings, seminars, events etc. organized by states upon request; and	100%.
Objective 3.4.1 Conclusion of new agreements.	Number of framework agreements concluded in support of the Court's operations.	Four.

Table 46: Programme 3100: Proposed budget for 2014

3100 Office of the Registrar	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl. CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						2,566.5	1,442.2	4,008.7	2,588.7	1,623.4	4,212.1	203.4	5.1
General Service staff						2,624.6	2,013.9	4,638.5	2,676.0	2,090.9	4,766.9	128.4	2.8
<i>Subtotal staff</i>	<i>4,601.8</i>	<i>3,509.4</i>	<i>8,111.2</i>	<i>93.2</i>	<i>8,204.4</i>	<i>5,191.1</i>	<i>3,456.1</i>	<i>8,647.2</i>	<i>5,264.7</i>	<i>3,714.3</i>	<i>8,979.0</i>	<i>331.8</i>	<i>3.8</i>
General temporary assistance	1,242.0	366.3	1,608.3	16.8	1,625.1	1,082.4	208.5	1,290.9	1,082.4	607.5	1,689.9	399.0	30.9
Temporary assistance for meetings													
Overtime	142.5	24.0	166.5		166.5	124.4	50.3	174.7	124.4	50.3	174.7		
Consultants	14.5		14.5		14.5								
<i>Subtotal other staff</i>	<i>1,399.0</i>	<i>390.3</i>	<i>1,789.3</i>	<i>16.8</i>	<i>1,806.1</i>	<i>1,206.8</i>	<i>258.8</i>	<i>1,465.6</i>	<i>1,206.8</i>	<i>657.8</i>	<i>1,864.6</i>	<i>399.0</i>	<i>27.2</i>
Travel	45.0	444.8	489.8	6.0	495.8	30.1	434.0	464.1	37.5	637.5	675.0	210.9	45.4
Hospitality	4.2	0.1	4.3		4.3	4.0		4.0	4.0		4.0		
Contractual services	311.9	251.5	563.4	59.2	622.6	112.0	261.6	373.6	112.0	463.9	575.9	202.3	54.1
Training	88.0	154.7	242.7		242.7	97.6	107.7	205.3	97.2	108.1	205.3		
Counsel for Defence		3,284.0	3,284.0	554.7	3,838.7		2,608.4	2,608.4		2,866.4	2,866.4	258.0	9.9
Counsel for Victims		2,174.7	2,174.7	212.5	2,387.2		3,448.2	3,448.2		3,000.7	3,000.7	-447.5	-13.0
General operating expenses	132.7	731.5	864.2	124.8	989.0	165.0	573.7	738.7	165.0	563.5	728.5	-10.2	-1.4
Supplies and materials	61.3	196.2	257.5	1.6	259.1	63.3	146.0	209.3	63.3	159.8	223.1	13.8	6.6
Furniture and equipment	0.7		0.7		0.7	1.0	1.7	2.7	0.9	1.8	2.7		
<i>Subtotal non-staff</i>	<i>643.8</i>	<i>7,237.5</i>	<i>7,881.3</i>	<i>958.8</i>	<i>8,840.1</i>	<i>473.0</i>	<i>7,581.3</i>	<i>8,054.3</i>	<i>479.9</i>	<i>7,801.7</i>	<i>8,281.6</i>	<i>227.3</i>	<i>2.8</i>
Total	6,644.6	11,137.2	17,781.8	1,068.8	18,850.6	6,870.9	11,296.2	18,167.1	6,951.4	12,173.8	19,125.2	958.1	5.3
Distributed maintenance	226.9	296.1	523.0		523.0	278.1	301.1	579.2	284.8	73.6	358.3	-220.9	-61.6

Table 47: Programme 3100: Proposed staffing for 2014

Office of the Registrar		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic		1		1	5	5	4	4	1	21	2	39	41	62
	Situation-related					1	4	7	3		15	1	50	51	66
	<i>Subtotal</i>		<i>1</i>		<i>1</i>	<i>6</i>	<i>9</i>	<i>11</i>	<i>7</i>	<i>1</i>	<i>36</i>	<i>3</i>	<i>89</i>	<i>92</i>	<i>128</i>
New	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total			1		1	6	9	11	7	1	36	3	89	92	128

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

278. The Immediate Office directly supports the Registrar and the Deputy Registrar in the non-judicial aspects of the administration and servicing of the Court. It is important that the Registrar and Deputy Registrar have at their disposal a structure allowing effective communication within the Court, as well as with States Parties and other external key partners and stakeholders. The Office must thus foster communication internally, both Registry- and Court-wide as well as with external stakeholders.

279. The Immediate Office supports the Registrar in the preparation of the annual programme budget, in the consultations with the Bureau's Hague Working Group, and in the coordination of organ-wide initiatives such as the review of procedures for victims' participation and the Guidelines on Intermediaries. As part of the administrative management, the Immediate Office oversees and guides the effective administration of the Court's resources, monitors the implementation of internal and external audit recommendations and acts as the overall manager for the Court's trust funds and special accounts.

280. In addition, in view of the important role played by the Registrar in securing support and cooperation from States Parties, the Immediate Office channels judicial requests for cooperation to the relevant States and ensures their implementation. Furthermore, it is also responsible for organizing regional and high-level seminars for fostering cooperation, and for negotiating voluntary agreements with States, such as agreements on the protection of witnesses and on the interim release of detainees.

Non-staff resources

Basic resources

Travel

281. Recurrent. The Registrar, or his representative, is required to travel for the purpose of increasing support and cooperation at the highest levels, among States Parties and external key partners such as the United Nations, other IGOs, and NGOs. In addition, these resources allow the Registrar to pursue his mandate with regard to victims, witnesses and defence. The travel budget for 2014 includes an increase of €19,000, or 54.9 per cent, to cover the cost of travel to New York to attend the session of the Assembly.

Hospitality

282. Recurrent. The Registry offers limited hospitality with the aim of increasing support and cooperation among States Parties and external key partners such as the United Nations, other IGOs, and NGOs.

Situation-related resources

Travel

283. Recurrent. The Court's increased operations in various countries, the nature of on-going conflicts, local geography and security demands far from Headquarters are different for each of the situations, requiring the Registrar to visit States Parties and local partners in the field in order to gain their support and foster cooperation.

Table 48: Sub-programme 3110: Proposed budget for 2014

3110 Immediate Office of the Registrar	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						953.5		953.5	958.1		958.1	4.6	0.5
General Service staff						205.8		205.8	209.8		209.8	4.0	1.9
<i>Subtotal staff</i>	<i>1,055.9</i>		<i>1,055.9</i>		<i>1,055.9</i>	<i>1,159.3</i>		<i>1,159.3</i>	<i>1,167.9</i>		<i>1,167.9</i>	<i>8.6</i>	<i>0.7</i>
General temporary assistance	128.8	2.8	131.6	16.8	148.4								
Temporary assistance for meetings													
Overtime													
Consultants													
<i>Subtotal other staff</i>	<i>128.8</i>	<i>2.8</i>	<i>131.6</i>	<i>16.8</i>	<i>148.4</i>								
Travel	17.5	15.5	33.0		33.0	16.8	18.0	34.8	21.4	32.5	53.9	19.1	54.9
Hospitality	4.2	0.1	4.3		4.3	4.0		4.0	4.0		4.0		
Contractual services	225.4		225.4		225.4								
Training	1.7		1.7		1.7								
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal non-staff</i>	<i>248.8</i>	<i>15.6</i>	<i>264.4</i>		<i>264.4</i>	<i>20.8</i>	<i>18.0</i>	<i>38.8</i>	<i>25.4</i>	<i>32.5</i>	<i>57.9</i>	<i>19.1</i>	<i>49.2</i>
Total	1,433.5	18.4	1,451.9	16.8	1,468.7	1,180.1	18.0	1,198.1	1,193.3	32.5	1,225.8	27.7	2.3
Distributed maintenance	30.3		30.3		30.3	33.3		33.3	45.9		45.9	15.6	46.9

Table 49: Sub-programme 3110: Proposed staffing for 2014

Immediate Office of the Registrar											Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1						
Existing	Basic	1		1	2		2	1			7	1	2	3	10
	Situation-related														
	<i>Subtotal</i>	<i>1</i>		<i>1</i>	<i>2</i>		<i>2</i>	<i>1</i>			<i>7</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>10</i>
New	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total		1		1	2		2	1			7	1	2	3	10

(b) Sub-programme 3130: Legal Advisory Services Section

284. The Legal Advisory Services Section (“LASS”) is the section in charge of supporting operational legal issues insofar as they are relevant to the duties assigned to the Registrar under the Rome Statute and Rules of Procedure and Evidence. In this regard, the main objective of LASS is to provide legal advice to the Registrar and the Deputy Registrar, individual sections of the Registry, and other officials of the Court on questions regarding the general legal framework which governs the work of the Court.

285. LASS’s activities and services for the fulfillment of its mandate can be summarized in the 10 following areas:

(a) *Administration of Justice*: Advice on HR-related issues and drafting the Registrar’s position in litigation proceedings (administrative review/disciplinary matters/ILOAT) and conciliation/settlement negotiations;

(b) *Staff entitlements*: Provide timely legal advice to Human Resources to ensure that staff entitlements are granted in accordance with the Staff Regulations and Rules;

(c) *Procurement review cases*: Participating in the Procurement Review Committee (PRC) and providing secretarial services to the PRC to ensure compliance of procurement proceedings with the Financial Regulations and Rules and other applicable legal instruments;

(d) *Contracts*: Drafting, reviewing and negotiating contracts with external partners, including agreements and memoranda of understanding;

(e) *Legal Consultations*: Providing the Registrar and/or individual sections and units within the Court with (i) internal informative memoranda on interpretation and application of the Court’s legal framework and (ii) legal advice/opinions on institutional and other operational modalities relating to the Court’s mandate;

(f) *Administrative issuances*: Draft and/or review administrative instructions, information circulars, presidential directives and other internal policies of the Court;

(g) *Support in judicial proceedings*: Monitor and update the Registrar and Registry sections on judicial proceedings in the different situations and cases and overview the Registry’s filings before Chambers and Presidency. Provide assistance to Registry sections by way of legal research, drafting and/or review to ensure consistency in the Registry’s positions prepared by different sections in the various cases and situations and to prevent possible conflicts of interests from impacting on the judicial work of each section;

(h) *Host State affairs*: Serve as interlocutor between the Court and the host State regarding privileges and immunities, interpretation and implementation of the host State Agreement and of the Agreement on Privileges and Immunities of the Court;

(i) *Representation of the Court in external bodies*: Serve as interlocutor/representative of the Court before the International Community Platform; and

(j) *Requests for publication*: Review publications by staff members before Registrar’s approval to ensure that their personal views and convictions do not adversely affect their official duties or the interest of the Court.

286. Expected results:

(a) Provision to the Court of timely, sound and consistent legal advice on all topics listed above;

(b) Effective cooperation regarding legal internal documents between the different pillars of the Court; and

(c) Ensure minimum legal exposure of the Court to litigation.

287. The section is headed by a Senior Legal Adviser (P-5) and is composed of two Legal Advisers (P-4), one Legal Officer (P-3), one Associate Legal Officer (P-2), one Legal Assistant (G-6) and one Administrative Assistant (G-4). As of the second quarter of 2013, the workload of the section is divided in three main pillars reporting directly to the Chief of Section:

- (i) *Administration of Justice and Administrative issuances*, comprising the activities and services listed in points (a), (b), (e) and (f) above;
- (ii) *Privileges and Immunities, and support in judicial proceedings*, comprising the activities and services listed in points (e), (g), (h) and (i) above; and
- (iii) *Contracts and procurement matters*, comprising the activities and services listed in points (c), (d) and (e) above.

288. The Legal Assistant reports directly to the Chief of Section and provides legal support in terms of preliminary research and drafting to all staff of the section as required. The Administrative Assistant provides secretarial/administrative support to the section.

Staff resources

Established posts

289. A second Legal Officer (P-3) post, which was redeployed to LASS in 2012, has now been returned to its original section, Court Management Section. The structure of the section was also redefined in order to better reflect its functions, as they were modified by the addition of the redeployment of the second Legal Officer (P-3) position in 2012. From two units, the structure of the section has moved to three units, reporting directly to the Chief of Section: the Administration of Justice and Administrative Issuances Unit (AJAIU), which remains unchanged, the Contract and Procurement Advisory Unit (CPAU) and the Judicial, Agreements and Privileges and Immunities Unit (JAPIU). AJAIU and JAPIU are each headed by a Legal Adviser (P-4) and the CPAU by the Legal Officer (P-3). The AJAIU is supported by the Associate Legal Officer (P-2). The specific activities of the respective units are described in (i), (ii) and (iii) above. Activities and services listed in point (j) are handled according to topics and availability.

290. Both the Legal Assistant (G-6) and the Administrative Assistant (G-4) are under the supervision of the Chief of Section. The former provides legal support to the section in terms of preliminary research and drafting to all staff of the section as required, while the latter provides secretarial/administrative support.

291. As a result of the termination of the redeployment of the second P-3 post, it should be noted that LASS is currently providing the same services as under the preceding budget exercise with one Legal Officer (P-3) less. This reduction has significantly increased the pressure put on the section. This situation will be closely monitored during 2013 and 2014 and staffing adjustment might be required in 2015 in order to continue to preserve the timeliness and quality of the services of the section.

Non-staff resources

Contractual services

292. Recurrent. Contractual services are required in order to cover consultancy and specific legal expertise needed at Headquarters and in the field. The activities of the Court generate continuous additional research and drafting work, for which the Legal Advisory Services Section may require outside legal expertise, particularly concerning matters focused on local legislation and national jurisdictions. Securing the timely, sound and accurate legal advice and assistance on those issues is of high importance in order to minimize the Court's legal exposure to any litigation and to guarantee the lawful performance of the Court's operations and activities. Overall, the amount requested under this head remains unchanged from 2013.

Table 50: Workload indicators and statistics for the Legal Advisory Services Section (LASS)

<i>LASS activities</i>	<i>Actual workload 2012 and % increase/decrease from 2011</i>	<i>Estimated workload 2013</i>	<i>Estimated Workload 2014</i>
1. Administration of Justice	44 cases 24% decrease	60 cases	60 cases
2. Staff entitlements	24 requests 11% decrease	37 requests	37 requests
3. Procurement review cases	56 PRC cases 7.6% increase	52 PRC cases	58 PRC cases
4. Contracts, agreements, MOU	89 14.1% increase	85	92
5. Legal consultations	201 consultations 131% increase	210 consultations	217 consultations
6. Administrative issuances	24 issuances 20% increase	30 issuances	20 issuances
7. Support in judicial proceedings	314 1327% increase	330	346
8. Host State affairs	10 16% decrease	15	24
9. Representation of the Court in external bodies	3	2 projects	3 projects
10. Requests for publication	9 publications 85% decrease	20 publications	20 publications

Table 51: Sub-programme 3130: Proposed budget for 2014

3130 Legal Advisory Services Section	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						585.7		585.7	592.7		592.7	7.0	1.2
General Service staff						126.5		126.5	128.9		128.9	2.4	1.9
<i>Subtotal staff</i>	556.5		556.5		556.5	712.2		712.2	721.6		721.6	9.4	1.3
General temporary assistance	22.5		22.5		22.5								
Temporary assistance for meetings													
Overtime													
Consultants													
<i>Subtotal other staff</i>	22.5		22.5		22.5								
Travel	13.6		13.6		13.6								
Hospitality													
Contractual services	0.5		0.5		0.5	17.5		17.5	17.5		17.5		
Training	2.8		2.8		2.8								
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal non-staff</i>	16.9		16.9		16.9	17.5		17.5	17.5		17.5		
Total	595.9		595.9		595.9	729.7		729.7	739.1		739.1	9.4	1.3
Distributed maintenance	21.2		21.2		21.2	25.0		25.0	32.2		32.2	7.1	28.4

Table 52: Sub-programme 3130: Proposed staffing for 2014

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

(c) Sub-programme 3140: Security and Safety Section

293. The task of the Security and Safety Section (“SSS”) is to provide a safe, secure and confidential working environment for the Court’s judges and elected officials and staff members, experts, counsel, accused persons, witnesses, visitors and others, both at Headquarters and in the field. The Section protects all persons to whom the Court owes a duty of care, as well as the tangible and intangible assets and information resources of the court.

294. At Headquarters, the section provides an uninterrupted 24/7 service to all organs of the Court, including Presidency and Chambers, the Office of the Prosecutor and the Registry, as well as the Secretariat of the Assembly of States Parties and the Secretariat of the Trust Fund for Victims, including in particular the necessary security and safety services for the safe and undisturbed conduct of Court hearings.

295. In the field, the Section supports the specific requirements of its clients from all Court departments, in particular the Office of the Prosecutor, the Registry, counsel and the Trust Fund for Victims.

296. Pursuant to the Guidelines governing the relations between the Court and intermediaries, the section has been tasked with putting in place measures to ensure the safety and security of intermediaries in the field. Specific tasks include conduct of security risk assessments, liaison with national authorities for protective measures and provision of advice and training regarding best practices.

297. The proposed increase in the section’s budget is largely linked to two factors: the new situation in Mali and the increased service requirements of the OTP.

Staff resources**Basic resources***General temporary assistance*

298. *Twenty two Security Support Assistants, GS-OL, 12 months each. Continued.* The SSS takes this opportunity to remind the Committee and the Assembly that it continues to be concerned at the situation of its regular twenty-two GS-OL Security Support Assistants at Headquarters. These are all currently GTA positions, included in the Security and Safety Section sub-programme approved budget since 2005, and the security services which they provide will continue to be required into the foreseeable future, including at the Permanent Premises. In principle, the use of staff under general temporary assistance should only be based on temporary needs (with a clearly identified purpose), for a limited period of time. However, the section will not seek the conversion of these GTA positions to established posts in the 2014 budget, but will return to this at a future time.

Overtime

299. Maintenance of 24/7 security and safety services requires permanent manning of a number of security posts. According to the Court’s Staff Regulations and Rules, Security General Services Staff are entitled to financial compensation when performing night work. Overtime is regularly required, due to public holidays and official leave, mission support and staff shortages.

Situation-related resources*Established posts*

300. The section intends to maintain its existing operational structure and resources in the field to guarantee the provision of support to ongoing activities of its clients. The section continues re-evaluating its resources and assets, efficiency and cost-effectiveness of its operations. SSS structure includes the presence of one P-3 Field Security Officer providing direction and supervision to two situation countries, with the exception of the DRC, because of its size and the concept of the Court’s activities being focused on two main locations within the country. Each situation country has one GS-OL Assistant Field

Security Officer and one locally recruited Local Security Assistant, with the exception of DRC where there is one GS-OL Assistant Field Security Officer and one locally recruited Local Security Assistant, both in Kinshasa and in Bunia, supervised by the P-3 Field Security Officer based in Kinshasa. Any activities in Libya and Sudan will be supported from existing resources.

General temporary assistance

301. *One Field Security Officer, P-3, One Assistant Field Security Officer, GS-OL, 12 month each. New.* General temporary assistance funding is required for one P-3 Field Security Officer and one GS-OL Assistant Field Security Officer for the new Mali situation. This GTA funding was included in the Contingency Fund request for Mali submitted in 2013 and is now requested under the programme budget for 2014.

Overtime

302. Overtime is required in order to cover the extended hours of Court hearings and staff shortages due to an insufficient number of security staff. Without the overtime allocation, the section is unable to provide any hearing support activities beyond regular office hours. The total amount of overtime has been based on the existing hearings schedule (215 Court days in 2014).

Non-staff resources

303. With the exception of travel, which has increased due to the increased number of situations and the increased level of services required from the section, all other non-staff costs, both basic and situation-related, have been kept at the level of the 2013 budget.

Basic resources

Travel

304. To attend essential briefings and coordination meetings with partners in other international organizations, such as UNDSS, the Inter-Agency Security Management Network, INTERPOL and security conferences, with a view to ensuring compliance with best practices and standards, improving capacity to monitor and address potential security and safety vulnerabilities in the most efficient and cost-effective way, and networking and facilitating information sharing.

Contractual services

305. Contractual services include security vetting and key-holding and response services for the residences of senior Court officials. Following audit recommendations and a risk-management exercise, the Personnel Security and Investigations Office has implemented a pre-employment screening procedure for all new personnel, interns, visiting professionals, consultants and contractors.

Training

306. It is mandatory that all security personnel are regularly trained in first-aid and fire and emergency response, and in the use of firearms, and that they maintain qualifications and permits in accordance with Court and host State regulations. Costs for training related to information security, security management, hostage incident management, control and restraint and close protection are included, and are considered fundamental to the overall security posture of the Court.

General operating expenses

307. Includes the maintenance of firearms, security screening and training equipment, the testing of information security infrastructure and the membership fee for the United Nations Security Management System. Due to the postponement of replacement of security screening equipment, an increase in costs for maintenance is expected as the equipment is old and prone to malfunctions. Fully functioning security screening equipment is essential to the security regime of the Court.

Supplies and materials

308. Supplies and materials include essential provisions for the Pass and ID Office, uniforms and body armour for security personnel and necessary items for firearms training and re-certification sessions.

Furniture and equipment

309. In order to ensure compliance with relevant host State regulations and best practices with the responsibilities of the Section, purchase and maintenance of library of information security, fire and safety and security standards and regulations.

Situation-related resources*Travel*

310. To conduct inspections, liaison and coordination with partners in the field, such as UNDSS and local authorities, with a view to ensuring operational effectiveness and proper planning and management of security and safety risks to personnel, assets and premises and compliance with best practices and standards.

311. As part of the security risk management process, travel in relation to the conduct of security risks assessment and situation analysis by the relevant specialists. Included also is travel within situation countries in support of activities as requested by internal clients within the Court.

312. A limited amount of travel is requested to support the travel of elected officials to situation countries.

313. The proposed travel budget has undergone a significant increase of just over €50 thousand, or 14.4 per cent. This increase is essentially related to the situations in Sudan and Libya, where SSS has to use Headquarters-based resources to support OTP field activities.

Contractual services

314. Costs of essential local security service providers (security guarding) at Court field offices and of local law enforcement agencies (police and military) are included. The section is required to ensure safety and security in all field offices and to continue to support Court missions with the assistance of local police/military.

Training

315. All field security personnel require the same level of training in first-aid, fire-fighting and the use of firearms as security personnel, as well as specialized training in field-security-related matters, such as close-protection training and training in the transport of accused persons.

316. The (revised) training “Safe and Secure Approaches in Field Environments” (SSAFE) is to continue during 2014 as part of a regular and comprehensive staff awareness and safety programme. This field security training provided to Headquarters-based personnel deploying regularly to the field and to personnel permanently assigned to the field is essential to reinforce their security and safety skills. At Headquarters level, the SSAFE course is delivered in collaboration with the host State military in the Netherlands; for other field-based staff, the SSAFE is delivered by the United Nations under the direction and supervision of the Court’s field security personnel; two field locations have been identified for these courses: Kinshasa (in French) and in Kenya (in English). The course cost excludes travel and DSA, which should be covered by the participating organs/sections.

General operating expenses

317. As a member of the United Nations Security Management System (UNSMS), the Court is committed to bearing its share of the local cost-sharing arrangements in each area where the Court has a long-term presence.

Supplies and materials

318. Includes provision of essential uniforms, personal protective equipment, other necessary supplies and material required for the performance of security duties in the field or at the Court.

Furniture and equipment

319. Commercial security information and analysis subscriptions for the Field Security Analysis Office within the Field Security Unit.

Table 53: Sub-programme 3140: Proposed budget for 2014

3140 Security and Safety Section	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						585.7	458.6	1,044.3	592.7	557.2	1,149.9	105.6	10.1
General Service staff						2,165.8	1,337.7	3,503.5	2,208.4	1,423.1	3,631.5	128.0	3.7
<i>Subtotal staff</i>	<i>2,566.2</i>	<i>1,822.0</i>	<i>4,388.2</i>		<i>4,388.2</i>	<i>2,751.5</i>	<i>1,796.3</i>	<i>4,547.8</i>	<i>2,801.1</i>	<i>1,980.3</i>	<i>4,781.4</i>	<i>233.6</i>	<i>5.1</i>
General temporary assistance	1,090.7	59.7	1,150.4		1,150.4	1,082.4		1,082.4	1,082.4	208.0	1,290.4	208.0	19.2
Temporary assistance for meetings													
Overtime	140.7	24.0	164.7		164.7	124.4	50.3	174.7	124.4	50.3	174.7		
Consultants													
<i>Subtotal other staff</i>	<i>1,231.4</i>	<i>83.7</i>	<i>1,315.1</i>		<i>1,315.1</i>	<i>1,206.8</i>	<i>50.3</i>	<i>1,257.1</i>	<i>1,206.8</i>	<i>258.3</i>	<i>1,465.1</i>	<i>208.0</i>	<i>16.5</i>
Travel	10.6	285.1	295.7	1.3	297.0	13.3	336.5	349.8	9.5	390.5	400.0	50.2	14.4
Hospitality													
Contractual services	86.0	208.6	294.6		294.6	94.5	217.2	311.7	94.5	217.2	311.7		
Training	83.5	66.9	150.4		150.4	97.6	100.3	197.9	97.2	100.7	197.9		
General operating expenses	132.7	103.3	236.0		236.0	165.0	120.6	285.6	165.0	120.6	285.6		
Supplies and materials	61.3	28.2	89.5		89.5	63.3	16.2	79.5	63.3	16.2	79.5		
Furniture and equipment	0.7		0.7		0.7	1.0	1.7	2.7	0.9	1.8	2.7		
<i>Subtotal non-staff</i>	<i>374.8</i>	<i>692.1</i>	<i>1,066.9</i>	<i>1.3</i>	<i>1,068.2</i>	<i>434.7</i>	<i>792.5</i>	<i>1,227.2</i>	<i>430.4</i>	<i>847.0</i>	<i>1,277.4</i>	<i>50.2</i>	<i>4.1</i>
Total	4,172.4	2,597.8	6,770.2	1.3	6,771.5	4,393.0	2,639.1	7,032.1	4,438.3	3,085.6	7,523.9	491.8	7.0
Distributed maintenance	121.0	88.0	209.0		209.0	172.4	88.8	261.2	179.1	26.8	205.9	-55.3	-26.9

Table 54: Sub-programme 3140: Proposed staffing for 2014

Security and Safety Section		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1	2	1	1		5	1	33	34	39
	Situation-related						1	3	1		5		19	19	24
	<i>Subtotal</i>					<i>1</i>	<i>3</i>	<i>4</i>	<i>2</i>		<i>10</i>	<i>1</i>	<i>52</i>	<i>53</i>	<i>63</i>
New/	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total						1	3	4	2		10	1	52	53	63

(d) Sub-programme 3180: Field Operations Section

320. In 2013, in pursuance of its coordination mandate, the Field Operations Section continued the implementation of its field operations strategy. In 2014, in line with the judicially-driven field operations principle,⁵³ the field offices and presences will continue to be essential in the implementation of the Court's judicial proceedings. The operational needs of the Registry, Office of the Prosecutor, counsel and Trust Fund for Victims will remain the key driving factors for field-based activities in 2014 and will determine the allocation of services and resources. Registry will maintain six field presences in the eight situations before the Court. The field office in Kinshasa (DRC) and a small forward field presence in Bunia (DRC) will continue to support activities in relation to the appeals and reparations proceedings in the *Lubanga*, *Katanga* and *Ngudjolo* cases, as well as increased activities in *Ntaganda*, in particular in Kivu and Ituri Provinces. Bangui (CAR) will also continue with its activities in support of the *Bemba* case through a viable and flexible cost-efficient solution. A field presence will be maintained in Kampala (Uganda) in order to provide continued/on-going operational support services to the Office of the Prosecutor and the regional presence of the Trust Fund for Victims in relation to their work in Uganda, Kenya and the eastern part of the DRC, as well as to support a very limited number of Registry residual activities. The preparatory work for trial proceedings in the two cases in Kenya will continue to benefit from the support of the Registry Task-Force field presence in Nairobi. A field presence will also be maintained in Côte d'Ivoire and will serve the ongoing investigations in Mali planned for the whole of the year 2014.

321. Given the increases in the number of situations and requests for provision of support to OTP, and having regard to revisions to field strategy, contractual obligations and other fixed costs, and to the limited flexibility of non-staff costs, the FOS budget for 2014 in respect of the latter is positioned slightly below its optimal level (between €1 million and €1.2 million).

Staff resources**Situation-related resources***Redeployments*

322. Continuing on from 2013 and based on judicial assumptions and forecast operational requirements for each country of situation in 2014, two posts are to be redeployed: one GS-OL Driver from CAR to KEN and one GS-OL Driver from CAR to DRC, Bunia.

General temporary assistance

323. *One Registry Task Force Coordinator, P-4, 12 months. Continued.* Required to oversee the Registry Task-Force field presence in Nairobi as approved by the President, and to be responsible for overall coordination and support of activities in relation to the Kenya situation. In 2014, 12 months of trial hearings in the two *Kenya* cases are foreseen, and thus the Office will be required to coordinate and support a substantial increase in activities, including coordination of all requests for judicial assistance and cooperation issued by the Chambers in the two cases.

324. *One Desk Officer/Logistics Assistant, GS-OL, 12 months. Continued.* In order to provide cover for all eight situations and six field offices, one GS-OL Desk Officer/Logistics Assistant (continued), required to perform functions related to operational support and assistance,⁵⁴ data/management indicators, mission planning/coordination support, implementation of operational support plans and effective management of Court activities, as well as to ensure the implementation of field-specific standard operational procedures in all six field offices.

⁵³ Report of the Court on the field operations strategy (ICC-ASP/10/26), paragraph 6 (a).

⁵⁴ Workload indicators show that one Desk Officer is required to cover at least two situation countries. With eight situations and six field office locations to support, at least three Desk Officers are required – the GTA requested in addition to the two already established posts. The continued requirement for this post ensures continuity and avoidance of disruption to operations of the Section in support of the activities of the Court in the field, as well as the quality of operational support and coordination between field locations and HQ.

325. *One Administrative Assistant, GS-OL, 12 months. New* (continued from Mali Contingency Fund). Required to support the on-going investigations in Mali planned for the whole year 2014, based in Côte d'Ivoire.

326. *Four Cleaners, GS-OL, 12 months each*, absorbed last year through contractual services to meet zero-per cent budget growth requirements in 2013, to be recovered in 2014. These posts are requested as GTA for purposes of continuity, rather than under SSA contracts, whose duration is limited to nine months in a year. Outsourcing has been considered, but is regarded as not feasible, due to security-related concerns and unavailability of service providers in more remote locations. It should be noted that the proposed four Cleaners (who are, moreover, familiar with the field office working environments) have already been vetted and approved by security and will work under the immediate management supervision of the Field Office Manager.

327. *One generic Driver post, GS-OL, 12 months. New*. Required to cover for SSA driver replacement during periods of driver recruitments, prolonged absences and/or in the event of ad hoc urgent immediate operational requirements throughout all field office locations.

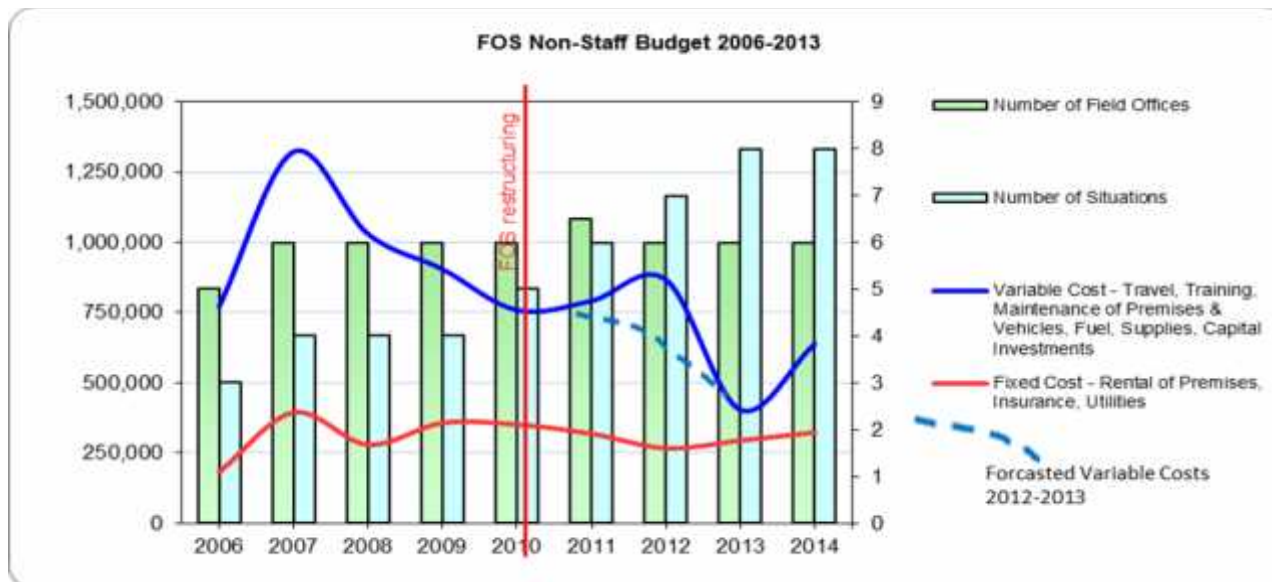
328. *One Driver post for the DRC, GS-OL, 12 months. New*. Required to cover anticipated increased mission support requirements in the *Ntaganda* case and anticipated service requests from OTP.

329. The increase in staff resources compared to 2013 reflects changes to meet provision of operational support in situation countries and an increased demand for provision of services by the OTP. Overall, it amounts to less than €100,000.

Non-staff resources

330. As explained in paragraph 321 above, non-staff resources will remain at the bare minimum for 2014, and below the optimum level.

Chart 2:



Travel

331. Recurrent, given the nature of its work, FOS will always have a travel requirement for purposes of control, coordination, supervision and support, as well as for Court-wide missions, including DSA.

332. With reference to comments already made above the increase in funds requested relates to a return to ensuring normal operational support standards, while including remote management of the Mali (which will require frequent travel from CIV and HQ); CAR situations; and increased mission support to the *Lubanga*, *Katanga*, *Ngudjolo* and *Ntaganda* cases.

Contractual services

333. Costs incurred will relate to UNON and MONUSCO service support requirements, as well as anti-malaria fumigation for field offices.

334. Also included for the first time MONUSCO and ONUCI vehicular support requirements to regions where the ICC has no assets; as well as mission support vehicle rental requirements for Mali specific operations and in the absence of available ICC assets/resources and OTP vehicle rental requirements for CIV as per expression of needs submissions for 2014. This will explain the elevated increase in funds requested compared to previous years.

Training

335. The FOS training budget remains low for the second consecutive year. This is a recurrent requirement, relating to specialized training relevant to FOS competencies. Professional training is particularly important for field staff in order to prepare them as far as possible for re-employment after field presence closure.

336. Specialized training related to crisis management capacity in support to the field also remains a requirement.

337. Similarly essential to FOS, staff safety and security specialized professional duty driver training courses (e.g. defensive and secure specialized driver training techniques and/or enhancements).

General operating expenses

338. Recurrent. Requirement for fixed costs such as rent, insurance and customs clearance costs for all locations, and for variable costs specific to maintenance and utilities, which are evaluated at the minimum level attributable to age, working environment and use – of particular note increased age/mileage/use of field vehicular assets.⁵⁵ This cost will increase until such time a comprehensive capital investments policy is available. The amounts requested are lower than the previous year.

Supplies and materials

339. Recurrent. Essentially to cover fuel for vehicles and generators throughout all field office locations. FOS will continue to monitor closely distance travelled and fuel consumed by its vehicular and generator assets in support of the operations of the Court in the field. The increase of just over 10 per cent includes support requirements to regions where the Court has little or no presence, as well as support for Mali operations and OTP service requirements for CIV.

Furniture and equipment

340. The section would emphasize its efficient use of the Court's assets. However, as regards vehicular assets, in light of age/mileage/use factors the section will require significant investment in this area in 2015, as indicated in Table 5 following paragraph 33 above.

⁵⁵ To date, FOS manages 41 vehicular assets throughout a number of field locations, with the average age of the majority of the assets exceeding six (and in some cases seven years), with a total of over 3,000,000 kms. recorded in usage since the inception of the Court's field activities. Standard international practice is that vehicles used in such harsh operational working environments do not exceed more than five years usage for reasons of safety and security, as well as cost; the availability of replacement parts is also to be considered.

Table 55: Sub-programme 3180: Proposed budget for 2014

3180 Field Operations Section	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						775.0		775.0	854.3		854.3	79.3	10.2
General Service staff						613.0		613.0	603.3		603.3	-9.7	-1.6
<i>Subtotal staff</i>		1,390.1	1,390.1	93.2	1,483.3	1,388.0		1,388.0	1,457.6		1,457.6	69.6	5.0
General temporary assistance		260.0	260.0		260.0	208.5		208.5	306.0		306.0	97.5	46.8
Temporary assistance for meetings													
Overtime													
Consultants													
<i>Subtotal other staff</i>		260.0	260.0		260.0	208.5		208.5	306.0		306.0	97.5	46.8
Travel		110.3	110.3	4.7	115.0	72.9		72.9	137.0		137.0	64.1	87.9
Hospitality													
Contractual services		40.2	40.2	59.2	99.4	44.4		44.4	246.7		246.7	202.3	455.6
Training		87.8	87.8		87.8	7.4		7.4	7.4		7.4		
General operating expenses		626.9	626.9	124.8	751.7	452.1		452.1	441.9		441.9	-10.2	-2.3
Supplies and materials		168.0	168.0	1.6	169.6	129.8		129.8	143.6		143.6	13.8	10.6
Furniture and equipment													
<i>Subtotal non-staff</i>		1,033.2	1,033.2	190.3	1,223.5	706.6		706.6	976.6		976.6	270.0	38.2
Total		2,683.3	2,683.3	283.5	2,966.8	2,303.1		2,303.1	2,740.2		2,740.2	437.1	19.0
Distributed maintenance		156.0	156.0		156.0	154.4		154.4	43.5		43.5	-110.9	-71.8

Table 56: Sub-programme 3180: Proposed staffing for 2014

Field Operations Section		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic														
	Situation-related					1	2	4	1		8	1	30	31	39
	<i>Subtotal</i>					1	2	4	1		8	1	30	31	39
New/ Converted	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Reclassified/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total						1	2	4	1		8	1	30	31	39

(e) **Sub-programme 3190: Counsel Support Section**

341. The Counsel Support Section is in charge of centralizing and coordinating all assistance provided to counsel by the Court; it serves as the Registry's focal point for the Offices of Public Counsel, which depend on the Registry solely for administrative purposes, and also provides logistical and administrative assistance. The section also manages the Court's programme of legal aid for indigent defendants and victims. Furthermore, all provisions related to the activities of the Court's Disciplinary Organs fall under Sub-programme 3190.

342. The reduction in the section's budget for 2014 has been made possible as a result of the implementation of the Court's new legal aid system and stricter monitoring and control of legal aid teams.

Staff resources

Basic resources

General temporary assistance

343. *One Associate Legal Officer, P-2, 12 months. New.* To cope with the increase in workload as a result of the amendments to the legal aid system decided in 2012, which require the Registry to exercise the stricter controls referred to in the previous paragraph. This will ensure that all proposed savings in the 2014 budget are fully realized.

Non-staff resources

Situation-related resources

Legal aid for the defence

344. The cost of legal aid for each indigent defendant has been calculated by applying the revised legal aid system approved in 2012 and in accordance with the 2014 budget assumptions. An additional sum has been provided for duty and ad hoc counsel, appointed respectively by the Registrar and Chambers under the conditions provided for in the Court's Statute, the Rules of Procedure and Evidence and the Regulations of the Court.

Legal aid for victims

345. The cost of legal aid for each group of victims as defined in the assumptions has been calculated on the basis of the revised legal aid system approved in 2012. An additional sum has been provided for the payment of legal assistance at the situation stage.

Travel

346. Travel has been budgeted for missions of the members of the disciplinary organs to attend six hearings, four missions by the financial investigator and three missions otherwise related to the mandate of the section (consultations with the legal profession, sharing experiences with other legal aid managers, etc.).

General operating expenses

347. The participation of the Court in an international contact network for the recovery of assets is subject to the payment of the appropriate annual contribution.

Table 57: Sub-programme 3190: Proposed budget for 2014

3190 Counsel Support Section	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						441.6	208.6	650.2	445.2	211.9	657.1	6.9	1.1
General Service staff						126.5	63.2	189.7	128.9	64.5	193.4	3.7	2.0
<i>Subtotal staff</i>	<i>423.2</i>	<i>297.3</i>	<i>720.5</i>		<i>720.5</i>	<i>568.1</i>	<i>271.8</i>	<i>839.9</i>	<i>574.1</i>	<i>276.4</i>	<i>850.5</i>	<i>10.6</i>	<i>1.3</i>
General temporary assistance		43.8	43.8		43.8					93.5	93.5	93.5	
Temporary assistance for meetings													
Overtime	1.8		1.8		1.8								
Consultants	14.5		14.5		14.5								
<i>Subtotal other staff</i>	<i>16.3</i>	<i>43.8</i>	<i>60.1</i>		<i>60.1</i>					93.5	93.5	93.5	
Travel	3.3	33.9	37.2		37.2		6.6	6.6	6.6	77.5	84.1	77.5	
Hospitality													
Contractual services		2.7	2.7		2.7								
Training													
Counsel for Defence		3,284.0	3,284.0	554.7	3,838.7		2,608.4	2,608.4		2,866.4	2,866.4	258.0	9.9
Counsel for Victims		2,174.7	2,174.7	212.5	2,387.2		3,448.2	3,448.2		3,000.7	3,000.7	-447.5	-13.0
General operating expenses		1.3	1.3		1.3		1.0	1.0		1.0	1.0		
Supplies and materials													
Furniture and equipment													
<i>Subtotal non-staff</i>	<i>3.3</i>	<i>5,496.6</i>	<i>5,499.9</i>	<i>767.2</i>	<i>6,267.1</i>		<i>6,064.2</i>	<i>6,064.2</i>	<i>6.6</i>	<i>5,945.6</i>	<i>5,952.2</i>	<i>-112.0</i>	<i>-1.8</i>
Total	442.8	5,837.7	6,280.5	767.2	7,047.7	568.1	6,336.0	6,904.1	580.7	6,315.5	6,896.2	-7.9	-0.1
Distributed maintenance	18.2	12.0	30.2		30.2	16.7	19.3	36.0	27.6	3.3	30.9	-5.1	-14.1

Table 58: Sub-programme 3190: Proposed staffing for 2014

Counsel Support Section		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1	1		1	1	4		2	2	6
	Situation-related						1		1		2		1	1	3
	<i>Subtotal</i>					<i>1</i>	<i>2</i>		<i>2</i>	<i>1</i>	<i>6</i>		<i>3</i>	<i>3</i>	<i>9</i>
New	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total						1	2		2	1	6		3	3	9

2. Programme 3200: Common Administrative Services Division

Introduction

348. The Common Administrative Services Division (CASD) provides a diverse range of non-judicial services to support the functioning of the entire Court. This division is comprised of the Office of the Director and the Human Resources, Budget and Finance, General Services and Information and Communication Technologies sections. The functions performed by the division are driven by service requirements and provide essential coordination to ensure an optimal and effective utilization of human and financial resources throughout the entire Court.

349. The division's top priority is to deliver efficient, well-planned and cost-effective common administrative services to support the Court's judicial functions, while ensuring adequate technological support and human resources, as well as further developing the Court's systems to plan and budget strategically and efficiently. In doing so, the division continues to adhere to the strategic plan mission statement, in which the Court pledges to be "administratively transparent, efficient and accountable", in line with the division's focus pillars of people, processes, systems and policies. The 2014 budget proposal of the division is based on the Court's strategic goals and priorities, as well as on the service requirements of the different major programmes.

350. The division, in coordination with different internal stakeholders of the Court, produces and provides accurate and timely information and official documentation to oversight bodies and internal and external audiences in diverse matters such as budget, human resources and strategic planning. This information provided by the division includes Court-wide reports and papers considered by the Committee, as well as documentation provided to the Working Groups of the Bureau upon request

351. In addition, the division is responsible for managing Court-wide special projects, including the implementation of International Public Sector Accounting Standards (IPSAS) (which is due to go 'live' on 1 January 2014), the development of a pilot tool for analytical accountability and the monitoring of efficiency improvements within the Organization. The division is also heavily involved, in cooperation with the Project Director's Office, in supporting the successful delivery of the Transition Project for the permanent premises, including permanent membership of the Project Board. The division will support the Transition Project with internal resources to the extent possible, especially in terms of senior management involvement. Given the increasing workload that such involvement is likely to entail, the division will need to receive additional resources from the Project.

352. The division has made enormous efforts to bring its budget proposal for 2014 in line with the approved budget for 2013, in spite of inflationary increases in goods and services and its anticipated additional workload, as a result in particular of the increase in services to the Office of the Prosecutor. This has been made possible through a continuous effort to achieve efficiency gains, and through flexible use of resources and a continuous reprioritization of needs whenever possible.

353. Furthermore, taking into consideration the future move to the Permanent Premises and the Court's review, at the request of the States,⁵⁶ of its asset replacement policies, which confirms that the Court follows best practices in this regard, the division has kept its requests for capital investment replacements and acquisitions to a minimum, resulting in a proposed decrease of €386,000 in non-staff costs. With regard to staff costs, and following the recommendations of the Committee, the division will not seek new established posts or the conversion of long-standing GTAs in the 2014 budget, but will come back to these matters at a future date.

354. In light of all of the above, and having regard to the division's mandate to provide services to the entire Court, it proposes a very modest overall net increase of 0.4 per cent (or approximately €90,000) for the 2014 budget. It should be noted that this increase is largely linked to increased service requests and direct costs resulting from its increased

⁵⁶ *Official Records ... Eleventh session ... 2012* (ICC-ASP/11/20), vol. I, part III, ICC-ASP/11/Res. 1, section I, para. 3.

number of clients, in particular the proposed growth in needs of the Office of the Prosecutor, and to staff commitments under the common system.

355. The Budget and Finance Section will continue leading the development and implementation of IPSAS in 2014, the year in which the Court will prepare IPSAS compliant financial statements for the first time.

356. The Human Resources Section will continue the progress that has been made towards the development, implementation and monitoring of HR policies, strategies and tools; and the development of a new classification framework.

357. The General Services Section will continue to provide facilities and other services that enable the core business of the Court to function effectively and will be particularly involved in the Transition Project and the Permanent Premises Project.

358. The Information and Communication Technologies Section will also be involved in the Transition Project, as well as implementing the second stage of the ICT Strategic Plan, ensuring that the technology used at the Court remains efficient and cost-effective.

Strategic Goals

Goal 2: Managerial

1. Re-examine and adapt the structure, staffing and resources of the Court in the light of practical experience, promoting efficiency and effectiveness while ensuring the capacity to deliver the Court's mandates (SO 2.1.1);
2. Effective resource management and identification and implementation of possible further efficiency measures (SO 2.1.1);
3. Ensure high standards in recruitment (SO 2.2.1);
4. Have an updated information management and IT strategy (SO 2.3.1);
5. Further improve the management of staff performance (SO 2.4.1);
6. Further improve gender balance and geographical representation through the different levels of the Court's structure (SO 2.4.2);
7. Improve the working climate by creating a transparent HR policy and addressing, in partnership with staff, the major areas of concern (SO 2.5.1);
8. Develop a career and development plan, including mobility opportunities that can be implemented in the short-term (SO 2.5.2);
9. Further improvement of Court's budget process, including further dialogue with States Parties (SO 2.6.1);
10. Refine the Court's risk management (SO 2.6.3);
11. Improve the performance measurement and evaluation of the Court (SG 2.6); and
12. Organize a smooth transition from the old to the new premises (SG 2.7).

Table 59: Expected results, performance indicators and target for 2014

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2014</i>
Strategic Objective 2.1		
1. Cross-cutting review of implications for overall Court structure.	1. Level of implementation of PricewaterhouseCoopers (PwC) recommendations or of Court-based changes	1. All PwC recommendations are addressed in Court agreed plan.
2. Implementation of improved efficiency strategy.	2. Number of major areas of efficiency strategy monitored structurally within the Court; and 2. Level of IPSAS implementation.	2. All 3 major areas of efficiency tracked systematically; and 2. Operations IPSAS 100% compliant.
3. Development of analytical accountability function.	3. Level of institutionalization of Activity Based Costing (ABC) framework.	3. 50% of ABC 'activities' tracked through court-wide system.
Strategic Objective 2.2		
1. Ensure high standards in recruitment.	1. Recruitment process review progress; and 1. Competency based interview guide usage.	1. Recruitment process review fully implemented; and 1. Competency based interview guide used for 90% of Court interviews.
Strategic Objective 2.3		
1. Comprehensive and efficient eCourt and filing system, leading to further transparency.	1. Level of Courtroom systems update.	1. Courtroom system update finalized.
2. Improved balance between user needs, security, technological possibilities and financial feasibility, in line with new IT strategy.	2. Main Equipment Room (MER) consolidation progress; 2. Level of implementation of monitoring and auditing functionality on file server; 2. Level of completion of Exchange 2010 migration; 2. Level of implementation of long term digital archiving; 2. Level of integration of management interface; 2. Level of implementation of field offices workstation encryption; and 2. Number of other technology improvements researched through.	2. MER consolidation finalized; 2. 100% implemented; 2. 100% completed; 2. 100% implemented; 2. 100% integrated; 2. 75% implemented; and 2. 5 pilot project on-going.
Strategic Objective 2.4		
1. Increased participation of women in recruitment through gender-neutral vacancy announcement and through increased inclusion in selection rounds.	1. Development of a competency based interview guide.	1. Participation increased to 45%.
2. Improved recruitment and advertising in countries less represented.	2. Inclusion of special provisions in the recruitment guidelines drawing the attention of the panel members to the short-listing of qualified candidates from non-represented and under-represented countries; 2. Initiation of targeted advertising, recruitment briefings and awareness recruitment campaigns for countries less represented through the relevant embassies in co-ordination with national authorities, universities and media; and 3. Increase in geographic and gender diversity of list of Counsel.	2. Increase in the number of applications and short-listed candidates from non-represented and under-represented candidates by 2%; and 2. Targeted advertising, recruitment briefings and awareness recruitment campaigns increased by 5%.
3. List of Counsel reflects geographic and gender diversity		3. List of Counsel geographic diversity improved by 5%; and

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2014</i>
		3. Female representation in list of Counsel increased by 5%.
Strategic Objective 2.5		
1. Structured follow-up on staff surveys.	1. Level of assessment of the working climate project and/or level of implementation.	1. At least 50% of assessment approved and implemented.
2. Career and development plan approved .	2. Progress level in development of the plan.	2. Career and development plan 100% finished and approved by the Court.
Strategic Objective 2.6		
1. Enhanced transparency and predictability of the budgetary process.	1. Progress level in strategic planning review and in discussions with Hague Working Group (HWG); and 1. Progress level in implementation of budget planning and consolidation (BPC).	1. Strategic planning fully reviewed and discussions within HWG finalized; and 1. BPC business case finalized, recommendations approved and implementation started.
2. Refined budget assumptions for 2014 budget, including scenarios outlining probable future expenses.	2. Level of satisfaction, internal and external, on the detailed level of the 2014 assumptions.	2. Court officials fully satisfied with assumptions; and 2. No Assembly recommendation on the need to further refine budget assumptions.
3. Implementation of internal Court agreement on a high-level risk management system charting the most relevant strategic risks.	3. Level of implementation of high-level risk management system.	3. Five of the high-risks tracked appropriately within the system.
4. Further improvement of the Court's efficiency.	4. Progress level in developed of a Court-wide strategy and approach.	4. Efficiency strategy and implementation plan completed. Implementation 50% finalized.
Strategic Objective 2.7		
1. Prepare and implement an effective transition programme 2013 – 2016.	1. Level of preparation of the transition programme and level of implementation.	1. Transition Project documented and implementation started.

Table 60: Programme 3200: Proposed budget for 2014

3200 Common Administrative Services Division	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						3,609.3	559.3	4,168.6	3,637.5	567.0	4,204.5	35.9	0.9
General Service staff						5,217.8	1,567.7	6,785.5	5,385.2	1,534.3	6,919.5	134.0	2.0
<i>Subtotal staff</i>	<i>8,417.4</i>	<i>2,263.9</i>	<i>10,681.3</i>		<i>10,681.3</i>	<i>8,827.1</i>	<i>2,127.0</i>	<i>10,954.1</i>	<i>9,022.7</i>	<i>2,101.3</i>	<i>11,124.0</i>	<i>169.9</i>	<i>1.6</i>
General temporary assistance	754.1	146.2	900.3	27.3	927.6	750.8	95.4	846.2	812.3	330.0	1,142.3	296.1	35.0
Temporary assistance for meetings	14.9		14.9		14.9	20.0		20.0	20.0		20.0		
Overtime	115.0	0.3	115.3		115.3	90.1	30.4	120.5	98.0	32.8	130.8	10.3	8.5
Consultants	45.8		45.8		45.8	14.6		14.6	14.6		14.6		
<i>Subtotal other staff</i>	<i>929.8</i>	<i>146.5</i>	<i>1,076.3</i>	<i>27.3</i>	<i>1,103.6</i>	<i>875.5</i>	<i>125.8</i>	<i>1,001.3</i>	<i>944.9</i>	<i>362.8</i>	<i>1,307.7</i>	<i>306.4</i>	<i>30.6</i>
Travel	79.2	41.4	120.6		120.6	72.5	60.1	132.6	74.9	65.0	139.9	7.3	5.5
Hospitality													
Contractual services	1,111.5	63.3	1,174.8	5.0	1,179.8	487.0	193.0	680.0	396.8	187.0	583.8	-96.2	-14.1
Training	204.6	8.7	213.3		213.3	247.2		247.2	247.2		247.2		
General operating expenses	4,065.9	2,657.0	6,722.9	7.6	6,730.5	4,693.9	1,710.1	6,404.0	4,410.9	1,698.7	6,109.6	-294.4	-4.6
Supplies and materials	308.8	7.9	316.7		316.7	475.7		475.7	431.7		431.7	-44.0	-9.2
Furniture and equipment	1,119.9		1,119.9	62.7	1,182.6	933.0	35.0	968.0	593.0	416.1	1,009.1	41.1	4.2
<i>Subtotal non-staff</i>	<i>6,889.9</i>	<i>2,778.3</i>	<i>9,668.2</i>	<i>75.3</i>	<i>9,743.5</i>	<i>6,909.3</i>	<i>1,998.2</i>	<i>8,907.5</i>	<i>6,154.5</i>	<i>2,366.8</i>	<i>8,521.3</i>	<i>-386.2</i>	<i>-4.3</i>
Total	16,237.1	5,188.7	21,425.8	102.6	21,528.4	16,611.9	4,251.0	20,862.9	16,122.1	4,830.9	20,953.0	90.1	0.4
Distributed maintenance	-735.2	-1,508.3	-2,243.5		-2,243.5	-759.3	-1,513.3	-2,272.6	-1,125.3	-419.2	-1,544.5	728.1	-32.0

Table 61: Programme 3200: Proposed staffing for 2014

Common Administrative Services Division											Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1						
Existing	Basic			1	4	5	15	8			33	6	76	82	115
	Situation-related						2	3			5	1	24	25	30
	<i>Subtotal</i>			<i>1</i>	<i>4</i>	<i>7</i>	<i>18</i>	<i>8</i>			<i>38</i>	<i>7</i>	<i>100</i>	<i>107</i>	<i>145</i>
New/	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total				1	4	7	18	8			38	7	100	107	145

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

359. The Office of the Director provides leadership and strategic directions to the Chiefs of Sections within the Division, and oversees and coordinates the support services provided to the entire Court by the Human Resources, Budget and Finance, General Services and Information and Communications Technologies sections.

360. The Office also has wide responsibilities, in terms of strategic planning, management, coordination and communication, both to the Court as a whole and to oversight and other external bodies. In coordination with the various Court organs and major programmes, it plays an important role in the planning and preparation of the Court's budget, including the preparation and coordination of documentation on budget matters provided to the Committee and to Working Groups of the Bureau upon request; taking part in discussions in the inter-Organ Budget Working Group; and direct close cooperation with the Assembly's Budget Facilitator and the Study Group on Governance, Cluster II. It is also involved in discussion and implementation of strategic issues at the inter-Organ level in Tricomm.

361. Furthermore, the Office acts as the focal point for communication between the Court and the Committee. In particular, it is responsible for the coordination and transmission of documentation, including official Court reports to the Committee and responses to the latter's queries and comments, either prepared by the Office itself or by the relevant Court department. The Office is also responsible for processing the notifications of the Court to access the Contingency Fund and for oversight of internal and external audit recommendations related to the administration of the Court.

362. As well as the above, the Office also manages a portfolio of projects, including SAP reporting, and various ad hoc projects relating to risk management and business process redesign and improvement, with the overall aim of achieving efficiency gains. The Office is also involved the development of analytic accountability at the Court as mentioned above, through a pilot Activity Based Costing project providing high level management information on a stand-alone platform. Depending on the outcome of the pilot, the Court may decide to embed the tool in its existing system, which would require additional resources for development and customization of the solution.

363. The Office is also actively involved in the Transition Project for the permanent premises, for which resources have not been included in this budget proposal.

364. Intensifying judicial and prosecutorial activities in recent years, and the resultant general increase in Court activities, have had a substantial impact on the workload of the Office, and in particular on its reporting, coordination and oversight responsibilities. In the absence of any corresponding increase in staffing levels, the Office has had to prioritize, favouring day-to-day operations over involvement with major projects that could lead to further significant efficiency gains. A review of this prioritization process will be conducted, and may lead to a request for changes in the staffing requirements of the Office in future proposed budgets.

Non-staff resources**Basic resources***Travel*

365. Recurrent. Related to meetings and cooperation activities with States Parties and other external stakeholders and meetings with relevant UN bodies to keep abreast of the latest developments on administration matters as well as efficiency efforts of other organizations. For 2014, there is an exceptional increase of €4.6 thousand, or 30.5 per cent, which is wholly attributable to the fact that the forthcoming Assembly session is to be held in New York.

Table 62: Sub-programme 3210: Proposed budget for 2014

3210 Office of the Director CASD	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						375.6		375.6	379.0		379.0	3.4	0.9
General Service staff						63.2		63.2	64.5		64.5	1.3	2.1
<i>Subtotal staff</i>	<i>477.3</i>		<i>477.3</i>		<i>477.3</i>	<i>438.8</i>		<i>438.8</i>	<i>443.5</i>		<i>443.5</i>	<i>4.7</i>	<i>1.1</i>
General temporary assistance	-4.9		-4.9		-4.9								
Temporary assistance for meetings	14.9		14.9		14.9								
Overtime													
Consultants													
<i>Subtotal other staff</i>	<i>10.0</i>		<i>10.0</i>		<i>10.0</i>								
Travel	1.4		1.4		1.4	11.9	3.2	15.1	19.7		19.7	4.6	30.5
Hospitality													
Contractual services													
Training	4.5		4.5		4.5								
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal non-staff</i>	<i>5.9</i>		<i>5.9</i>		<i>5.9</i>	<i>11.9</i>	<i>3.2</i>	<i>15.1</i>	<i>19.7</i>		<i>19.7</i>	<i>4.6</i>	<i>30.5</i>
Total	493.2		493.2		493.2	450.7	3.2	453.9	463.2		463.2	9.3	2.0
Distributed maintenance	11.0		11.0		11.0	12.1		12.1	18.4		18.4	6.3	51.8

Table 63: Sub-programme 3210: Proposed staffing for 2014

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

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

366. The Human Resources Section provides HR-related services to all major programmes of the Court. Headed by the Chief of Section, it comprises four units.

367. The *Chief of Section*, in addition to section management functions, has direct responsibility for providing strategic advice on human resources issues and initiatives; for preparing documentation and information on human resources activities and results to the Committee on Budget and Finance, the Assembly of States Parties and Court management; for human resources policy development, grievances and legal matters, and staff management collaboration in the area of human resources. The Chief is supported by an assistant and a senior HR assistant (policy-legal).

368. The *Staffing Unit* is responsible for all matters relating to recruitment, placement of staff, redeployments, post management, classifications and reclassifications, special post allowances, secondments, loans and transfers, as well as career development. The Staffing Unit team has been reduced in the past and has continued to request one approved GS-OL GTA position since 2005.

369. The *Staff Administration Unit* bears responsibility for issuing initial contracts, contract extensions, the administration of salary, benefits and entitlements, attendance record management systems and performance management, as well as conflict resolution and mediation with regard to staff performance. The Unit has responsibility for HR reporting, including the provision of geographical representation information to embassies and the Committee and Assembly, development and upgrading of HR-related IT systems, and IT support to staff on HR IT systems. Despite the fact that the number of staff in the Court have increased steadily over the years, the number of HR assistants serving the staff has remained unchanged, including two GS-OL GTA (since 2004 and 2005).

370. The *Health and Welfare Unit* is in charge of occupational health and medical issues for Headquarters and field staff, which includes pre-employment medicals, pre- and post-travel care for staff travelling on mission, sick leave certification and emergency medical care. It is also responsible for counselling and welfare issues.

371. The *Learning and Development Unit* manages the central training budget and provides advice on the utilization of the decentralized training allocations. It assists management in the preparation of annual learning plans and develops and implements training and learning programmes.

Staff Resources**Basic resources***General Temporary Assistance*

372. *One Human Resources Assistant, GS-OL, 12 months. New.* For the operational effectiveness and responsiveness to the client's needs in view of an overall significant increase in service requests triggered by the OTP. The Human Resources Section requires additional resources to respond to recruitment needs, re-assignment and re-deployment of existing staff and all related recruitment activities required to facilitate the filling of vacancies. Other related actions will be contract issuances, briefing of candidates, processing and administration of payroll and all other applicable entitlements and benefits associated with the increased number of staff, as well as their eligible family members.

373. *One Human Resources Assistant, GS-OL, six months. Continued.* This is to complement an existing 50 per cent established post.

374. *One Staffing Assistant, GS-OL, 12 months. Continued.* To help the Court cope with all ongoing activities in the Staffing Unit.

375. *One Human Resources Assistant, GS-OL, 12 months. Continued.* This position has existed in HRS since 2004. It is a key post in the unit, assisting with contract issuances and extensions, and the accurate administration of benefits and entitlements.

376. *One HR/IT Assistant, GS-OL, 12 months. Continued.* This position has existed in HRS since 2005. It is a critical position, which assists the Senior HR/IT Assistant in the development of HR IT projects, such as the SAP HR module, e-recruitment, the Environmental and Health System and the production of HR statistics and reports to the Committee and the Assembly.

Consultants

377. Limited resources, at the same level as for 2013, are needed to assist with HR policy development, including training on new standards for reclassifications, an HR manual and a career development framework.

Non-staff resources

378. It should be noted that, thanks to efficiency gains, greater focus on prioritization and enhanced allocation of resources, requirements for all of the following items have been retained at the levels for 2013.

Basic resources

Travel

379. Recurrent. Required for participation of HR managers in relevant specialized meetings, including the Human Resources Network, the International Civil Service Commission, the Association for Human Resources Management in International Organizations, the Career Development Roundtable and the Learning Managers Forum.

Contractual services

380. Recurrent. Outsourcing for medical requirements, such as vaccinations and pre-employment examinations.

Training

381. Recurrent. To continue with the managerial leadership programme, performance management training, mandatory training in prevention of harassment and ethics/code of conduct training. Includes also Court orientation briefings for new staff, legal training and substantive skills training for non-legal staff.

Supplies and materials

382. Recurrent. Mostly medical supplies and materials, including mandatory health and safety-related equipment for travellers, so as to comply with international health and safety standards.

Situation-related resources

Travel

383. Recurrent. Missions by Medical Officer, Staff Welfare Officer and other HRS staff to the field. Required in order to comply with “high-risk” internal audit recommendations that HR should visit the field offices more often and more regularly, at appropriately high levels.

Table 64: Sub-programme 3220: Proposed budget for 2014

3220 Human Resources Section	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014vs 2013		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						792.3		792.3	800.4		800.4	8.1	1.0
General Service staff						790.9	189.7	980.6	806.5	193.4	999.9	19.3	2.0
Subtotal staff	1,660.9	161.0	1,821.9		1,821.9	1,583.2	189.7	1,772.9	1,606.9	193.4	1,800.3	27.4	1.5
General temporary assistance	286.9	0.1	287.0		287.0	246.0		246.0	322.2		322.2	76.2	31.0
Temporary assistance for meetings													
Overtime													
Consultants	45.8		45.8		45.8	14.6		14.6	14.6		14.6		
Subtotal other staff	332.7	0.1	332.8		332.8	260.6		260.6	336.8		336.8	76.2	29.2
Travel	28.7		28.7		28.7	6.0	11.0	17.0	6.0	11.0	17.0		
Hospitality													
Contractual services	356.8		356.8		356.8	16.7		16.7	16.7		16.7		
Training	132.9		132.9		132.9	160.0		160.0	160.0		160.0		
General operating expenses													
Supplies and materials	1.1		1.1		1.1	45.2		45.2	45.2		45.2		
Furniture and equipment													
Subtotal non-staff	519.5		519.5		519.5	227.9	11.0	238.9	227.9	11.0	238.9		
Total	2,513.1	161.1	2,674.2		2,674.2	2,071.7	200.7	2,272.4	2,171.6	204.4	2,376.0	103.6	4.6
Distributed maintenance	57.5	12.0	69.5		69.5	55.6	11.6	67.2	87.3	3.3	90.6	23.4	34.8

Table 65: Sub-programme 3220: Proposed staffing for 2014

Human Resources Section		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1	2	3	1		7	2	10	12	19
	Situation-related												3	3	3
	<i>Subtotal</i>					<i>1</i>	<i>2</i>	<i>3</i>	<i>1</i>		<i>7</i>	<i>2</i>	<i>13</i>	<i>15</i>	<i>22</i>
New/	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total						1	2	3	1		7	2	13	15	22

(c) Sub-programme 3240: Budget and Finance Section

384. The Budget and Finance Section (BFS) carries out activities in support of the financial and budgetary operations of the Court as a whole. The Budget and Finance Section functions include coordinating and preparing the budget of the Court and producing financial statements for the Court and for the Trust Fund for Victims. Further to this, BFS also manages the receipt and allotment of assessed contributions and the corresponding funds for the operational and investment needs of the Court. It also effectively monitors and reports on assessed and voluntary contributions in accordance with Assembly and donor requirements on a day-to-day basis. The section is further responsible for carrying out all payroll and disbursement activities, including payment to vendors for all procured goods and services. The Budget and Accounts Unit of the BFS ensures that all such transactions are accounted and reported, while keeping in focus the internal control aspects. Other key functions include treasury management, banking, investment of surplus funds, and maintenance of the Court's accounting and financial reporting within the Court's SAP systems. BFS staff are substantially involved directly or indirectly in implementing key projects in the Court, such as HR and Payroll system development, IPSAS adoption, activity-based costing (led by the Office of the Director of the division), budget reporting and other SAP enhancement projects.

385. The section interfaces financial management and financial administrative needs to the Court and its stakeholders and supports all operational areas of the Court aimed at strengthening financial management and ensuring that transactions are in compliance with the Financial Regulations and Rules, the Statute and agreed Budget priorities. The objectives of the Budget and Finance Section are aligned with the results it expects to achieve in 2014 and the resources necessary to achieve those results. On the basis of the figures for previous years and the expected increase in the Court's activities, the BFS anticipates a corresponding increase in workload volumes.

386. Consistent efforts are being made to rationalize and achieve efficiencies with a view to enhancing performance and reducing costs. Current initiatives in particular include development of new reports in SAP to reduce manual intervention, TRIM documentation improvement for archiving important financial records and automation of invoice processing.

387. *The Office of the Chief, Budget and Finance Section*, provides financial services to all major programmes of the Court, including: provision of strategic advice on financial issues and initiatives; preparation of documentation and information on financial activities and results for the Committee, the Assembly and Court management; financial policy development and legal matters. The Chief of the BFS administers procedures and practices for expenditure control and financial reporting of budgetary funds, and provides advice to the Court's management on resource monitoring, ensuring integrity of the budget monitoring system. The Chief of the BFS also represents the Court at relevant meetings of the UN system's financial network.

388. *The Budget Unit* is responsible for the preparation of the budget and subsequent supplementary budgets, monitoring of budget performance, financial forecasts, review and analyses of resource distribution and provision of information and advice on key budget matters, with a view to achieving the most economical use of resources. This unit also assists in the preparation of contingency fund notifications and various budget reports for the Committee and the Assembly.

389. *The Accounts Unit* prepares the Financial Statements of the Court and of the Trust Fund for Victims, including supporting schedules. It develops enhancements to managerial and accounting aspects of the function (including electronic data processing and reporting applications), and maintains records of contributions received and outstanding and provides related information and data to States Parties when required.

390. *The Disbursements Unit* ensures that products and service delivery conform to the required standards and procurement conditions. It settles obligations and expenditure commitments that are due for payment and ensures and verifies that service entry sheets and goods received entries that confirm services rendered and/or goods delivered are up to standard and according to purchase order terms, and forwards them for approval.

391. *The Payroll Unit* processes on behalf of the Organization salaries, allowances and benefit payments for Professional and General Service staff (HQ and field), judges, conference staff and consultants.

392. *The Treasury Unit* ensures that sufficient funds are available to meet cash needs, whilst providing cost-efficient and cost-effective payment processes. It negotiates agreements with financial institutions, and proposes investments. It processes authorized bank transfers and transmits data to the Court's banking institutions, using the most timely and cost-efficient payment methods. It prepares and maintains cash flows reports and manages the Treasury Unit Imprest Fund, as well as uploading electronic bank statements.

393. *The IPSAS Unit* develops and implements IPSAS in the current accounting and financial reporting process of the Court and contributes to the development of a centralized accounting strategy and implementation of an upgraded SAP accounting and budget system.

394. Overall, despite an increase in the travel requirement due to the Assembly session being held in New York, the Budget and Finance Section resource requirement for 2014 is reduced by 5.3 per cent compared to 2013. This is mainly due to the planned reduction in IPSAS activities and to efficiency measures in contractual services.

Staff resources

Basic resources

General temporary assistance

395. *One Associate Budget Officer, P-2, 12 months. New.* This post is required to support the Court's efforts to fine-tune its budgetary process and achieve efficiency gains in financial management. The incumbent will formulate, coordinate, analyze, review and finalize cost estimates, budgets and forecasts and administer and control all aspects of budgetary implementation. The post will also cover activities that arise due to additional scenarios, supplementary budgets, cost estimates for Contingency Fund notifications and corresponding coordination with operational units Court-wide and support activities related to additional requirements for performance reports due to increasing burn rates against budgeted funds. It will also provide quality requirement support for reports to managers and to the Committee and the Assembly.

396. *One Finance Assistant, GS-OL, 12 months. Continued.* This post continues to be required in order to support work volumes and transaction processing in the Disbursements Unit and the Payroll Unit in 2014. The additional workload over the years without any increase in staffing has put a severe strain on the deliverables of the BFS, in spite of the various system and business process enhancements that have been accomplished in prior years. Need is particularly high during accounting close, financial reporting, external auditing, budget preparation, preparation of performance reports and monthly payroll processing.

Non-staff resources

Basic resources

Travel and Training

397. To participate in United Nations Joint Staff Pension Fund meeting and Budget and Finance Network meetings and Assembly session in New York. Travel to the field offices to monitor and maintain SAP payroll/travel module implementation training. To new field presence/missions in order to set up the finance and expenditure monitoring tools necessary to ensure internal control and accountability under the Court's Financial Regulations and Rules. To support communications skills and to cover specialist training on Advanced Excel and Access programs and SAP reports and IPSAS project. Travel and training have been kept to a minimum, bearing in mind resource constraints within the Court. Efforts will be made to impart field training through electronic and visual media for existing field presence/missions.

Contractual services

398. Relates to full provision of the audit fees for the new External Auditor, the *Cour des comptes*, whose appointment has been approved by the Assembly for a period of four years.⁵⁷

General operating expenses

399. Banking costs corresponding to the expected volume of transactions. Banking costs have been kept at the same level as in 2013. They will not increase in 2014 in spite of the expected increase in transactions volume, thanks to negotiations with banks and internal efficiency initiatives.

IPSAS project

400. IPSAS project funding amounts to €345,300. This amount is necessary to implement IPSAS project activities in 2014, the year in which the Court will prepare IPSAS compliant financial statements for the first time. More details on the project implementation and its budget have been presented in the Report of the Court on the implementation of International Public Sector Accounting Standards presented to the Committee at its twentieth session.⁵⁸ In the Report of the Committee on the work of its twentieth session,⁵⁹ the Committee noted the proposed reallocation of the budget between years and items of expenditure due to adjustments in the timing of training activities, which were scheduled to take place closer to the actual implementation date, and during the post-implementation period.

⁵⁷ *Official Records ... Tenth session ... 2011* (ICC-ASP/10/20), vol. I, part II.D, section D, para. 10.

⁵⁸ CBF/20/7.

⁵⁹ ICC-ASP/12/5.

Table 66: Sub-programme 3240: Proposed budget for 2014

3240 Budget and Finance Section		Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)				Proposed Budget 2014 (thousands of euro)				Resource growth 2014 vs 2013		
		Basic	Situat- related	Total	Cont. Fund	Total Incl.CF	Basic	Situat- related	IPSAS	Total	Basic	Situat- related	IPSAS	Total	Amount	%
Professional staff							751.4			751.4	756.7			756.7	5.3	0.7
General Service staff							758.7	332.2		1,090.9	773.7	338.8		1,112.5	21.6	2.0
Subtotal staff		1,442.6	348.7	1,791.3		1,791.3	1,510.1	332.2		1,842.3	1,530.4	338.8		1,869.2	26.9	1.5
General temporary assistance		337.5	-6.0	331.5		331.5	65.3		369.2	434.5	170.0		248.5	418.5	-16.0	-3.7
Temporary assistance for meetings																
Overtime		14.0	0.1	14.1		14.1	5.1			5.1	8.0			8.0	2.9	56.9
Consultants																
Subtotal other staff		351.5	-5.9	345.6		345.6	70.4		369.2	439.6	178.0		248.5	426.5	-13.1	-3.0
Travel		16.2		16.2		16.2			15.0	15.0	10.2		10.0	20.2	5.2	34.7
Hospitality																
Contractual services		520.1		520.1		520.1	88.5		186.0	274.5	86.1		56.8	142.9	-131.6	-47.9
Training		3.5		3.5		3.5			30.0	30.0			30.0	30.0		
General operating expenses		110.6		110.6		110.6	65.0			65.0	43.2			43.2	-21.8	-33.5
Supplies and materials																
Furniture and equipment		8.3		8.3		8.3										
Subtotal non-staff		658.7		658.7		658.7	153.5		231.0	384.5	139.5		96.8	236.3	-148.2	-38.5
Total		2,452.8	342.8	2,795.6		2,795.6	1,734.0	332.2	600.2	2,666.4	1,847.9	338.8	345.3	2,532.0	-134.4	-5.0
Distributed maintenance		60.5	20.0	80.5		80.5	52.8	19.3		72.1	87.3	5.6		92.8	20.7	28.7

Table 67: Sub-programme 3240: Proposed staffing for 2014

Budget and Finance Section		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1	1	3	2		7		12	12	19
	Situation-related											1	4	5	5
	<i>Subtotal</i>					<i>1</i>	<i>1</i>	<i>3</i>	<i>2</i>		<i>7</i>	<i>1</i>	<i>16</i>	<i>17</i>	<i>24</i>
New	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total						1	1	3	2		7	1	16	17	24

(d) Sub-programme 3250: General Services Section

401. The General Services Section (GSS) is headed by the Chief of Section and comprises four units: Facilities Management, Logistics and Transport, Procurement and Travel and Host State Affairs.

402. The General Services Section's main focus is the provision of facilities and other services that enable the core business of the Court to function effectively. Overall, thanks to further efficiency gains and enhanced resource allocation and prioritization, in particular in the areas of general operating expenses and supplies and materials (see paras.422 and 423 below), the section has achieved a saving of €122,900, or 2.1 per cent, over 2013.

403. In addition, the section will play a large part in the Transition Project, and much of the work will have to be carried out by existing GSS staff members. Over the transition period, many activities of the Facilities Management Unit and the section Chief will have to be reprioritized to allow for the demands of the Project. The required resources are being requested in the Project's budget.

404. The main areas of operation of the section are as follows:

405. *The Procurement Unit* is required to provide timely, fair and fully transparent procurement service with integrity; giving best value for money through effective international competition in the best interests of the Court. The unit also works to ensure that, despite a large increase in volume, all procurement activities are managed appropriately within the Court.

406. The primary workload indicator is the number of purchase orders/contracts that can be concluded per buyer. In 2014, it is anticipated that six buyers will manage 1,700 purchase orders and contracts.

407. *The Logistics and Transport Unit* is responsible for provision of services relating to receiving and inspection of goods, logistics, freight forwarding, issue of office supplies, asset management, warehousing, distribution of goods, external printing, fleet maintenance, insurance administration (non-HR), external archives, couriers, mail and digital mail forwarding, fax and diplomatic pouch. Trial-related activities are confined mostly to the movement of witnesses at Headquarters. The anticipated scheduling of consecutive trial-hearings means that resources will be in-sourced by reducing logistics and correspondence services. This is possible because of synergies gained through cross-training of logistics and correspondence personnel in driving skills. Such synergies are used during peak times and not for regular, sustained needs for local transportation. Overtime and taxi services are used to fulfill local transportation requirements.

408. *The Travel and Host State Affairs Unit* is responsible for business travel, relocation of internationally recruited staff, visas and privileges. The unit arranges official travel for staff and non-staff members, reservation of tickets for staff on assignment, repatriation travel and shipment of personal effects. The unit assists with official visa applications, UN Laissez-Passer Applications, Dutch ID cards and assistance in areas such as driving licenses, tax exemptions, motor vehicle applications, reimbursement of taxes etc. The unit does not anticipate any increase in the resources needed to provide services in 2014.

409. *The Facilities Management Unit* is responsible for the management and maintenance of the interim premises. This includes utilities, maintenance of premises, minor adjustments and repairs to premises and office furniture and equipment.

Staff Resources**Basic***Established posts*

410. Proposed staff resources remain unchanged.

General temporary assistance

411. No changes are proposed in GTA positions.

412. *One Handyman, GS-OL, 12 months. Continued.* The position, established originally in 2008, is required for continued services in the foreseeable future. However, the section will not seek the conversion of this GTA position to an established post in the 2014 budget, but will return to this at a future time.

Overtime

413. Overtime in GSS is usually only paid out for on-call mission support services carried out outside core hours, for facilities technicians when systems fail outside office hours and for out-of-hours driving services. Overtime is only paid where compensatory time-off cannot be taken due to the volume of regular duties.

414. For 2014, as in 2013, €55,000 will be required for overtime for regular duties.

Non-Staff Resources

Basic

Travel

415. GSS staff will travel to the field to conduct physical asset inventory inspections to ensure compliance with financial regulations and rules.

416. Facilities staff will travel to field offices to assess the conditions and standards and ascertain compliance with international facilities codes and standards.

417. GSS management will take part in inter-agency networks related to facilities management and to travel. This will help the Court to benchmark its standards in these areas against those of other international organizations.

Training

418. Obligatory training for technical staff in buildings and security management software and maintenance etc.

419. Procurement Training for accreditation to UN common system standards.

Contractual services

420. The General Services Section requires contractual services for external printing and archiving.

421. Consultancy is required for specific software implementation and to finalize the Court's insurance management strategy in compliance with internal audit recommendations.

General Operating Expenses

422. General Operating Expenses have been reduced by €154.1 thousand, or 6.2 per cent, substantially offsetting increases in staff and other costs. This has been achieved through a careful consideration of any expenditure on premises, considering the impending move to the Court's permanent premises in 2015. No further major upgrades or buildings refurbishment projects have been included in this budget proposal. All operating costs are concerned with utilities, cleaning, building user maintenance obligations and security systems maintenance.

Supplies and materials

423. The section has achieved a reduction of €44 thousand, or 17.9 per cent, in the proposed budget for supplies and materials. This is due to a reduction in the actual requirements in 2013.

Furniture and equipment

424. Two of the Court's sedan vehicles will reach 10 and 11 years of age in 2014. It is proposed that these be replaced, as maintenance costs will otherwise become significant.

425. In light of the Court's commitment to transfer as much of its furniture as possible to the permanent premises, it is proposed that current stocks are maintained to a good standard, and replaced only if repairs are no longer feasible.

426. Despite the impending move to permanent premises, certain security system components will have to be replaced in 2014 in order to protect the integrity of the security system, particularly perimeter surveillance, in part reflecting a response to the number of demonstrations held outside the Court in recent months.

Situation-related resources

Overtime

427. €32,800 is proposed for driver overtime for 215 court days of witness transportation.

General operating expenses

428. Of the general operating expenses shown above, €44,000 is set aside for courtroom utilities for 215 days of hearings.

Table 68: Sub-programme 3250: Proposed budget for 2014

3250 General Services Section	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						564.3		564.3	568.8		568.8	4.5	0.8
General Service staff						2,324.4		2,324.4	2,370.2		2,370.2	45.8	2.0
Subtotal staff	2,329.8	282.3	2,612.1		2,612.1	2,888.7		2,888.7	2,939.0		2,939.0	50.3	1.7
General temporary assistance	76.3		76.3		76.3	70.3		70.3	71.6		71.6	1.3	1.8
Temporary assistance for meetings													
Overtime	88.6	0.2	88.8		88.8	55.0	25.4	80.4	55.0	32.8	87.8	7.4	9.2
Consultants													
Subtotal other staff	164.9	0.2	165.1		165.1	125.3	25.4	150.7	126.6	32.8	159.4	8.7	5.8
Travel	21.2	5.4	26.6		26.6	14.8		14.8	3.1	11.7	14.8		
Hospitality													
Contractual services	38.0		38.0		38.0	25.8		25.8	42.0		42.0	16.2	62.8
Training	17.3		17.3		17.3	16.3		16.3	16.3		16.3		
General operating expenses	2,509.8	87.4	2,597.2		2,597.2	2,457.6	22.5	2,480.1	2,281.9	44.1	2,326.0	-154.1	-6.2
Supplies and materials	148.1		148.1		148.1	245.5		245.5	201.5		201.5	-44.0	-17.9
Furniture and equipment	103.8		103.8	19.1	122.9	68.0		68.0	68.0		68.0		
Subtotal non-staff	2,838.2	92.8	2,931.0	19.1	2,950.1	2,828.0	22.5	2,850.5	2,612.8	55.8	2,668.6	-181.9	-6.4
Total	5,332.9	375.3	5,708.2	19.1	5,727.3	5,842.0	47.9	5,889.9	5,678.4	88.6	5,767.0	-122.9	-2.1
Distributed maintenance	108.9	20.0	128.9		128.9	102.9	19.3	122.2	188.3		188.3	66.1	54.1

Table 69: Sub-programme 3250: Proposed staffing for 2014

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

(e) Sub-programme 3260: Information and Communication Technologies Section

429. The Information and Communication Technologies Section (ICT) continues to implement the ICT Strategic Plan that provides direction over its work. In many organizations ICT is the vehicle of change and ICT continues to ensure that the technology used at the Court is efficient and cost-effective. In preparing the 2014 proposed programme budget, the section has faced an increased number of service requirements, triggered in particular by the growth in OTP activities, as well as increases resulting from the rise in the number of situations. However the section has been able to reduce some of its costs by reviewing certain maintenance and communication contracts and renegotiating terms. In addition, the section is reaping the benefit of past investments, resulting in lower equipment maintenance costs.

430. However, despite its best efforts in this and other areas, the section finds itself obliged to request an overall increase in resources of approximately €235,000, or 2.5 per cent. This is largely accounted for by capital investment and by new security measures for the Victims and Witnesses Unit and the Office of the Prosecutor.

431. The major objective for 2014 is to implement the second stage of the ICT Strategic Plan, implement secure isolated network spaces for certain organizational units dealing with highly sensitive and confidential information and participate as a key service provider in the Transition Project for the Permanent Premises.

432. The Key Performance Objectives are:

- (a) Maintain an uptime of 99.2 per cent of all information systems;
- (b) Deliver phase-two of the pilots relating to the identified projects in the 2014 Strategic Plan;
- (c) Continue to protect the ICT network from external threats;
- (d) Simplify infrastructure to prepare for cloud computing and mobility; and
- (e) Support business initiatives in other areas that require IT expertise to support the business processes.

Staff resources*General Temporary Assistance*

433. *One Communications Technical Administrator, GS-OL, 12 months. New.* This post is requested for the communications team in order to achieve continuous savings on all existing communication contracts at HQ and in all field locations.

434. The Communications costs are managed centrally by the ICT Section. The annual communications budget is €1.2 million, consisting of;

- (a) Headquarters mobile phone and desktop contracts;
- (b) Field mobile phone post-paid contracts;
- (c) Field pre-paid telephones;
- (d) Field satellite phones;
- (e) Field Internet contracts;
- (f) BGAN – satellite video link systems from Field to HQ and vice versa; and
- (g) United Nations fixed satellite uplink contracts in Kinshasa, Bunia and Bangui.

435. It is estimated that a new FTE focusing on cost reduction could reduce overall communication costs by 10 per cent (€120,000) on a long-term basis, thereby not only absorbing the salary costs of the new post, but also creating additional savings.

436. Attempts were made to distribute the workload for the above amongst existing staff, but this proved to be impracticable, as contract details, billing methods and cost structures differ greatly from country to country and mistakes or oversights could be costly.

437. *One Service Desk Technician GS-OL, 12 months. Continued.* The ICT Section has managed past reductions by lower service levels. Further reductions in service levels would result in unacceptable performance and have a negative impact on the Organization.

Table 70: Workload indicators

<i>Anticipated workload 2013</i>	<i>Number of FTE 2013</i>	<i>Anticipated workload 2014</i>	<i>Number of FTE 2014</i>	<i>Estimated capacity 2014</i>	<i>Shortfall</i>
Service Desk tickets = 17,000	5.5	19,500	5.5	15,200	4,300

438. *One Service Desk Technical Assistant, GS-OL, 12 months. New.* This post is required in order to manage the anticipated increase in the number of users within the Organization. In particular, most of these new staff belong to the OTP and will be travelling extensively in the field, where they will require more support than HQ staff. It is essential that such staff have proper support when they travel in the area of operations. This additional workload cannot be met within existing resources, which are already unable to process the current volume of tickets in a timely manner.

439. *One e-Court Technical Assistant, GS-OL, 12 months. Continued.* The table below includes the existing GTA. The number of external legal teams has again increased in 2013 as predicted, and therefore the resource requirements remain valid.

Table 71: Workload indicators

<i>Anticipated workload 2013</i>	<i>Number of FTE 2013</i>	<i>Anticipated workload 2014</i>	<i>Number of FTE 2014</i>	<i>Estimated capacity 2014</i>	<i>Shortfall with continued GTA</i>	<i>Shortfall without continued GTA</i>
Support hearings and eCourt participants = 5,210	3	5,500	3	3,600	1,900	3,100

440. *Two Field Support Technicians, for CIV and Mali, GS-OL, 12 months each. New.* As per standard operating practice in the field, ICT has a presence of one staff member in every situation to support staff in the Field Office. Due to the temporary nature of Field Offices, the posts will remain GTA.

Non-staff resources

441. The ICT Section currently outsources €1.2 million (or approximately 22 per cent) of its non-staff budget under contractual services and general operating expenses. Outsourced services are for areas where the knowledge to support a service is specialized and/or it would be too expensive to hire full-time staff for the services required. Examples are courtroom maintenance, the Storage Area Network support (SAN) network security services and the Court's website. These services are of a "burst" nature – i.e., they do not require a staff member throughout the year, but rather a specific type of specialized knowledge for a few months of the year. Without these services, ICT would not be able to maintain the many services currently supported. Outsourcing certain areas results in cost-savings to the Organization.

Travel

442. Despite the increased workload in the field, the budget provision for travel has been maintained at the same level as for 2013. Travel costs include travel to field office locations so as to ensure that ICT installations remain fit for purpose and comply with the relevant security standards. Also included are travel to technology and eCourt meetings for updates on changes and how these may impact the Court, as well as travel to United Nations User Group meetings for lessons learned to implement practices that have been tried in UN organizations and proven to be successful and cost-effective.

Contractual services

443. Contractual services are services where commercial off-the-shelf systems procured by the Court require changes that cannot be performed by ICT staff due to the nature of the contracts or the specific knowledge required. Of the total €82,200, the major items are as follows; €50,000 to cover the annual contract for finance, budget, travel and HR

improvements; €15,200 for the hosting of the ICC website; €74,400 for eCourt and eHearing system enhancements and transcript management system support; €30,000 for AV streaming services to the Internet and €27,600 for the secure certificate system to manage access to information in a secure and verifiable manner.

Training

444. A minimal amount (€40,900) is requested for technical training of ICT staff. Technical training is important to ensure that the investment in ICT technologies is maximized. Certain areas of training require staff to maintain their certification. Examples are Network Engineering, Security Professional Certification and System Administration. Other areas of training are required to maintain the infrastructure as new technologies are introduced.

General operating expenses

445. Despite the increased number of service requirements general operating expenses in 2014 are reduced by approximately €120,000 due to lower telephone costs and renegotiation of existing contracts. Reductions have been made possible as a result of cost cutting and prioritization and are not a year-on-year basis. General operating expenses include the following: hardware and software maintenance of the Court's telephone system, network and security tools, new PDF enterprise tools, translation management, document stamping, library system maintenance, intrusion detection system, email and archive systems, anti-virus, secure remote access, database licenses, laptop security, TRIM license maintenance, hardware maintenance for the SAN, software maintenance for backup systems, data clustering, virtualization of the SAN into two locations, Microsoft licenses, SAP software licenses, maintenance of the network and video conferencing systems and 2-way radio system maintenance. Further costs are for Citrix remote access, video conferencing systems, voice logging at the Detention Centre and for the rental of the Court's main and backup Internet lines, including all the leased lines to the various field offices and the link with the Brindisi logistics base to provide the data link between Africa connections and Court Headquarters.

446. Also included is the cost of telephone calls for mobile and fixed telephone at HQ and calls made to the field offices. Strenuous efforts are in place to reduce telephone consumption and roaming charges.

Supplies and materials

447. Unchanged from the previous year, the highest cost driver being toner cartridges for the high-volume printers. The remaining funds are for USB drives, memory chips, different language keyboards, external DVD burners, AV supplies such as beamers and headphones, network cables and laptop batteries.

Furniture and equipment

448. This budget line covers items designed to ensure that the Court's IT infrastructure investments are managed at an adequate level and stay updated to industry standards. It includes the purchase of hardware including software licenses as follows; eCourt systems and software licenses (€15,000); hardware and software required for myCourtbook initiative in the ICT Strategic Plan (€100,000); expansion disk space for the file systems on the network (€50,000); replacement programme of 150 devices per year for laptops, inkjet, printers, monitors, smartphones and AV equipment older than four years (€80,000); replacement programme for desktops older than five years (€124,200); AV equipment related to courtroom continuity (€20,000); network hardware and software (phase 2) to increase accountability of file access on the ICC network (€30,000); hardware and software split over two locations due to Disaster Recovery project (€70,800). The section ensures that all equipment is in line with the review of the Court's assets and is transferable to the permanent premises.

Capital Investments

449. The previously approved capital investments have significantly reduced maintenance costs, due to the fact that new equipment has lower short-term costs and has a warranty period built into the purchases. Still outstanding is the capital investment request for essential equipment to complete phase 3 of the enterprise data archive (€100,000, of which 30,000 is for consultancy and 70,000 is for hardware), so as to ensure that the legacy data is maintained in the most cost-efficient and effective manner.

New Projects

450. By the very nature of its work, the Court has to manage a large amount of confidential data. The IT network of the Court has direct access to the Internet, which has become at increased risk of cyber-attacks. In order to address this issue, €15,000 (of which €5,000 is for consultancy and €80,000 is for hardware and software) is requested to implement secure isolated networks for the Victims and Witnesses Unit and the OTP Evidence Unit. This will allow them to store all highly confidential data on a network that is not connected to the Internet. A further €5,000 is requested to implement a Situation Security Monitoring System (phase one of three) that will assist the OTP in securely managing the large amount of situation data that it accumulates every year.

Table 72: Sub-programme 3260: Proposed budget for 2014

3260 Information and Communication Technologies Section	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						1,125.7	559.3	1,685.0	1,132.6	567.0	1,699.6	14.6	0.9
General Service staff						1,280.6	1,045.8	2,326.4	1,370.3	1,002.1	2,372.4	46.0	2.0
<i>Subtotal staff</i>	<i>2,506.8</i>	<i>1,471.9</i>	<i>3,978.7</i>		<i>3,978.7</i>	<i>2,406.3</i>	<i>1,605.1</i>	<i>4,011.4</i>	<i>2,502.9</i>	<i>1,569.1</i>	<i>4,072.0</i>	<i>60.6</i>	<i>1.5</i>
General temporary assistance	58.3	152.1	210.4	27.3	237.7		95.4	95.4		330.0	330.0	234.6	245.9
Temporary assistance for meetings						20.0		20.0	20.0		20.0		
Overtime	12.4		12.4		12.4	30.0	5.0	35.0	35.0		35.0		
Consultants													
<i>Subtotal other staff</i>	<i>70.7</i>	<i>152.1</i>	<i>222.8</i>	<i>27.3</i>	<i>250.1</i>	<i>50.0</i>	<i>100.4</i>	<i>150.4</i>	<i>55.0</i>	<i>330.0</i>	<i>385.0</i>	<i>234.6</i>	<i>156.0</i>
Travel	11.7	36.0	47.7		47.7	24.8	45.9	70.7	25.9	42.3	68.2	-2.5	-3.5
Hospitality													
Contractual services	196.6	63.3	259.9	5.0	264.9	170.0	193.0	363.0	195.2	187.0	382.2	19.2	5.3
Training	46.4	8.7	55.1		55.1	40.9		40.9	40.9		40.9		
General operating expenses	1,445.5	2,569.6	4,015.1	7.6	4,022.7	2,171.3	1,687.6	3,858.9	2,085.8	1,654.6	3,740.4	-118.5	-3.1
Supplies and materials	159.6	7.9	167.5		167.5	185.0		185.0	185.0		185.0		
Furniture and equipment	1,007.8		1,007.8	43.6	1,051.4	865.0	35.0	900.0	525.0	416.1	941.1	41.1	4.6
<i>Subtotal non-staff</i>	<i>2,867.6</i>	<i>2,685.5</i>	<i>5,553.1</i>	<i>56.2</i>	<i>5,609.3</i>	<i>3,457.0</i>	<i>1,961.5</i>	<i>5,418.5</i>	<i>3,057.8</i>	<i>2,300.0</i>	<i>5,357.8</i>	<i>-60.7</i>	<i>-1.1</i>
Total	5,445.1	4,309.5	9,754.6	83.5	9,838.1	5,913.3	3,667.0	9,580.3	5,615.7	4,199.1	9,814.8	234.5	2.4
Distributed maintenance	-974.2	-1,560.3	-2,534.5		-2,534.5	-981.8	-1,563.5	-2,545.3	-1,506.5	-428.1	-1,934.6	610.7	-24.0

Table 73: Sub-programme 3260: Proposed staffing for 2014

Information and Communication Technologies Section		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1	1	5	4		11	1	20	21	32
	Situation-related							2	3		5		17	17	22
	<i>Subtotal</i>					<i>1</i>	<i>3</i>	<i>8</i>	<i>4</i>		<i>16</i>	<i>1</i>	<i>37</i>	<i>38</i>	<i>54</i>
New/ Converted	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Reclassified/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total						1	3	8	4		16	1	37	38	54

3. Programme 3300: Division of Court Services

Introduction

451. In 2014 the Division of Court Services (DCS) will continue to focus its efforts on supporting the on-going trials, in pursuance of its core business of enabling the expeditious and swift running of trial proceedings before the Court.

452. The Division of Court Services will provide the necessary specialized services, such as high-quality eCourt provision, in particular live transcripts in both working languages, which represent an essential contribution to the conduct of fair, effective and expeditious trials. It will continue to support interpretation from and into French and English, as well as the languages spoken by witnesses and persons detained or summoned to appear. It will also be responsible for the well-being of detained persons during the critical period of trial.

453. In order to be able to provide effective and efficient support for the proceedings, the division groups together all the active components for sound and comprehensive judicial assistance: the Office of the Director DCS, the Court Management Section, the Detention Section, the Court Interpretation and Translation Section, the Victims and Witnesses Unit and the Victims Participation and Reparations Section.

454. As the Court is in the reparations phase in one of the cases before the Court, the Division of Court Services in general, and the Victims Participation and Reparations Section in particular, while continuing with the implementation of victims' strategy and the smooth processing of all applications for participation, will continue to devote specific attention to this new aspect of the Court's proceedings.

455. The Division of Court Services fully understands the current budgetary constraints. It is, however, important to be aware that certain costs will still need to be incurred, in particular in the area of the witness protection responsibility of the Victims and Witnesses Unit. However, at the same time, efforts have been made to reduce travel costs by arranging for witnesses to testify by videolink.

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

Objectives

Priority Objectives (2013-2014)

- 2.1.2 Effective resource management and identification and implementation of possible further efficiency measures (SG 2.1);
- 2.3.1 Have an updated information management and IT strategy (SG 2.3);
- 2.8.1 Ensure security and safety measures are tailored to the circumstances and facilitate the requisite operations of the Court while being included from the outset in the planning and execution of the Court's operations (SG 2.8); and
- 3.4.1 Conclude relocation agreements (including cost-neutral agreements) and agreements for interim release/acquittal, as a priority with States in relative geographical proximity to the States of origin of witnesses and the accused.

Table 74: Expected results, performance indicators and target for 2014

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2014</i>
Priority Objective 2.1.2		
Effective resource management and identification and implementation of possible further efficiency measures.	- Court hearings are properly conducted.	- Avoid delay and cancellation of Court hearings incidents and if incidents occur, 100 % professional handling.
Priority Objective 2.3.1		
Comprehensive and efficient eCourt and filing system, leading to further transparency.	- Well-functioning eCourt filing system. - Filing systems updated.	- All systems are updated and performing.
Priority Objective 2.8.1		
- A yearly review of the state of readiness of the staff and of witness protection; - Implementation of systematic security risk management process to all Court's activities at Headquarters and in the field; - No security incidents caused by a lack of prevention or management of foreseeable risks by the Court, while allowing operations to continue where justified; and - Security risk assessment updated and measures reviewed yearly or when required.	- In-depth review of witness protection is undertaken; and - Number of incidents, if any.	- Review executed; and - Avoid incidents; and if incidents occur, 100 % professional handling.
Priority Objective 3.4.1		
Conclude relocation agreements (including cost-neutral agreements) and agreements for interim release/acquittal, as a priority with States in relative geographical proximity to the States of origin of witnesses and the accused.	- Increased negotiations and consultation with States Parties and other partners; and - Quality and timeliness of information provided by relevant Registry section to respective interested interlocutors.	- Additional relocation agreements are concluded; and - Request for further information is properly and definitely dealt with.

Table 75: Programme 3300: Proposed budget for 2014

3300		Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
Division of Court Services													
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						4,037.4	4,795.9	8,833.3	4,130.4	4,889.9	9,020.3	187.0	2.1
General Service staff						632.2	2,401.8	3,034.0	644.8	2,458.7	3,103.5	69.5	2.3
Subtotal staff	4,537.3	7,137.7	11,675.0		11,675.0	4,669.6	7,197.7	11,867.3	4,775.2	7,348.6	12,123.8	256.5	2.2
General temporary assistance	4.4	2,132.0	2,136.4	316.8	2,453.2		1,843.8	1,843.8		2,775.6	2,775.6	931.8	50.5
Temporary assistance for meetings	44.8	224.7	269.5		269.5	180.0	153.2	333.2	234.7	68.8	303.5	-29.7	-8.9
Overtime							58.1	58.1		58.5	58.5	0.4	0.7
Consultants	4.3	63.2	67.5		67.5		36.1	36.1	5.0	47.1	52.1	16.0	44.3
Subtotal other staff	53.5	2,419.9	2,473.4	316.8	2,790.2	180.0	2,091.2	2,271.2	239.7	2,950.0	3,189.7	918.5	40.4
Travel	27.4	654.3	681.7	32.4	714.1	55.4	940.1	995.5	55.6	1,357.4	1,413.0	417.5	41.9
Hospitality													
Contractual services	35.4	225.3	260.7	72.3	333.0	67.2	279.4	346.6	55.0	290.1	345.1	-1.5	-0.4
Training	6.1	46.4	52.5		52.5	13.8	68.1	81.9	16.1	64.1	80.2	-1.7	-2.1
General operating expenses	1,335.2	1,628.8	2,964.0	70.9	3,034.9	1,386.9	1,987.2	3,374.1	1,385.9	3,135.6	4,521.5	1,147.4	34.0
Supplies and materials	10.9	89.9	100.8		100.8	29.2	114.2	143.4	29.2	114.2	143.4		
Furniture and equipment		3.5	3.5		3.5								
Subtotal non-staff	1,415.0	2,648.2	4,063.2	175.6	4,238.8	1,552.5	3,389.0	4,941.5	1,541.8	4,961.4	6,503.2	1,561.7	31.6
Total	6,005.8	12,205.8	18,211.6	492.4	18,704.0	6,402.1	12,677.9	19,080.0	6,556.7	15,260.0	21,816.7	2,736.7	14.3
Distributed maintenance	139.2	416.1	555.2		555.2	130.7	440.1	570.8	215.9	114.8	330.7	-240.1	-42.1

Table 76: Programme 3300: Proposed staffing for 2014

Division of Court Services		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic				1	3	11	12	8	2	37		10	10	47
	Situation-related						5	20	25		50	3	50	53	103
	<i>Subtotal</i>				1	3	16	32	33	2	87	3	60	63	150
New/	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total					1	3	16	32	33	2	87	3	60	63	150

(iv) Sub-programme 3310: Office of the Director (DCS)**Basic resources****Staff resources***Consultants*

457. Recurrent. A consultant with the necessary specialized knowledge in the field of human resources is required four times per year to assess applications received for inclusion on the Court's List of Experts.

Non-staff resources*Travel*

458. Recurrent. Regular meetings with representatives of various other international organizations and NGOs to keep abreast of current developments are necessary for the proper management of the Division and require senior-level presence. These travel resources requested are necessary to execute the proper mandate of the Registry, such as but not limited to the protection of victims pursuant to article 43(6) of the Rome Statute.

Training

459. Recurrent. Certain aspects of the many tasks incumbent upon the Office of the Director DCS, and the DCS in general, require specific training; examples include the concept of freezing of assets and UN conditions of detention.

Situation-related resources**Staff resources***Consultants*

460. Recurrent. Consultancy is required in order to provide the Office of the Director DCS and, to a larger extent, the Division of Court Services, with the necessary specialized knowledge with a view to executing its mandate (e.g. facilitation of operations in the field and preparation and implementation of specific aspects of that mandate, including detention-related requests, taking into account the characteristics and specifics of certain of the situations currently before the Court (Libya, Mali, CIV)).

Non-Staff resources*Travel*

461. Recurrent. Travel is required to meet local authorities (in relation to DCS operations), prepare operations with regard to arrest and voluntary appearance, organize notification procedures and travel to potential new situations.

General operating expenses

462. To cover all operational aspects facilitating the appearance of person summoned to appear (e.g. travel and accommodation costs for persons summoned to appear).

Table 77: Sub-programme 3310: Proposed budget for 2014

3310 Office of the Director DCS	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						169.1	290.4	459.5	171.3	291.8	463.1	3.6	0.8
General Service staff						63.2		63.2	64.5		64.5	1.3	2.1
<i>Subtotal staff</i>	243.6	304.7	548.3		548.3	232.3	290.4	522.7	235.8	291.8	527.6	4.9	0.9
General temporary assistance		94.6	94.6		94.6								
Temporary assistance for meetings													
Overtime													
Consultants	4.3	11.9	16.2		16.2				5.0	15.0	20.0	20.0	
<i>Subtotal other staff</i>	4.3	106.5	110.8		110.8				5.0	15.0	20.0	20.0	
Travel	9.4	29.0	38.4	12.0	50.4	19.7	22.4	42.1	19.7	22.4	42.1		
Hospitality													
Contractual services													
Training	2.2		2.2		2.2	12.3		12.3	12.1		12.1	-0.2	-1.6
General operating expenses		2.5	2.5	2.9	5.4					61.0	61.0	61.0	
Supplies and materials													
Furniture and equipment													
<i>Subtotal non-staff</i>	11.6	31.5	43.1	14.9	58.0	32.0	22.4	54.4	31.8	83.4	115.2	60.8	111.8
Total	259.5	442.7	702.2	14.9	717.1	264.3	312.8	577.1	272.6	390.2	662.8	85.7	14.9
Distributed maintenance	6.1	12.0	18.1		18.1	5.6	11.6	17.2	9.2	3.3	12.5	-4.7	-27.1

Table 78: Sub-programme 3310: Proposed staffing for 2014

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

(b) Sub-programme 3320: Court Management Section

463. The Court Management Section (CMS) has a twofold mandate: to keep a record of the Court's proceedings and to ensure that hearings run smoothly. Since 2011, a new mandate has been assigned to CMS: the processing of electronic evidence seized by the Registry, which has required the acquisition of in-house knowledge in digital forensics (by training a current staff member to the level of competency and expertise required), as well as the creation of an industry-standard laboratory. Keeping an accurate judicial record requires the coordinated interaction of a number of professional disciplines. The tasks of the staff of the section are constantly evolving, reflecting the Court's processes and its unique procedural framework, as well as the need to evolve in line with technological developments in order to optimize the section's use of resources.

464. The section's responsibility for the conduct of hearings includes ensuring that courtroom proceedings are scheduled appropriately and producing both an audio-visual and a written record of what is said during the hearings in real time, in both working languages of the Court. The section serves as the communication hub for parties, participants, Chambers and relevant Registry sections, such as language services, detention and witness protection, in all matters relating to the organization of hearings. The section's courtroom officers, court clerks, audiovisual assistants, transcript coordinators and court reporters are all involved in these tasks.

465. The section's responsibility for keeping an accurate record of the Court's proceedings also includes, as well as hearing-related records, the reception, registration, distribution of all decisions, orders and documents from Chambers, parties and participants in all situations and cases. As the number of situations and cases before the Court increases, the section's responsibility in this area is incurring a growing workload, independently of hearing activity inside the courtrooms. Primary responsibility for these tasks falls on Court Records Assistants, together with the Associate Legal Officers (ALO)/Courtroom Officers, and with the support of the E-Court Systems Administration Assistant for the development, maintenance and updating of the underlying electronic database and applications.

Situation-related resources*General temporary assistance*

466. *Two Court Reporters (one French, one English), P-2, 12 months each. Continued.* To complete the teams.

467. *One ALO/Courtroom Officer, P-2, 12 months. New.* Fifty witnesses are scheduled to testify in 2014. Since January 2013, all of the witnesses have testified using video teleconferencing (VTC). In light of this increase in the usage of VTC, it is anticipated that in 2014 the estimated proportion of witnesses testifying via VTC will increase from 15 per cent to 40 per cent. A VTC lasts on average one working week. It is estimated that 20 witnesses will testify using VTC, which amounts to 20 weeks, or five months. A VTC requires the involvement of two ALO/Courtroom Officers, one sitting in Court in The Hague, and the other at the witness location. Currently, there are only two ALO/Courtroom Officers for the support of one court in session. If one ALO/Courtroom Officer is absent, the VTC cannot be maintained and judicial activities are significantly delayed. Furthermore, frequent travel leaves a physical toll on staff members. The VTCs cannot always be planned in advance and are typically spread over the entire year. Additionally, in the *Kenya* cases Chambers envisage having the accused follow the hearings via VTC from Nairobi. This implies that, for all hearings in the *Kenya* cases, at least one VTC needs to be supported. It is also possible that VTCs will be ordered for some of the witnesses in those cases, increasing still further the need for an additional ALO/Courtroom Officer in 2014.

468. *One Court Records Assistant, GS-OL, 12 months. Continued.* Continuation of one additional Court Records Assistant. Based on the judicial activity of the Court in the previous years, it is expected that in 2014 approximately 12,650 filings, 1,265 reclassifications and 1,265 translation requests will have to be processed. The workload indicator is for 220 working days per Court Records Assistant, to file 14 court records per day, and on average 30 minutes per court record for registration and distribution, 15 minutes per reclassification/translation processing. This requires a total of 4.5 FTE. In

addition, the workload of the CMS is significantly increased by variations in practices and procedures among Chambers, notwithstanding ongoing efforts to achieve consistency. The team is composed of four FTE Court Records Assistants, who process filings, and one Senior Court Records Assistant who manages the team and controls confidentiality, access, and quality. It is particularly important for the Court to have sufficient capacity in this area of work; any delays or errors in processing Court records potentially seriously affect the proceedings, adversely impacting not only the image of the section, but also of the Registry and the Court as a whole.

Overtime

469. Occasional extended sitting hours of the Court, as well as operations relating to remote witness testimony, are approved for courtroom staff to work overtime. In addition, overtime is approved for urgent filing of records after office hours. Overtime cannot be avoided when CMS has to react to requests for immediate assistance (late filings, urgent audiovisual copy requests necessitating processing in “real time”, witness familiarization inside the courtroom estimated at 1.5 hours x 50 witnesses). Where foreseeable, CMS has consistently endeavoured to prevent and limit the amount of overtime incurred, for example by implementing shift-working.

Non-staff resources

Basic resources

Training

470. Specialized training for maintaining and updating in-house capacity for forensic evidence processing, by way of one staff member attending refresher courses.

General operating expenses

471. Maintenance of the audiovisual copy facility, and of the forensic evidence processing laboratory.

Supplies and materials

472. This recurring cost includes audio-visual tapes and disks for use for the provision of audiovisual support to events other than hearings, and for the “audiovisual copy-control” facility.

Situation-related resources

Travel

473. No resources for travel have been requested under this sub-programme. All travel required by the section in connection with the increased use of VTC has been included and ring-fenced in the budget of Sub-programme 3350, Victims and Witnesses Unit.

Contractual services

474. Maintenance and improvements to the eCourt operating system (ECOS). Second year of the three-year contract.

Training

475. A specialized training course for real-time Court reporting to maintain speed and accuracy is to be held at Headquarters. It is scheduled to last for 10 days.

Supplies and materials

476. Broadcast-quality video tapes, DVDs and other supplies for audio-visual support of 215 days of court hearings, and for the use of consumables for the provision and distribution of evidence used in court.

Table 79: Sub-programme 3320: Proposed budget for 2014

3320 Court Management Section	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						420.1	774.2	1,194.3	421.3	776.7	1,198.0	3.7	0.3
General Service staff						126.5	711.6	838.1	128.9	725.6	854.5	16.4	2.0
Subtotal staff	473.2	1,289.0	1,762.2		1,762.2	546.6	1,485.8	2,032.4	550.2	1,502.3	2,052.5	20.1	1.0
General temporary assistance		382.3	382.3	29.8	412.1		246.5	246.5		352.1	352.1	105.6	42.8
Temporary assistance for meetings													
Overtime							15.0	15.0		15.0	15.0		
Consultants													
Subtotal other staff		382.3	382.3	29.8	412.1		261.5	261.5		367.1	367.1	105.6	40.4
Travel		21.1	21.1		21.1		40.1	40.1				-40.1	-100.0
Hospitality													
Contractual services	1.8	95.8	97.6		97.6		56.3	56.3		56.3	56.3		
Training	2.3	0.5	2.8		2.8		19.0	19.0	4.0	15.0	19.0		
General operating expenses	5.6		5.6		5.6	5.9		5.9	5.9		5.9		
Supplies and materials	3.5	69.5	73.0		73.0	13.0	88.0	101.0	13.0	88.0	101.0		
Furniture and equipment													
Subtotal non-staff	13.2	186.9	200.1		200.1	18.9	203.4	222.3	22.9	159.3	182.2	-40.1	-18.0
Total	486.4	1,858.2	2,344.6	29.8	2,374.4	565.5	1,950.7	2,516.2	573.1	2,028.7	2,601.8	85.6	3.4
Distributed maintenance	18.2	80.0	98.2		98.2	19.5	77.2	96.7	27.6	22.3	49.9	-46.8	-48.4

Table 80: Sub-programme 3320: Proposed staffing for 2014

Court Management Section		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1		1	2		4		2	2	6
	Situation-related							1	8		9	1	10	11	20
	<i>Subtotal</i>					<i>1</i>		<i>2</i>	<i>10</i>		<i>13</i>	<i>1</i>	<i>12</i>	<i>13</i>	<i>26</i>
New/	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total						1		2	10		13	1	12	13	26

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

477. The Detention Section's aim is to provide safe, secure and humane conditions to those persons detained by the Court while awaiting trial and/or appeal. Its overall objective is to deliver a physically and mentally healthy environment to suspects and accused at every stage of the initial detention up until the person is either released on the Court's order or transferred to a State of enforcement to serve his or her sentence.

Basic resources**Non-staff resources***Travel*

478. To attend the Conference of the International Prison Association.

General operating expenses

479. Rental of cells is based on blocks of six cells, including remand programme and staff. Also included is the cost of staff for the Court's part of shared functions at Building 4.

Supplies and materials

480. Uniforms (replacement staff and wear-and-tear).

Situation-related resources**Staff resources***Consultants*

481. Psychologist and/or psychiatrist services for the well-being of the detained persons, on a case-by-case basis.

Non-staff resources*Training*

482. Includes specific training related to detention and prison management, as well as human rights in an international context.

General operating expenses

483. Other miscellaneous operating costs include medical care and items specific to the well-being of detainees in relation to respect for religious and cultural background (pursuant to regulation 102 of the Regulations of the Court and regulation 199 of the Regulations of the Registry).

Table 81: Sub-programme 3330: Proposed budget for 2014

3330 Detention Section	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						208.6	83.9	292.5	211.9	84.1	296.0	3.5	1.2
General Service staff						63.2	63.2	126.4	64.5	64.5	129.0	2.6	2.1
<i>Subtotal staff</i>	<i>266.3</i>	<i>136.3</i>	<i>402.6</i>		<i>402.6</i>	<i>271.8</i>	<i>147.1</i>	<i>418.9</i>	<i>276.4</i>	<i>148.6</i>	<i>425.0</i>	<i>6.1</i>	<i>1.5</i>
General temporary assistance													
Temporary assistance for meetings													
Overtime													
Consultants		6.4	6.4		6.4		6.0	6.0		6.0	6.0		
<i>Subtotal other staff</i>		<i>6.4</i>	<i>6.4</i>		<i>6.4</i>		<i>6.0</i>	<i>6.0</i>		<i>6.0</i>	<i>6.0</i>		
Travel	2.6	3.7	6.3		6.3	4.0		4.0	3.7		3.7	-0.3	-7.5
Hospitality													
Contractual services		3.0	3.0		3.0		2.1	2.1				-2.1	-100.0
Training	1.1	12.1	13.2		13.2	1.5	17.0	18.5		17.0	17.0	-1.5	-8.1
General operating expenses	1,329.6	117.9	1,447.5	68.0	1,515.5	1,381.0	118.4	1,499.4	1,380.0	119.4	1,499.4		
Supplies and materials	0.2	7.2	7.4		7.4	7.5		7.5	7.5		7.5		
Furniture and equipment		3.5	3.5		3.5								
<i>Subtotal non-staff</i>	<i>1,333.5</i>	<i>147.4</i>	<i>1,480.9</i>	<i>68.0</i>	<i>1,548.9</i>	<i>1,394.0</i>	<i>137.5</i>	<i>1,531.5</i>	<i>1,391.2</i>	<i>136.4</i>	<i>1,527.6</i>	<i>-3.9</i>	<i>-0.3</i>
Total	1,599.8	290.1	1,889.9	68.0	1,957.9	1,665.8	290.6	1,956.4	1,667.6	291.0	1,958.6	2.2	0.1
Distributed maintenance	9.1	8.0	17.1		17.1	8.3	7.7	16.1	13.8	2.2	16.0	-0.1	-0.5

Table 82: Sub-programme 3330: Proposed staffing for 2014

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

(d) Sub-programme 3340: Court Interpretation and Translation Section

484. The Court Interpretation and Translation Section (STIC) provides language services for the efficient conduct of Court business. The section provides language services to Chambers, Presidency and Registry, including translation, revision and editing of Court documents; consecutive and simultaneous interpretation for trial hearings, press conferences, meetings and other events at the seat of the Court and elsewhere; assistance and guidance in terminology and references; management of language tools to make sure that consistent terminology is used in all the organs of the Court. The section also ensures recruitment, training and accreditation of field interpreters jointly with the Language Services Unit (LSU) of the Office of the Prosecutor. In addition to the provision of working languages French and English, and official languages as defined in Article 50 of the Statute, the section has had to train interpreters from and into languages to be used in specific cases. Many languages that the Court requires for its proceedings often do not have any qualified professional translators and interpreters. Without this tailored training, the Court would have had great difficulty in conducting its hearings over the period 2006-2013. The section will continue with its efforts to cater for any new languages required at hearings, whether spoken by the accused or by witnesses.

485. In 2014, STIC is requesting additional resources to meet the demand of scheduled proceedings set to start and/or resume in 2014. Additional GTA funds will be requested to provide language services for the *Banda/Jerbo* trial, as well as for the *Kenya 1 and 2* trials. All other requested increases correspond to the planned services by different sections of the Court in connection with its overall programme for 2014.

486. If STIC's role is compared to the role of other language services in other international courts such as the ICTY or STL, it has to be underscored that STIC translates all administrative issuances, as well as judicial documents required for the proceedings that are produced long before the trial starts and long after the trial hearings end. In terms of resources, STIC, with the multitude of languages it supports – in the region of 30 – has under 60 staff. ICTY's Conference and Language Services Section still has 122 posts, supporting a maximum of five languages, while STL's Language Services Section has 55 posts, supporting 3 languages.

Staff resources**Basic resources***Temporary assistance for meetings*

487. Recurrent. *Freelance Interpreters* to complete teams of interpreters where there is a shortfall of staff interpreters and/or for languages other than existing in-house, for events related to the mandate of the Court, including annual meetings, diplomatic briefings, seminar of counsel, NGO round table, press conferences, disciplinary hearings, and Trust Fund for Victims meetings, for a total of 50 interpreting days.

488. Recurrent. *Short-term English-Language Editor* for checking and editing of documents for submission to the meetings of the Committee on Budget and Finance, including Court reports and the Court's proposed programme budget. The work involves ensuring that all documents are clearly written, stylistically consistent and properly referenced and structured. This cannot be done in-house due to concurrent judicial requirements for translation.

489. Recurrent. *Short-term Translators* for translation into French of the MPIII part of the proposed budget document. Since 2011 it is no longer possible to have this work done in-house due to judicial translation workload.

Situation-related resources*General temporary assistance*

490. *One Associate Field Interpretation Coordinator, P-1, 12 months. Continued.* The incumbent performs key functions in testing and training of field interpreters, which are essential to enable timely accreditation of qualified field interpreters in the pre-trial phase

of all proceedings and for on-going support of field interpreters on the STIC roster for all situations. This post is a pre-requisite for the STIC capability to service any and all activities undertaken by Registry sections that involve face-to-face communication with situational language speakers in the field and at HQ. This post meets the requirements for conversion. However the Section will not seek this in the 2014 proposed budget, but will return to this at a future time.

491. *Four Para-Professional Interpreters for Kalenjin, P-1, six months each. Continued.* The team of four provides interpretation from and into Kalenjin for the Kenya 1 proceedings, Defence case. The team will have been trained by STIC in 2013.

492. *One Swahili Interpreter for the Kenya cases, P-3, nine months. Continued.* To complete the team of three staff interpreters.

493. *One Language Assistant for Sango, GS-PL, six months. Continued.* The Language Assistant provides linguistic support for victims and witnesses. VWU and PIDS have a continued need for these services.

494. *Four Para-Professional Interpreters for Zaghawa, P-1, eight months each. New.* The team of four provides interpretation from and into Zaghawa and Arabic for the *Banda/Jerbo* trial, scheduled to start in May 2014. The team will have been trained by STIC over different periods of time in 2011, 2012, and 2013.

495. *Four Arabic Interpreters for the Banda/Jerbo case, P-3, eight months each. New.* In view of the trial scheduled in this case, an Arabic team of GTA is far more preferable to a team of freelancers, in view of the shortage of Arabic interpreters and the continuity factor.

496. *Operational/Field Interpreters. Continued.* Requirement varies from year to year. Although the funds are in the GTA section, these are contractors engaged for short periods of time on SSA contracts (Special Service Agreements). The individual contractors are recruited from a list of accredited field interpreters. The field and operational interpreters are to provide linguistic support to meet the needs of various client sections: Victims and Witnesses Unit, Counsel Support Section, Detention Section, Victims Participation and Reparations Section, Office of Public Counsel for Defence, Office of Public Counsel for Victims, and Trust Fund for Victims. Operational interpreters are required to provide services prior to hearings for witness familiarization and at hearings for witnesses speaking languages relevant to the cases.

Non-staff resources

Basic resources

Travel

497. Recurrent. Travel to annual meetings of the International Annual Meeting on Language Arrangements, Documentation and Publications (IAMLADP), International Annual Meeting on Computer-Assisted Translation and Terminology (JIAMCATT) and Heads of Interpretation (HINTS). The attendance of relevant managers at annual meetings is necessary in order to keep up with changes in processes, systems and technological advances. HINTS is a biannual meeting and the STIC manager only attends one meeting per year, the one which is held in Europe.

Contractual services

498. Recurrent. Continued ECOS enhancement of the modules for translation, interpretation and field interpretation. Many enhancements cannot be done in-house.

499. Recurrent. Outsourcing translation of the approved budget document, outsourcing translations in relation to PIDS documents, outsourcing translations for the Trust Fund for Victims.

Supplies and materials

500. Recurrent. Resources to purchase dictionaries and reference materials in working and official languages, as well as to pay for recurrent online subscriptions to reference databases and dictionaries needed by translators, revisers, interpreters and terminologists.

Situation-related resources*Travel*

501. Recurrent. For operational interpretation, including witness familiarization, monitoring and transcription, as well as continuing field interpretation requirements, for which there are very few qualified interpreters locally. To maintain a sufficient roster of accredited field interpreters with the relevant situation-related languages, a number of tested interpreters will be brought to HQ for training. One interpreter accreditation mission is planned for Mali-related languages.

Training

Recurrent. Terminology training for one staff member to attend International Terminology Summer School in 2014.

Contractual services

502. Recurrent. Outsourcing of translation of judicial cooperation documents mandated by Article 87 of the Statute, as well as communications to and from the States Parties, into and from relevant languages.

503. New. Outsourcing of translation of documents from and into Zaghawa in relation to the *Banda/Jerbo* trial.

504. New. Outsourcing of translation of judicial documents that cannot be absorbed by in-house capacity because of competing judicial deadlines.

505. New. Outsourcing of translation of *Katanga* judgment into Arabic, Chinese, Spanish and Russian. Under Article 50, judgments have to be translated into the official languages of the Court. The translation of these judgments cannot be absorbed into the regular outsourcing budget.

506. New. Outsourcing of translation of *Ngudjolo* judgment into Arabic, Chinese, Spanish and Russian. Under Article 50, judgments have to be translated into the official languages of the Court. The translation of these judgments cannot be absorbed into the regular outsourcing budget.

507. Recurrent. Consultants are required for a situation-related language panel that would consist of three consultants working together at HQ on contentious issues regarding terminology in order to avoid subsequent problems at trial.

Supplies and materials

508. These resources are requested to purchase dictionaries and reference materials in situation-related languages required by translators, revisers, interpreters and terminologists.

Table 83: Sub-programme 3340: Proposed budget for 2014

3340 Court Interpretation and Translation Section	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl. CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						1,829.0	2,450.1	4,279.1	1,854.5	2,473.6	4,328.1	49.0	1.1
General Service staff						252.9	269.0	521.9	257.9	274.3	532.2	10.3	2.0
<i>Subtotal staff</i>	2,294.8	2,537.1	4,831.9		4,831.9	2,081.9	2,719.1	4,801.0	2,112.4	2,747.9	4,860.3	59.3	1.2
General temporary assistance		903.2	903.2	127.5	1,030.7		743.3	743.3		1,078.5	1,078.5	335.2	45.1
Temporary assistance for meetings	44.8	224.7	269.5		269.5	180.0	153.2	333.2	234.7	68.8	303.5	-29.7	-8.9
Overtime													
Consultants		0.4	0.4		0.4		20.1	20.1		16.1	16.1	-4.0	-19.9
<i>Subtotal other staff</i>	44.8	1,128.3	1,173.1	127.5	1,300.6	180.0	916.6	1,096.6	234.7	1,163.4	1,398.1	301.5	27.5
Travel	9.4	67.9	77.3	10.6	87.9	5.2	139.2	144.4	5.2	139.2	144.4		
Hospitality													
Contractual services	30.3	51.7	82.0	72.3	154.3	40.2	115.5	155.7	53.0	108.3	161.3	5.6	3.6
Training	0.5	7.6	8.1		8.1		2.7	2.7		2.7	2.7		
General operating expenses													
Supplies and materials	7.2	9.1	16.3		16.3	8.7	9.5	18.2	8.7	9.5	18.2		
Furniture and equipment													
<i>Subtotal non-staff</i>	47.4	136.3	183.7	82.9	266.6	54.1	266.9	321.0	66.9	259.7	326.6	5.6	1.7
Total	2,387.0	3,801.7	6,188.7	210.4	6,399.1	2,316.0	3,902.6	6,218.6	2,414.0	4,171.0	6,585.0	366.4	5.9
Distributed maintenance	60.5	116.0	176.5		176.5	55.6	112.0	167.6	91.9	31.2	123.1	-44.5	-26.6

Table 84: Sub-programme 3340: Proposed staffing for 2014

Court Interpretation and Translation Section											Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1						
Existing	Basic				1	7	7	1			16		4	4	20
	Situation-related					5	12	7			24	1	3	4	28
	<i>Subtotal</i>				1	12	19	8			40	1	7	8	48
New/	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total					1	12	19	8			40	1	7	8	48

(e) Sub-programme 3350: Victims and Witnesses Unit

509. The Victims and Witnesses Unit (VWU) is mandated to provide protective measures and security arrangements, counselling and other appropriate assistance to witnesses, victims who appear before the Court and others who are at risk on account of testimony given by such witnesses. As a service provider, the VWU acts on the basis of referrals from the parties and others, and calculates its annual budget according to the anticipated number of requests for services received for protection and support, or for witnesses to appear before the court to testify. The VWU provides its services to the Chambers, the parties and participants.

510. For the year 2014, the VWU presents a total budget increased by 35.1 per cent from that approved for 2013. This increase is largely to be seen in staffing, general operating expenses and consequently in staff travel. Any increase in general operating expenses, which encompasses the cost of protection and support referrals, trials and the Initial Response Systems, leads to a parallel increase in the staff travel to implement such activities.

511. The increased workload is related to the carry-over of a large number of protected witnesses who continue to be in the care of the VWU, coupled with a significant increase in the number of estimated new witness referrals for protection, relocation and assisted moves, as requested by the Office of the Prosecutor for 2014. It is also linked to the OTP-driven need to establish an Initial Response System in the new Mali situation. Ultimately, the VWU is carrying operational responsibility for the unexpected temporary relocation of 12 witnesses and their dependants (in total 40 individuals), until such time that they are moved to a final relocation country.

512. Additionally, the VWU is requesting new GTA positions as described below, in support of three consecutive trials, to handle the increase in protection referrals and case management of witnesses, the implementation of witness exit strategies, and in support of a review of VWU's business processes.

Basic resources**Non-staff resources***Travel*

513. Recurrent. Mission travel is foreseen to negotiate witness relocation agreements and to attend witness protection conferences and remain abreast of international best practices in this field.

Situation-related resources**Staff resources***General Temporary Assistance*

514. *One Psychologist/Trauma Expert, P-3, 12 months. Continued.* In the last three year's budget proposals, the VWU explained in detail its need for this post and the incumbent's functions. What was stated there continues to apply. In particular, the VWU would again take this opportunity to point out that this is a post mandated under article 43(6) of the Rome Statute, which provides that "the Unit shall include staff with expertise in trauma, including trauma related to crimes of sexual violence", and that the Unit was instructed by oral decision of Trial Chamber I to ensure that its permanent team included a professional psychologist.

515. *One Associate Psychologist, P-2, 12 months. Continued.* This GTA position was approved for the 2013 budget and the VWU is currently in the process of recruiting for it. The Associate Psychologist will provide psychological assessments and contribute to management plans and psychological services to maximize the overall well-being of victims and witnesses accepted into the ICCPP and of vulnerable witnesses and victims appearing in Court.

516. *One Assistant Legal Officer, P-1, 12 months. Continued.* Due to the increase in the Court's judicial activities, it was necessary to recruit an Assistant Legal Officer (P-1) in 2010 to assist the VWU's Associate Legal Officer in coping with the ever-increasing legal workload. Since then, the workload of the unit's legal staff has remained consistently high, and is not expected to fall in 2014.

517. *One Protection Assistant, GS-OL, 12 months. Continued.* The VWU currently has one established post of Protection Assistant and one GTA position, which was approved in the 2012 and 2013 budget and would be required in 2014. International best practice of witness protection requires staff always to work in pairs to ensure the safety and security of both staff and witnesses. In light of lessons learned in DRC this is important. This safe working practice is especially relevant to the Protection Assistant at the VWU, whose core function is the case management of witnesses in the ICCPP.

518. *One Protection Assistant, GS-OL, 10 months. New.* In addition to the currently established post of Protection Assistant at HQ and the existing GTA position of Protection Assistant, the VWU is requesting a third position of Protection Assistant to be established to assist with the workload and ensure that the VWU complies with best practices in witness protection. This additional position will also be required to facilitate the movement of protected witnesses testifying in the *Kenya Trials*.

519. *One Protection Assistant, GS-OL, 10 months. New.* This post is required mainly to assist with the implementation of the exit strategies of ICCPP witnesses in the DRC.

520. *One Associate Support Officer, P-2, 10 months. New.* The VWU currently has two Associate Support Officers (ASO), one stationed in the DRC in support of the DRC and Côte D'Ivoire situations, and another at Headquarters, assisting with on-going trial activities at Headquarters and supporting the CAR, UGA and partly DRC situations (regarding victims). To maintain flexibility and ensure the most efficient use of resources based on the requirements of the work, the approach has been to assign two situations to each ASO. However, with the workload and multiple duties assumed by the existing ASOs, a new ASO post is required for Kenya. The ASO will handle all support-related duties regarding witnesses appearing for trial, providing support to ICCPP witnesses, conducting psycho-social and vulnerability assessments as needed.

521. *Two Support Assistants, GS-OL, 10 months each. New.* Two Support Assistants are required to handle three consecutive trials in 2014 and continue providing support services to the ICCPP relocation cases. Their responsibilities include providing support to victims and witnesses appearing before the Court for testimony, and their accompanying support persons and dependants, as well as providing support and case management to ICCPP relocation cases in different situations where the Court is operational. So far, one Support Assistant has been deployed to provide services to ICCPP relocation cases in addition to trial-related tasks.

522. *One Business Analyst, P-3, six months. New.* The Business Analyst is required to assist with the strategic planning of the VWU, financial planning and case management, and to perform a thorough review of the VWU processes in terms of performance-management. This post will be used to enhance the performance-management regime and culture within the VWU. One of the crucial duties to be performed by this role is to identify practices which cost more time and money than provide added value to VWU activities. The postholder will also contribute to a more robust case-management regime for witnesses and victims being brought before various trials at the Court. It is anticipated that this tight focus on management performance will lead to fewer delays in the trials before each Chamber, thereby ensuring more effective trial proceeding at the Court.

523. *One Data Entry and Quality Assurance Clerk, GS-OL, 10 months. New.* The Data Entry and Quality Assurance Clerk will be responsible for entering all information regarding protected witnesses into IBase, ensuring records are kept up-to-date, and will perform dip sampling and quality assurance of contact between victims and witnesses and VWU staff. Currently, there is no post available to do this and the records are not being kept up to date, due to a lack of capacity within the VWU. This lack of capacity to accurately maintain up-to-date records carries organizational and unit risks.

Overtime

524. *Recurrent.* To compensate VWU staff at Headquarters and in the field for overtime performed in relation to case management of witnesses who are participants in the Court's Protection Programme, and in relation to assistance provided to witnesses appearing before the Court for testimony, The Court is proposing to maintain unchanged the total for overtime compensation payments to such staff.

Non-staff resources**Situation-related resources***Travel*

525. *Recurrent.* Staff travel comprises operational travel relating to the provision of witness protection and support services, including witness escort travel to the seat of the Court for trial purposes, resettlement/assisted moves and relocation of witnesses, psycho-social assessment, support assessment, implementation of Local Protective Measures and Initial Response Systems (IRS) setup, supervision and testing. The VWU presents a travel budget with an increase of €457,900 over 2013. As explained in the following paragraph, more than half of this increase of €238,500 is due to the increased use of video-conferencing. It should be noted that travel costs related to video-conferencing will be ring-fenced, so as to ensure that these funds are not used for general VWU purposes.

526. The Court has decided to make greater use of video conferencing: costs have been budgeted with the assumption that 40 per cent of witnesses may testify by video-link, which is an uplift from last year's assumption of 15 per cent, thus reducing by €86,000 the cost involved in having VWU staff escort witnesses to the Court. Such savings are achieved assuming that video links are conducted in situation countries where the Court is operational and consequently VWU field staff is available to provide the required support to witnesses in the field. Rather than bringing individuals to the Court, with all the additional organizational work and expense that this involves, the Court has taken the view that it is more efficient to send staff from the Court Management and Information and Communications Technology sections (CMS and ICTS) to the field to operate videolinks. Travel resources are included for one ALO/Courtroom Officer and one ICT specialist to be present at each videolink location for testimonies and court hearings.

527. The other major element in the increase in the staff travel budget (€219,400) is in respect of witness protection, reflecting the heightened number of OTP referrals. Requests for ICCPP referrals have increased from seven in 2013 to 12 in 2014; for assisted moves from 19 in 2013 to 33 in 2014 and for the establishment and maintenance of the IRS from four countries in 2013 to five in 2014. This has consequently offset efficiency gains acquired through a greater use of videolink testimony.

Training

528. The following VWU specialized training courses are foreseen for 2014:

- (a) First Aid Training for VWU staff mandatory refresher first aid course;
- (b) French and English Language Training;
- (c) E-Learning MS Access;
- (d) Budget and Financial Management;
- (e) Case intervention and management;
- (f) Analyst Notebook (new version);
- (g) IBase training;
- (h) Cyber Collection; and
- (i) Project Management online training.

General operating expenses

529. *Recurrent.* Resources are required to cover the following:

(a) Trial-related costs, including travel of victims and witnesses and their accommodation in the field and at the seat of the Court, as well as of accompanying support persons, preparation of travel documents, clothing, allowances, health insurance, and witness allowances. Under the Court's assumptions, 55 victims and witnesses are anticipated to appear before the Court for testimony in 2014. As described under Travel above, costs have been budgeted with the assumption that 40 per cent of witnesses may testify by videolink. This represent a significant increase which will allow cost savings across other VWU budget lines, whilst reducing other prohibitively resource-intensive difficulties encountered across the Court with visas, permissions and issues relating to asylum claims;

(b) Support referrals and medical contingency for witnesses;

(c) Establishment of Initial Response Systems (IRS), to respond to immediate threat to victims and witnesses, in six situations where the Court is operational, including the new situation in Mali;

(d) Witness relocation expenses;

(e) Witness resettlement and assisted move expenses; and

(f) Protection advice and Local Protection Measures.

Supplies and Materials

530. *Recurrent.* This covers cost of supplies and materials for the needs of VWU witness waiting rooms at Headquarters and the renewal of annual subscriptions to electronic newsletters used by the VWU Analyst.

Table 85: Sub-programme 3350: Proposed budget for 2014

3350 Victims and Witnesses Unit	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013		
	Basic	Situation-related	Total	Cont. Fund	Total Incl.CF	Basic	Situation-related	Total	Basic	Situation-related	Total	Amount	%
Professional staff						660.0	1,014.9	1,674.9	715.4	1,076.6	1,792.0	117.1	7.0
General Service staff						63.2	1,176.6	1,239.8	64.5	1,208.8	1,273.3	33.5	2.7
Subtotal staff	647.7	2,466.4	3,114.1		3,114.1	723.2	2,191.5	2,914.7	779.9	2,285.4	3,065.3	150.6	5.2
General temporary assistance		382.5	382.5		382.5		413.9	413.9		783.6	783.6	369.7	89.3
Temporary assistance for meetings													
Overtime							43.1	43.1		43.5	43.5	0.4	0.9
Consultants													
Subtotal other staff		382.5	382.5		382.5		457.0	457.0		827.1	827.1	370.1	81.0
Travel	3.2	388.3	391.5		391.5	26.5	581.0	607.5	27.0	1,038.4	1,065.4	457.9	75.4
Hospitality													
Contractual services													
Training		21.4	21.4		21.4		25.1	25.1		25.1	25.1		
General operating expenses		1,508.4	1,508.4		1,508.4		1,868.8	1,868.8		2,955.2	2,955.2	1,086.4	58.1
Supplies and materials		4.1	4.1		4.1		5.7	5.7		5.7	5.7		
Furniture and equipment													
Subtotal non-staff	3.2	1,922.2	1,925.4		1,925.4	26.5	2,480.6	2,507.1	27.0	4,024.4	4,051.4	1,544.3	61.6
Total	650.9	4,771.1	5,422.0		5,422.0	749.7	5,129.1	5,878.8	806.9	7,136.9	7,943.8	2,065.0	35.1
Distributed maintenance	21.2	172.0	193.2		193.2	19.5	166.0	185.5	32.2	47.9	80.1	-105.4	-56.8

Table 86: Sub-programme 3350: Proposed staffing for 2014

Victims and Witnesses Unit		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1	2	2	1		6		1	1	7
	Situation-related							5	6		11	1	31	32	43
	<i>Subtotal</i>					<i>1</i>	<i>2</i>	<i>7</i>	<i>7</i>		<i>17</i>	<i>1</i>	<i>32</i>	<i>33</i>	<i>50</i>
New/ Converted	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Reclassified/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total						1	2	7	7		17	1	32	33	50

(f) Sub-programme 3360: Victims Participation and Reparations Section

531. The Victims Participation and Reparations Section (VPRS) is the specialized unit within the Registry envisaged in regulation 86(9) of the Regulations of the Court, charged with assisting victims in participating in different phases of the proceedings and reparations in accordance, *inter alia*, with rules 16 and 89 to 96 of the Rules of Procedure and Evidence. The section undertakes operations both in the field, to enable victims to make their applications, to be legally represented and to participate in proceedings effectively, and at the seat of the Court, to manage applications for participation and reparations and all other related documents received from victims, to transmit them to those involved in the relevant proceedings, and to assist Chambers by analyzing the applications according to judicially determined criteria and preparing reports thereon.

532. The first stage of the section's work is in the field. An early and maintained field presence in any situation where there are judicial proceedings in which victims might seek to participate is essential for the following purposes: to ensure that accurate information about victim participation and reparation is provided, and thereby to prevent the Court being flooded with applications that are not linked to the proceedings or incomplete; to select, train and monitor intermediaries and guard against abuse; to enable victims who are linked to proceedings to make informed decisions and to submit their applications; to consult with victims on legal representation and to manage expectations, particularly as regards reparations.

533. When applications are received in The Hague, they are reviewed to establish which proceedings they relate to, and whether they need to be prepared for immediate filing or processed and retained for possible filing at a later date, which will depend on instructions from the relevant Chamber. All applications are scanned and registered; data that may later need to be extracted in reports for Chambers or for other purposes is entered in the database and redacted versions are prepared. This work is done by Data Processing Assistants (DPAs). As a result of continuous efforts to increase the efficiency and productivity of DPAs and the upgrade of systems to permit greater automatization, one DPA can now process 150 applications per month (compared to 120 previously). Such efforts enable the section to keep the staff resources requested for the Database Unit to a minimum despite the expanding number of judicial proceedings and the current variety of systems for dealing with victims' applications. Before applications are filed with the relevant Chamber, the Legal Unit checks them for completeness, makes an analysis, and prepares reports on the applications transmitted, based on instructions from each Chamber. The staff of the Legal Unit also respond to the numerous communications and requests received from legal representatives of victims, Chambers and others, prepare periodic and ad hoc reports on the various matters under the VPRS responsibility for Chambers, review redacted versions of applications and organize selection processes for common legal representatives.

534. The workload of the section depends on the number of situations, the stage of proceedings and the number of applications for participation and reparations that need to be processed and filed with Chambers. Peaks in workload tend to occur during the months preceding a confirmation of charges hearing or trial, when victims' applications to participate in that phase of proceedings need to be processed in a timely manner in order to enable Chambers to decide on victims' applications in advance of the relevant procedure in which they wish to participate. In some cases, such as the *Bemba* case, processing of victims' applications will continue even after the trial has started. New applications can be considered at any stage of the proceedings, including appeals.

535. This fluctuation linked to the timing of different phases of the judicial proceedings has implications for the workload and planning of the section. On the one hand, the section must plan for a basic capacity to manage the regular flow of incoming applications, respond to various developments in the proceedings that require the section to act, whether it relates to legal representation, providing information on applicants or victims, or responding to a variety of judicial orders including substantive reports. The table below provides some data concerning this aspect of the Section's work, in addition to the processing of individual and collective applications.

Table 87: Filings with Chambers, memoranda for transmission of applications, and communications in relation to proceedings

year	2012	2013	2014
	Actual	*Forecast	**Estimated
Number of filings with Chambers	88	92 (47 actual+45)	90
Number of memoranda for the transmission of applications	40	23 (13 actual + 10)	30
Number of communications to Legal Representatives of Victims, Chambers and others, in relation to proceedings	172	188 (94 actual+ 94)	180

*Expected based on actual figures from January to June 2013 and planned activities for rest of the year.

**Expected based on average between 2012 and 2013 and budget assumptions for 2014.

536. On the other hand, the section also has to be able to quickly put in place additional resources when it is necessary to process large numbers of applications within a short timeframe. As explained in the preceding paragraph, this normally tends to occur in the months immediately preceding a confirmation of charges hearing or trial. This presents a major challenge for the section, which has been severely understaffed now for several years. In order to carry out the two functions of Associate Legal Officer (ALO) and Data Processing Assistant (DPA), not only at peak times but also in order to cover basic functions, the Section has had to obtain additional resources from a variety of sources.

537. Efforts are currently being made by different Chambers to review the system for victim applications. Varying types of application form and application process have been adopted by different Chambers. Responding to these is, in the short term, having an impact on the workload of the section as it involves designing different forms and processes and modifying the database and reporting system each time. In the longer term, and in accordance with the request by the Assembly at its eleventh session,⁶⁰ it is hoped that this will lead to greater efficiency, sustainability and effectiveness in the victims' application system. However, this is not expected to significantly affect the staffing needs of the section to handle the basic workload. The minimal increases in staff costs requested for 2014 go some way towards bringing the section up to the minimum level required to meet this basic workload. If staffing levels are allowed to remain at the 2013 level, the VPRS will yet again need to request additional resources from outside the section, which, due to the budget constraints the division is facing as a whole, may no longer be available.

Basic resources

Non-staff resources

Contractual services

538. Recurrent: External printing of standard application forms for participation in proceedings, as well as of an accompanying explanatory booklet and other informational materials to assist applicants, to be made available in new situations and cases and generally for information and training purposes.

Situation-related resources

Staff resources

General temporary assistance

539. *Two Data Processing Assistants, GS-OL, 12 months each. Continued.* The capacity continues to be required to meet the need for data-processing capacity arising from the budget assumptions. The main functions of data-processing staff are as follows: registering and scanning applications for participation, reparations and registration received from victims; entering data from applications into a database, as well as data received separately; updating records with new information received; extracting data from the database for

⁶⁰ *Official Records ... Eleventh session ... 2012* (ICC-ASP/11/20), vol. I, part III, ICC-ASP/11/Res. 7, para. 4.

inclusion in reports to Chambers; preparing draft redactions; checking for quality and preparing documents for filing; maintaining physical records and other administrative tasks.

540. *Two Associate Legal Officers, P-2, 12 months each. Continued.* This capacity will be required for the entire year to help meet the need for legal capacity arising from the budget assumptions, and specifically to perform the following tasks: carry out legal analysis and processing of applications and review redacted versions of applications; prepare individual assessments of applications and draft reports on applications for Chambers; respond to requests and orders of Chambers; liaise with field staff for follow-up of applications, organize common legal representation and implement any other orders of Chambers; provide input on policy issues including operating procedures, and carry out legal research and drafting. To manage this workload, the amount requested has increased slightly to a total of 24 months for the two posts, instead of 17 months as in 2013.

541. *One Field Administrative Assistant, GS-OL, 12 months. Continued.* This capacity at HQ is requested again in order to support the section's operations in the field and to support field activities in all situations, including mission planning, preparing and monitoring budget and finances, and generally supporting all field staff of the section. To reflect the actual needs based on experience in 2012 and 2013, funds are requested for twelve months rather than six.

542. *One Field Officer for Kenya, P-2, 12 months. Continued.* A continued field presence for VPRS in Kenya will be essential as the trials proceed. The Field Officer will plan and implement activities to implement the Trial Chamber's decisions on participation of victims in the trial, in which the Registry is required to work with common legal representatives of victims to identify and report to the Chamber on victims linked to the cases, and to enable victims who wish to do so to register. This includes identifying, selecting, training, supporting and monitoring intermediaries, making available and collecting registration forms, preparing key messages for victims and intermediaries reflecting developments in the proceedings, and implementing any other orders of the Chamber.

543. *Two Field Assistants for Kenya, GS-OL, 12 months each. Continued.* (One assistant per case). Two locally hired Field Assistants continue to be required to support the above VPRS activities in the field during the trial phase. These are persons familiar with the languages, culture and society of the country in order to bring knowledge of local context and enable VPRS to interact with the affected population. They will support the Field Officer in relation to all field activities.

544. *One Field Assistant for Cote d'Ivoire, GS-OL, six months. New.* To enable VPRS to continue to have a locally hired Field Assistant to support VPRS basic activities in the field through the pre-trial stage in the *Gbagbo* case. The Field Assistant is a person familiar with the languages, culture and society of the country in order to bring knowledge of the local context and enable VPRS to interact with the affected population. This continued minimal presence in CIV is required to monitor and support intermediaries, pass key messages, facilitate missions of other VPRS staff and implement any tasks arising out of judicial proceedings.

Consultants

545. Recurrent. Experience has shown that hiring consultants to carry out detailed mapping of victim communities and potential intermediaries is necessary and cost-effective, enabling unique expertise to be tapped in a timely manner, on the basis of which the field activities of the section can be built. Funds are therefore requested for consultants for mapping victims.

Non-staff resources

Travel

546. To cover costs of travel of staff to and from the field, and missions of field staff within the relevant countries (e.g. from field office to areas where victims are located). The section makes stringent efforts to minimize travel to and from Headquarters, and the vast majority of trips are by field staff conducting their activities within the country concerned. As in previous years, one visit by all field staff to Headquarters in the year is provided for,

which is essential for annual planning and training as well as to enhance their understanding of the Court.

Contractual services

547. Data-processing. Reduced. By the end of 2013 the first three phases of development of the VPRS victims' applications database project will be completed. In 2014, the phase of field integration will be further developed, making it feasible, where other elements are in place - such as stable internet connections and adequate equipment - to carry out more steps in processing victims' applications in the field. As this phase of development will require fewer funds than the previous phases, the amount requested for data processing services has been reduced accordingly by €5,000.

548. Recurrent. External printing of standard application forms for participation in proceedings as well as of an accompanying explanatory booklet and other informational materials to assist applicants, to be made available in new situations and cases and generally for information and training purposes.

549. Recurrent. Funds to enable VPRS to carry out activities in the field for the purpose of implementing the Registry's duty to facilitate participation of victims in the proceedings and provide notifications to victims. This includes printing of standard application forms for participation in proceedings for individuals and organizations, for reparations and (for use in the Kenya context) victim registration, as well as of an accompanying explanatory booklet and other informational materials to assist applicants. Funds are also required to cover costs of activities of VPRS field staff for meeting and communicating with victims and for identifying, assessing, selecting, training and monitoring intermediaries. Costs associated with these activities include reimbursement of local travel, meeting costs, etc. In 2014, in light of the budget assumptions, such activities are expected to be focused mainly on DRC, Kenya, CAR and CIV, and countries where victims of the *Banda/Jerbo* case are located. Despite the fact that resources are stretched in order to cover the increase since 2013 in the number of situations where activities may be required, all requests are at the same level as 2013.

Training

550. Recurrent. VPRS staff members interact with victims and intermediaries in highly sensitive environments and require ongoing training and support from qualified experts to enable them to manage such interaction in such a way as to promote wellbeing and avoid causing harm, for themselves as well as victims. To maximize the benefit, most of the funds will be used for a single training activity to be organized at the annual meeting, when all VPRS staff will be able to benefit.

Supplies and materials

551. Recurrent. To equip selected intermediaries with tools such as secure usb sticks and sealable envelopes, to enable them to secure confidential documents and information, and to conduct their activities safely. Most intermediaries lack such capacity, creating the risk of data relating to victims being compromised. This practice, begun in 2012, is consistent with the Court-wide Guidelines on Intermediaries, with a view to providing passive protection capacity to selected intermediaries and monitoring their activities, in order to avoid putting victims and intermediaries engaging with the Court at risk. These tools will be used where most needed in function of activities of intermediaries linked to judicial proceedings; in 2014 they are expected to be required in DRC, Kenya, CAR and CIV in particular.

Table 88: Sub-programme 3360: Proposed budget for 2014

3360 Victims Participation and Reparation Section	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						750.6	182.4	933.0	756.0	187.1	943.1	10.1	1.1
General Service staff						63.2	181.4	244.6	64.5	185.5	250.0	5.4	2.2
<i>Subtotal staff</i>	<i>611.7</i>	<i>404.2</i>	<i>1,015.9</i>		<i>1,015.9</i>	<i>813.8</i>	<i>363.8</i>	<i>1,177.6</i>	<i>820.5</i>	<i>372.6</i>	<i>1,193.1</i>	<i>15.5</i>	<i>1.3</i>
General temporary assistance	4.4	369.4	373.8	159.5	533.3		440.1	440.1		561.4	561.4	121.3	27.6
Temporary assistance for meetings													
Overtime													
Consultants		44.5	44.5		44.5		10.0	10.0		10.0	10.0		
<i>Subtotal other staff</i>	<i>4.4</i>	<i>413.9</i>	<i>418.3</i>	<i>159.5</i>	<i>577.8</i>		<i>450.1</i>	<i>450.1</i>		<i>571.4</i>	<i>571.4</i>	<i>121.3</i>	<i>26.9</i>
Travel	2.8	144.3	147.1	9.8	156.9		157.4	157.4		157.4	157.4		
Hospitality													
Contractual services	3.3	74.8	78.1		78.1	27.0	105.5	132.5	2.0	125.5	127.5	-5.0	-3.8
Training		4.8	4.8		4.8		4.3	4.3		4.3	4.3		
General operating expenses													
Supplies and materials							11.0	11.0		11.0	11.0		
Furniture and equipment													
<i>Subtotal non-staff</i>	<i>6.1</i>	<i>223.9</i>	<i>230.0</i>	<i>9.8</i>	<i>239.8</i>	<i>27.0</i>	<i>278.2</i>	<i>305.2</i>	<i>2.0</i>	<i>298.2</i>	<i>300.2</i>	<i>-5.0</i>	<i>-1.6</i>
Total	622.2	1,042.0	1,664.2	169.3	1,833.5	840.8	1,092.1	1,932.9	822.5	1,242.2	2,064.7	131.8	6.8
Distributed maintenance	24.2	28.0	52.2		52.2	22.3	65.6	87.9	41.3	7.8	49.1	-38.8	-44.1

Table 89: Sub-programme 3360: Proposed staffing for 2014

Victims Participation and Reparations Section											Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1						
Existing	Basic					1	2	3	2		8		1	1	9
	Situation-related							2			2		5	5	7
	<i>Subtotal</i>					<i>1</i>	<i>2</i>	<i>5</i>	<i>2</i>		<i>10</i>		<i>6</i>	<i>6</i>	<i>16</i>
New	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total						1	2	5	2		10		6	6	16

4. Programme 3400: Public Information and Documentation Section

Introduction

552. The Public Information and Documentation Section (PIDS) seeks to broaden understanding of and support for the mandate and work of the Court, primarily among victims and affected communities from situations and cases before it. PIDS also engages with key stakeholders such as legal communities, academics and non-governmental organizations, journalists and global audiences, with the ultimate objective of increasing international support for the Court. Its work is guided by the Public Information Strategy and the Outreach Strategy.

553. PIDS consists of the Office of the Chief, the Library and Documentation Unit, the Public Affairs Unit, the Protocol and Events Unit and the Outreach Unit.

554. While PIDS will continue giving priority to making judicial proceedings accessible to the affected communities in situations before the Court, greater efforts will also be made towards broadening international support through specific programmes implemented by the different units. The office has had no variation in its budget.

555. The Outreach Unit is responsible for ensuring that those communities most affected by the crimes in cases before the Court understand and have access to neutral information about the judicial proceedings at all stages of the process. The unit's experience has shown that effective and sustainable outreach led by the Court can contribute to preventing misperceptions and countering biased information.

556. Based on experience and lessons learnt, the Outreach Unit is revising approaches and reprioritizing operations. In 2014, activities will mainly focus on Kenya, Côte d'Ivoire, and the Democratic Republic of the Congo, while operations with regard to Sudan and Uganda will remain very limited, because of the lack of developments in cases as a result of the failure to execute outstanding warrants of arrest. Moreover, security conditions in the Central African Republic and Libya are making it very difficult to access local populations using traditional outreach tools. Emphasis will thus be placed on producing and disseminating the Court's audio-visual materials, working more with and through the media, and when and where possible through intermediaries.

557. The Public Affairs Unit (PAU) makes the judicial proceedings in the eight situations public and accessible to global audiences. It also enhances understanding of the Court, its mandate and activities among the general public and key target groups, with the ultimate objective of gaining broader support.

558. In 2014, PAU will maintain a strong focus on traditional means of communications, radio, television and print, while at the same time, making every effort to capitalize on the opportunities presented by the internet and new media platforms, including social networking, e-books, podcasts and mobile devices. By enhancing the website and expanding the use of new information and communication technologies and social media, the unit will be able to reach a wider audience worldwide in a more cost-effective and user-friendly manner. This approach will also be key to targeting the populations of situation-related countries with security constraints.

559. Furthermore, PAU will continue to strengthen international support for the role and activities of the Court by engaging in an interactive dialogue with its global constituencies, including civil society and non-governmental organizations, and expanding its partnership with the academic community and NGOs.

560. With the same objectives but using different tools, the Protocol and Events Unit (PEU) will continue facilitating increased public access to hearings by staffing the information desk in the public area of the Court and dealing with queries and requests from visitors attending the hearings. The unit will also support VIP/high-level visits to Court officials and increased stakeholder visits to the Court, as well as general information visits. Overall, requests for visits have grown in recent years, doubtless due to the importance that the Court is gaining at an international level. The Court is currently having to refuse visits, despite the efforts of the unit to constantly review processes so as to be able to provide optimum services in the most cost-effective way. Furthermore, the unit will continue

organizing and supporting judicial ceremonies and other relevant Court-wide events, ensuring coordination amongst the organs and avoiding duplication of work.

561. The Library and Documentation Unit (LDU) maintains records of the Court's history, as well as a collection that supports the information needs of the constituents of the four organs of the Court and independent Court-related bodies, such as victim and defence counsel teams. When possible within its resources, the Library currently also provides services by appointment to researchers and allows Eurojust on-site access and membership of the Library.

Objectives

1. Conduct effective outreach to and communication with victims and affected communities in accordance with the Court's relevant strategic documents (SO1.7.1); and
2. Promote confidence-building processes with States, international and regional organizations, NGO's and other key partners and stakeholders in the Court through information-sharing during seminars, conferences, and at any other occasion (SO 3.2.1).

Table 90: Expected results, performance indicators and target for 2014

<i>Expected Results</i>	<i>Performance indicators</i>	<i>Target 2014</i>
Objective 1.7.1 Increased understanding of Court's proceedings amongst victims and affected communities; and Increased capacity amongst the local population to follow judicial developments.	<u>In countries concerned:</u> – Percentage of questions showing that the level of understanding has become more sophisticated; and – Percentage of participants stating that they have learned something new in their responses to surveys carried out at the end of each outreach session.	20% more than in 2013.
Objective 3.2.1 Strengthened trust and commitment of the Court's external stakeholders "through increasing access to the Court's judicial developments".	– Increased level of visitors to the Court's website; – Increased level of subscribers to the Court's mailing list; and – Number of visitors attending hearings.	10% more than in 2013. 10% more than in 2013. 50% more visitors than in 2013.
Objective 3.2.1 Strengthened trust and commitment of the Court's external stakeholders "through increasing access to the Court's judicial developments".	– Number of VIP/high-level visits to Court officials; – Number of stakeholder visits; and – Number of events.	55, same number as in 2013. 120, increase of 60% compared to assumption for 2013. 18 events, including welcoming ceremonies for new States Parties, symbolic event to commemorate 17 July, International Criminal Justice Day, final rounds of ICC Trial Competitions, as well as regular Court meetings such as diplomatic briefings, NGO round tables, and other relevant seminars.
Objective 3.2.1 Strengthened trust and commitment of the Court's external stakeholders "through increasing access to the Court's judicial developments".	– Number of general information visits to be received.	400 general information visits, with 7,000 visitors in total.
Objective 3.2.1 Strengthened trust and commitment of the Court's external stakeholders "through increasing access to the Court's judicial developments".	– Increased number of op-eds published in different countries; – Increased number of interviews given by Court officials; – Increased number of twitter followers; – Increased number of informational interactive sessions with journalists; and – Increased visitors and photos shared on flickr (covering Court activities at HQ and in the field, as well as VIP visits).	20% more than 2013. 10% more than 2013. 10% more than 2013. Five sessions and study visits expected for 20 journalists each. 10% more than 2013.

Staff resources**Basic resources***General temporary assistance*

562. *One Protocol and Events Assistant, GS-OL, 11 months. New.* The number of stakeholder visits is expected to increase by 60 per cent in 2014, and the number of hearings will increase. The incumbent will ensure that the unit can staff the information desk in the public area while continuing to support all ceremonies, events, high-profile and stakeholder visits to the Court. The need for the continuation of this position will be reviewed at the time of the move to the new premises.

563. *One Public Affairs Officer, P-2, six months. New.* This position is needed as a result of the reshaping of the section's activities, with priority being given to digital tools and social media, while the traditional media need remains key in some countries. The incumbent would be responsible for production of podcasts, developing projects for the legal and academic community, developing guidelines and generating concepts and plans to ensure a Court presence in social media and blogs.

564. *One Website and Media Developer Assistant, GS-OL, six months. Continued.* This position is required because of the increased number of Court records that need to be regularly uploaded on the website (up to 300 a month). Currently the high profile of the current cases, as well as the increased judicial activity, requires 1.5 FTE. Furthermore, there are new tasks as a result of the reprioritization of tasks in the section, the increased online presence and the use of new technologies, including audio-visual gallery, e-books and mobile apps.

Situation related resources*Established posts*

565. In 2014, subject to final approval and pending the revision of the general Strategic Plan for Outreach and situation-related plans, as well as the conclusion of the reorganization of the Registry, it is proposed that the posts of *Associate Legal Officer (P-2)* and *Associate Legal Outreach Coordinator for Sudan (P-2)* should remain temporarily unfunded.

General Temporary Assistance

566. *One Administrative and Financial Assistant, GS-OL, 12 months. Continued.* Operations in the field involve a large number of administrative and financial tasks. The incumbent provides general administrative and logistical support, including mission-plans preparation, transfers of funds, accounting reports and monitoring implementation of the section's budget.

Non-staff resources**Basic***Travel*

567. Limited travel for the Chief of Section to network with stakeholders and for the Spokesperson to participate in meetings and information meetings with media is required. As in previous years, the Chief Librarian will attend the annual meeting of the UN Library and Information network for Knowledge Sharing.

Contractual services

568. These include publication of press releases and op-eds in newspapers and radio and television in non-situation-related countries, media monitoring, information sessions for journalists and satellite services for press conferences. Reducing the printing of information materials will allow PIDS to introduce QR "Smartphone" barcodes to make electronic versions of texts more readily available.

569. The budget also includes satellite usage for one Court-wide press conference and four OTP press conferences (one hour each), as requested by OTP. Costs continue to be kept low by organizing press conferences of less than 1 hour and maintaining a better price for the service achieved, thanks to the good relationship developed with the provider.

570. Also included are inter-library loans, binding and the services of the multilingual cataloguer. The cost of all these services is increasing each year, resulting in a reduction in binding, and in the number of working days of the multilingual cataloguer. To absorb the increase, authority processing services will be cancelled for 2014. Binding is reduced. Purchasing of fewer books will result in fewer hours of cataloguing. Nevertheless, electronic resources, Court publications and donations will also need to be catalogued. Furthermore, the Library receives service requests from the sections to process their office-copy purchases within one week of arrival; some of these titles are in Arabic.

571. Resources are also required for the organization of events such as the final rounds of the ICC Trial Competitions and rental of flagpoles to commemorate International Criminal Justice Day.

Training

572. This includes a one-day training course on protocol for the staff members of the Protocol and Events Unit, which is also open to other participants from the section and other organs who deal regularly with VIP visitors/delegation, both at and outside the Court, such as the External Relations Officers in the immediate offices of the Heads of Organs. It also includes training in photography, with a view to savings in the cost of using professional photographers for website use and publications, as well as specific training for PIDS staff to improve skills in dealing with the media.

General operating expenses

573. A barebone database collection is now purchased, which also increases in price annually. Products are purchased through the UN Consortium where possible, and the Chief Librarian suggests the inclusion of new products to the Consortium in order to save costs.

Supplies and materials

574. Includes books and serials. Book purchases will have to be reduced. Preferably the number of serials should remain at the same level because of their relevance to researchers of all organs. The budget has to cover annual serial price increases and inflation (10 per cent each year). If this is not possible, then cuts to serials will have to be made.

575. A small budget is necessary to buy equipment for podcasts, and to replace old equipment for photography, USB duplicators, and other necessary equipment.

Situation-related resources

Travel

576. Funds are needed to enable staff to organize outreach sessions in areas outside their duty stations, mainly in Kenya, DRC, Côte d'Ivoire and, to a very limited extent, in Uganda. Meetings with victims and affected communities residing in remote areas require long-distance trips, either by air or overland, including sometimes by boat. During these outreach sessions, explanations of the stage reached in the proceedings are provided, and summaries of hearings and other relevant videos are projected. Outreach teams respond to questions and address concerns of participants, thus increasing their understanding of the work of the Court and bringing their expectations to a realistic level.

577. At least once a year field outreach coordinators need to travel from situation-related countries to Headquarters for planning, coordination and training purposes.

Contractual services

578. A moderate number of printing materials is required to be distributed amongst key target groups in the field. Outreach tools such as "Understanding the ICC" and Q-and-A

papers are disseminated among medium- and high-level educated audiences during activities.

579. Contractual services are also required in connection with the organization of outreach sessions with victims and affected communities, including rental of venues, promotional efforts to mobilize participants, and purchase of local radio and television broadcasting time to enhance the Court's impact and inform those who are not directly involved. Contracts with local media also include translation of Court productions into local languages, testing of messages and reports of audiences. To optimize outreach, mapping of key groups and the conduct of general surveys for strategic planning and evaluation purposes is required. For important judicial developments, a one-hour satellite broadcast is requested, so that local media can be provided with summaries of the proceedings on the same day that they occur.

General operating expenses

580. Maintenance of editing and filming equipment, purchase of small items and spare parts.

Table 91: Programme 3400: Proposed budget for 2014

3400 Public Information and Documentation Section	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff					1,045.9	424.6	1,470.5	1,057.0	368.2	1,425.2	-45.3	-3.1
General Service staff					585.1	229.7	814.8	596.7	239.5	836.2	21.4	2.6
<i>Subtotal staff</i>	<i>1,331.8</i>	<i>678.4</i>	<i>2,010.2</i>		<i>1,631.0</i>	<i>654.3</i>	<i>2,285.3</i>	<i>1,653.7</i>	<i>607.7</i>	<i>2,261.4</i>	<i>-23.9</i>	<i>-1.0</i>
General temporary assistance	2.2	204.3	206.5			149.4	149.4	148.2	71.6	219.8	70.4	47.1
Temporary assistance for meetings												
Overtime												
Consultants												
<i>Subtotal other staff</i>	<i>2.2</i>	<i>204.3</i>	<i>206.5</i>			<i>149.4</i>	<i>149.4</i>	<i>148.2</i>	<i>71.6</i>	<i>219.8</i>	<i>70.4</i>	<i>47.1</i>
Travel	42.1	67.6	109.7		12.2	97.2	109.4	19.8	86.6	106.4	-3.0	-2.7
Hospitality												
Contractual services	197.8	571.1	768.9		255.2	742.9	998.1	271.5	726.6	998.1		
Training	4.6		4.6		7.0		7.0	7.0		7.0		
General operating expenses	50.5	10.0	60.5		67.0	13.5	80.5	67.0	13.5	80.5		
Supplies and materials	134.3	6.8	141.1		125.0		125.0	125.0		125.0		
Furniture and equipment	-1.0		-1.0									
<i>Subtotal non-staff</i>	<i>428.3</i>	<i>655.5</i>	<i>1,083.8</i>		<i>466.4</i>	<i>853.6</i>	<i>1,320.0</i>	<i>490.3</i>	<i>826.7</i>	<i>1,317.0</i>	<i>-3.0</i>	<i>-0.2</i>
Total	1,762.3	1,538.2	3,300.5		2,097.4	1,657.3	3,754.7	2,292.2	1,506.0	3,798.2	43.5	1.2
Distributed maintenance	51.4	68.0	119.4		47.3	69.5	116.8	87.3	17.8	105.1	-11.7	-10.0

Table 92: Programme 3400: Proposed staffing for 2014

Public Information and Documentation Section	Total P-staff and above										Total GS-staff		Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	GS-PL	GS-OL		
Existing	Basic				1	3	1	5		10	1	8	19
	Situation-related							6		6	2	8	16
	<i>Subtotal</i>				<i>1</i>	<i>3</i>	<i>1</i>	<i>11</i>		<i>16</i>	<i>3</i>	<i>16</i>	<i>35</i>
New	Basic												
	Situation-related												
	<i>Subtotal</i>												
Redeployed/ Returned	Basic												
	Situation-related												
	<i>Subtotal</i>												
Total					1	3	1	11		16	3	16	35

5. Programme 3700: Independent Offices and Special Projects

Introduction

581. A further reorganization of this Programme has been carried out by incorporating Sub-programme 3770, the Registry's Permanent Premises Office, into Major Programme VII-1, the Permanent Premises Project Director's Office, where its staff will work under the direct supervision of the Project Director.⁶¹ The following sub-programmes will remain within Programme 3700: Office of Public Counsel for the Defence; Office of Public Counsel for Victims and the Office of Internal Audit. In addition, and in line with the approved programme budget for 2013, the post of the Staff Council Officer will also remain within this Programme. The Office of Public Counsel for the Defence represents the interests of the defence and provides legal advice and research to defence teams and defendants. Similarly, the Office of Public Counsel for Victims provides legal support and assistance to victims and legal representatives of victims, and its counsel appear before the Court on matters related to the participation of victims in proceedings. The Office of Internal Audit performs risk analysis and creates and undertakes audit plans. The Staff Union Council represents the collective interests of Court staff by promoting staff welfare and rights.

582. While the subject-matter of these sub-programmes is diverse, and they are all *sui generis*, they nonetheless have certain similarities in terms of their operational status. Specifically, the Offices of Public Counsel for the Defence and for Victims and the Office of Internal Audit have been grouped together within Programme 3700 because they function independently, despite being linked administratively to the Registry.

583. In accordance with Staff Regulation 8.1(b), a staff representative body has been established, consisting of a single P-3 post: the elected Staff Council Officer. While the post is placed — for budgetary purposes — in Programme 3700, this position does not serve the Registry. It should be noted that no funds have been allocated for this position; its costs are shared by all organs.⁶²

⁶¹ See further below, MP VII-1, para. 644.

⁶² This position is included in the staffing table shown in annex I.

Table 93: Programme 3700: Proposed budget for 2014

3700 Registry Independent Offices		Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
		Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff							1,012.2	1,000.1	2,012.3	785.6	1,011.5	1,797.1	-215.2	-10.7
General Service staff							189.6		189.6	193.5		193.5	3.9	2.1
<i>Subtotal staff</i>		<i>1,041.2</i>	<i>897.5</i>	<i>1,938.7</i>		<i>1,938.7</i>	<i>1,201.8</i>	<i>1,000.1</i>	<i>2,201.9</i>	<i>979.1</i>	<i>1,011.5</i>	<i>1,990.6</i>	<i>-211.3</i>	<i>-9.6</i>
General temporary assistance		63.2	29.7	92.9	57.4	150.3	76.5		76.5	115.4	115.4	230.8	154.3	201.7
Temporary assistance for meetings														
Overtime														
Consultants		54.7		54.7		54.7	72.0		72.0				-72.0	-100.0
<i>Subtotal other staff</i>		<i>117.9</i>	<i>29.7</i>	<i>147.6</i>	<i>57.4</i>	<i>205.0</i>	<i>148.5</i>		<i>148.5</i>	<i>115.4</i>	<i>115.4</i>	<i>230.8</i>	<i>82.3</i>	<i>55.4</i>
Travel		10.5	42.1	52.6	13.7	66.3	14.3	105.5	119.8	8.2	105.8	114.0	-5.8	-4.8
Hospitality														
Contractual services		190.2	35.6	225.8		225.8	100.0	50.0	150.0		50.0	50.0	-100.0	-66.7
Training		17.5		17.5		17.5	21.8	2.2	24.0	21.8	2.2	24.0		
Counsel for Defence														
Counsel for Victims														
General operating expenses		4.4	3.6	8.0	0.4	8.4	3.0	9.0	12.0		9.0	9.0	-3.0	-25.0
Supplies and materials		3.2		3.2		3.2								
Furniture and equipment														
<i>Subtotal non-staff</i>		<i>225.8</i>	<i>81.3</i>	<i>307.1</i>	<i>14.1</i>	<i>321.2</i>	<i>139.1</i>	<i>166.7</i>	<i>305.8</i>	<i>30.0</i>	<i>167.0</i>	<i>197.0</i>	<i>-108.8</i>	<i>-35.6</i>
Total		1,384.9	1,008.5	2,393.4	71.5	2,464.9	1,489.4	1,166.8	2,656.2	1,124.5	1,293.9	2,418.4	-237.8	-9.0
Distributed maintenance		33.4	40.0	73.4		73.4	60.4	12.8	73.2	45.9	11.1	57.1	-16.1	-126.0

Table 94: Programme 3700: Proposed staffing for 2014

Registry Independent Offices		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic				1	2	1	2	1		7		3	3	10
	Situation-related						3	2	2	3	10				10
	<i>Subtotal</i>				<i>1</i>	<i>2</i>	<i>4</i>	<i>4</i>	<i>3</i>	<i>3</i>	<i>17</i>		<i>3</i>	<i>3</i>	<i>20</i>
New	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
	Total				1	2	4	4	3	3	17		3	3	20

(a) Sub-programme 3740: Office of Public Counsel for the Defence

584. The Office of Public Counsel for the Defence (OPCD) provides legal research and assistance to all defence teams, duty counsel and ad hoc counsel, to enhance their ability to comply with judicial deadlines and focus on relevant legal issues, thus saving legal aid resources by ensuring the efficiency and expeditiousness of the proceedings. In order to meet its workload of assisting thirteen defendants, it is necessary for the OPCD to maintain the existing level of resources. The conduct of three trials in 2014 is likely to result in a significant shortfall in terms of the ability of the OPCD to provide timely legal assistance and advice. Given that the pre-trial and trial stages are more intensive than the appeal stage, the OPCD will seek to achieve efficiency by redeploying its resources from focusing on teams which will be in the appeal stage to focusing on the five teams which will be involved in trials.

Table 95: Workload indicators for the Office of Public Counsel for the Defence

<i>Anticipated workload 2013</i>	<i>Anticipated</i>		<i>Estimated</i>		<i>Shortfall without additional resources</i>
	<i>Number of FTE 2013</i>	<i>workload 2014</i>	<i>Number of FTE 2014</i>	<i>capacity 2014</i>	
Number of researches and legal advice for defence teams = 900	2.5	900	3.2	448	552
Attendance/Assistance at court hearings = 95	.3	215	.6	190	120
Production of legal materials and outreach presentations concerning current defence issues before ICC = 12	.5	12	.5	10	2
Electronic registration and classification of court documentation (court filings, victim applications) and organization of legal references = 3500 pages	.8	3500	1.2	2760	740
Management tasks = .3	.3	.3	.3	.3	0
Administrative tasks = .2	.2	.2	.2	.2	0

Non-staff resources**Basic***Travel*

585. Recurrent. This item is required in particular to ensure the OPCD's participation at a key conference concerning the rights of the Defence before the Court.

Training

586. Recurrent. Training is required to enable the limited resources of the OPCD to be employed effectively, so as to ensure competence in relation to all aspects of judicial proceedings which are potentially relevant to defence preparation and the mandate of the OPCD, in particular by providing on-going support in these areas to all present and future defence teams. Failure to obtain the requested resources would create additional resource requirements, as the Court would be forced to rely on external trainers to provide a similar level of expertise to defence teams.

Situation-related resources*Travel*

587. Recurrent. Situation-related travel is required to facilitate the ability of the OPCD to act as duty counsel to represent a suspect in the field or to represent the rights of the defence in relation to an article 56 unique investigative opportunity in the field. The OPCD will also conduct training exercises in the field for list counsel and potential duty counsel and others in two situation countries, in order to increase awareness of the relevant procedures of the Court, and to ensure that potential counsel are able to immediately

assume their responsibilities for protecting the interests of the defendant should they be appointed to represent a suspect in the field.

Contractual services

588. Recurrent. The OPCD requires funds to implement the costs associated with defence training seminars in affected countries for potential counsel/duty counsel, which will be run in conjunction with other sections.

Training

589. Recurrent. The OPCD provides specialized assistance to defence teams on disclosure and evidence analysis. Specialized training in advanced case management techniques is required in order to optimize this capacity, so as to ensure that all defence teams are trained to the same level.

General operating expenses

590. Recurrent: When the OPCD meets with a suspect in the field, or acts as counsel in connection with a unique investigative opportunity, it will be necessary for the OPCD to procure a secure location and facilities for such a meeting.

Table 96: Programme 3740: Proposed budget for 2014

3740 Office of Public Counsel for Defense	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						149.1	292.5	441.6	149.3	296.0	445.3	3.7	0.8
General Service staff						63.2		63.2	64.5		64.5	1.3	2.1
<i>Subtotal staff</i>	<i>217.1</i>	<i>281.1</i>	<i>498.2</i>		<i>498.2</i>	<i>212.3</i>	<i>292.5</i>	<i>504.8</i>	<i>213.8</i>	<i>296.0</i>	<i>509.8</i>	<i>5.0</i>	<i>1.0</i>
General temporary assistance	25.9		25.9	57.4	83.3								
Temporary assistance for meetings													
Overtime													
Consultants	11.5		11.5		11.5								
<i>Subtotal other staff</i>	<i>37.4</i>		<i>37.4</i>	<i>57.4</i>	<i>94.8</i>								
Travel		9.9	9.9	6.0	15.9	2.5	14.5	17.0	2.5	14.5	17.0		
Hospitality													
Contractual services							20.0	20.0		20.0	20.0		
Training						2.5	2.2	4.7	2.5	2.2	4.7		
General operating expenses							3.0	3.0		3.0	3.0		
Supplies and materials													
Furniture and equipment													
<i>Subtotal non-staff</i>		<i>9.9</i>	<i>9.9</i>	<i>6.0</i>	<i>15.9</i>	<i>5.0</i>	<i>39.7</i>	<i>44.7</i>	<i>5.0</i>	<i>39.7</i>	<i>44.7</i>		
Total	254.5	291.0	545.5	63.4	608.9	217.3	332.2	549.5	218.8	335.7	554.5	5.0	0.9
Distributed maintenance	6.1	12.0	18.1		18.1	5.6	11.6	17.1	9.2	3.3	12.5	-4.6	-26.9

Table 97: Sub-programme 3740: Proposed staffing for 2014

Office of Public Counsel for the Defence		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic					1					1		1	1	2
	Situation-related						1		1	1	3				3
	<i>Subtotal</i>					<i>1</i>	<i>1</i>		<i>1</i>	<i>1</i>	<i>4</i>		<i>1</i>	<i>1</i>	<i>5</i>
New/ Converted	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Reclassified/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total						1	1		1	1	4		1	1	5

(b) Sub-programme 3750: Office of Public Counsel for Victims

591. In accordance with regulations 80 and 81 of the Regulations of the Court, as consistently interpreted in the practice of the Chambers, the Office of Public Counsel for Victims acts as legal representative of victims in proceedings before the Court; supports and assists external legal representatives as appropriate; and appears before Chambers in respect of specific issues. Moreover, the Office is also entrusted with the possibility of making representations to the Chamber on behalf of victims applying to participate in the proceedings in accordance with amended regulation 81 of the Regulations of the Court.

592. As at early May 2013, the Office of Public Counsel for Victims has been appointed as legal representative of around 3,000 victims in the different situations and cases before the Court. Moreover, the Office is generally entrusted by Chambers with the task of providing legal assistance and legal representation to victims for specific proceedings such as article 19 proceedings (latterly in the *Gaddafi et al.* case), and more recently in reparations proceedings to represent the interests of victims who have not submitted applications but who may fall within the scope of an order for collective reparations. In these latter cases, the number of victims to be represented is particularly high, since, in the first case, not only victims already authorized to participate in the proceedings can submit observations, but more generally “victims having communicated with the Court”; while, in the second case, victims may include a community of individuals. Finally, an increasing number of victims are also choosing the Office as their legal representative. To the above number, must be added the number of individuals - around 100 - who have contacted the Office from countries under preliminary examination. As a consequence of all the above mentioned factors, the number of victims represented by the Office, at one stage or another of proceedings, has continued to increase in 2012 and the first months of 2013. The Office also supports and assists 42 external legal representatives in all situations and cases before the Court through the provision of legal advice and research. In the first months of 2013 the OPCV has provided 400 such services.

Table 98: Workload indicators for the Office of Public Counsel for the Victims

	Number of FTE 2013	Anticipated workload 2014	Number of FTE 2014	Estimated capacity 2014	Shortfall with additional resources	Shortfall without additional resources
<i>Anticipated workload 2013</i>						
Number of researches and advices provided to legal representatives = 700	3	900	3 ⁽¹⁾	700	0	200
Number of advices provided to victims = 200	3	400	3 ⁽¹⁾	200	0	200
Attendance/assistance to court hearings = 297	5	330	5 ⁽¹⁾	230	0	100
Number of victims represented=5,000	3	8,000	3 ⁽¹⁾	4,500	3,500	3,500
Electronic and paper registration and classification of documents ⁽²⁾ related to victims and court records =30.000	2	55,000	2	30,000	25,000	25,000

(1) Excluding the 2 P-3s seconded to the external common legal representatives' teams in the two Kenyan cases, since they are not performing the functions due to the secondment.

(2) The average number of pages per document is 30.

Staff resources*General temporary assistance*

593. *One Legal Officer, P-3, 12 months. New.* This post continues to be needed due to the significant increase in the number of represented victims in recent months as described in the preceding paragraph, at a time when the Office has lost two staff members, who are permanently assigned to the common legal representatives appointed in the Kenyan cases. Moreover, this number is likely to grow still further as a result of developments in the *Bosco* proceedings, where the Office is already assisting external counsel. The Office currently represents more than 3,000 victims in the *Lubanga*, *Gbagbo*, *Bemba*, *Gaddafi*, *Kony et al.* and *Ntaganda* cases, and has been appointed as legal representative of victims in the admissibility proceedings in the *Al-Senussi* case, as well as legal representative of applicants in the appeal against the *Lubanga* judgment. Due to unforeseen developments,

this post was funded out of the Contingency Fund in 2013 and is now included in the programme budget for 2014. It is essential, if the Office is to continue satisfactorily to carry out its mandate, that this post be renewed.

Non-staff resources

Situation-related resources

Travel

594. Recurrent. Travel for missions in the field is an essential element of the Office's tasks. Face-to-face meetings with victims are indispensable in order to provide meaningful assistance, support and representation, whatever the stage of the proceedings. Despite the fact that developments in existing and anticipated cases/situations indicate that the need for face-to-face meetings and fieldwork may increase, in particular in connection with the admissibility and reparations proceedings, the travel budget is currently maintained at the existing level.

Contractual services

595. Recurrent. Finalization and testing of the victim database project are ongoing, and contractual services will continue to be required in order to adjust its functionality to the needs of the Office (in particular for the integration of TRIM and Ringtail, which are essential tools to enable users to follow the proceedings).

596. Contractual services are also needed to cover the Office's twice-yearly updates of its Manual for Legal Representatives.

General operating expenses

597. Recurrent. This item includes in particular costs in respect of premises where victims can be met safely, in a way which preserves the privileged relationship between counsel and client.

Table 99: Sub-programme 3750: Proposed budget for 2014

3750 Office of Public Counsel for Victims	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						233.0	707.6	940.6	233.4	715.5	948.9	8.3	0.9
General Service staff						63.2		63.2	64.5		64.5	1.3	2.1
<i>Subtotal staff</i>	226.6	616.4	843.0		843.0	296.2	707.6	1,003.8	297.9	715.5	1,013.4	9.6	1.0
General temporary assistance		29.7	29.7		29.7					115.4	115.4	115.4	
Temporary assistance for meetings													
Overtime													
Consultants													
<i>Subtotal other staff</i>		29.7	29.7		29.7					115.4	115.4	115.4	
Travel		27.6	27.6	7.7	35.3	4.6	80.5	85.1	4.6	80.5	85.1		
Hospitality													
Contractual services		35.6	35.6		35.6		30.0	30.0		30.0	30.0		
Training													
General operating expenses		3.6	3.6	0.4	4.0		6.0	6.0		6.0	6.0		
Supplies and materials	3.1		3.1		3.1								
Furniture and equipment													
<i>Subtotal non-staff</i>	3.1	66.8	69.9	8.1	78.0	4.6	116.5	121.1	4.6	116.5	121.1		
Total	229.7	712.9	942.6	8.1	950.7	300.8	824.1	1,124.9	302.5	947.4	1,249.9	125.0	11.1
Distributed maintenance	9.1	28.0	37.1		37.1	8.3	27.0	35.3	13.8	7.8	21.6	-13.7	-38.9

Table 100: Sub-programme 3750: Proposed staffing for 2014

Office of Public Counsel for Victims											Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1						
Existing	Basic				1			1			2		1	1	3
	Situation-related					2	2	1	2		7				7
	<i>Subtotal</i>				1	2	2	2	2		9		1	1	10
New/ Converted	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Reclassified/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total					1	2	2	2	2		9		1	1	10

(c) Sub-programme 3760: Office of Internal Audit

598. The Office develops its audit plan after performing a risk assessment of the main processes, sub-processes and entities of the Organization. This risk assessment is carried out taking into account the Organization's strategic plan and activities under development.

Staff resources**Basic resources***General temporary assistance*

599. *One IT Auditor, P-3, 12 months. Continued.* The IT Auditor's main task will be to implement the IT audit plan developed in 2013, including missions to the field offices. He will also provide support to the Office's other auditors in addressing IT aspects of the yearly audit plan.

Non-staff resources**Basic resources***Travel*

600. Recurrent. Provision for one trip within Europe for a visit to auditors from another international organization, with a view to sharing knowledge and experiences.

Training

601. Recurrent. Training expenses planned for 2014 are in the same range as those for 2013. They include one course per staff member within Europe on an audit-related topic, according to the audit plan and auditors' development needs. Prices for courses range from €2500 to €5000 per person, depending on the topic and the number of days involved (three days is an average).

602. Projected expenses also include the two-day seminars, organized by RIAS (International Organizations Auditors' Network) and European International Organizations that the Director of the OIA attends each year. Continuous professional development is a requirement for internal auditors: under Institute of Internal Auditors Standard 1230 *'Internal auditors should enhance their knowledge, skills and other competencies through continuing professional development'*. Certified auditors have to attend 40 hours of training per year in order for their certificates to remain valid.

Situation-related resources*Travel*

603. Recurrent. Travel plans to the field offices are established so as to ensure one or two missions to the most important offices according to current Court activities (Kinshasa, Bangui, Nairobi and Abidjan) for one or two auditors. The format of these missions varies according to the audit plan, which is usually developed after the budget has been settled. Precise details are thus not available at this stage.

Table 101: Sub-programme 3760: Proposed budget for 2014

3760 Office of Internal Audit	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013		
	Basic	Situation- related	Total	Cont. Fund	Total Incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						397.1		397.1	402.9		402.9	5.8	1.5
General Service staff						63.2		63.2	64.5		64.5	1.3	2.1
Subtotal staff	375.8		375.8		375.8	460.3		460.3	467.4		467.4	7.1	1.5
General temporary assistance	37.3		37.3		37.3	76.5		76.5	115.4		115.4	38.9	50.8
Temporary assistance for meetings													
Overtime													
Consultants	43.2		43.2		43.2	72.0		72.0				-72.0	-100.0
Subtotal other staff	80.5		80.5		80.5	148.5		148.5	115.4		115.4	-33.1	-22.3
Travel	10.0	4.6	14.6		14.6	1.4	10.5	11.9	1.1	10.8	11.9		
Hospitality													
Contractual services	0.3		0.3		0.3								
Training	17.5		17.5		17.5	19.3		19.3	19.3		19.3		
General operating expenses	2.7		2.7		2.7								
Supplies and materials													
Furniture and equipment													
Subtotal non-staff	30.5	4.6	35.1		35.1	20.7	10.5	31.2	20.4	10.8	31.2		
Total	486.8	4.6	491.4		491.4	629.5	10.5	640.0	603.2	10.8	614.0	-26.0	-4.1
Distributed maintenance	12.1		12.1		12.1	13.9		13.9	18.4		18.4	4.5	32.2

Table 102: Sub-programme 3760: Proposed staffing for 2014

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

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

Introduction

604. The Secretariat provides the Assembly and its Bureau and subsidiary bodies with administrative and technical assistance in the discharge of their functions under the Statute. The conference-servicing functions of the Secretariat include the planning, preparation and coordination of the meetings of the Assembly and its subsidiary bodies, and receiving, translating, reproducing and distributing their documents, reports and decisions.

605. In addition, it provides substantive servicing of the Assembly and its subsidiary bodies. The substantive servicing functions include providing legal and substantive secretariat services, such as the provision of documentation, reports and analytical summaries, and supplying advice within the Secretariat on legal and substantive issues relating to the work of the Assembly. Other functions include advising on the Financial Regulations and Rules and preparing draft resolutions on financial and budgetary needs.

606. The 2014 proposed budget for Major Programme IV foresees an overall decrease of 3.9 per cent, primarily due to lower costs incurred by the annual session of the Assembly, which is due to be held at United Nations Headquarters in New York. The Secretariat will continue to strive to reduce its overall costs through further efficiency measures, especially in the area of translation and reproduction of documentation, and by making use of the flexibility granted by the Assembly in its use of GTA posts to service short-term needs.

607. In the report of the Advisory Committee on Nominations of Judges on the work of its first meeting⁶³ the Advisory Committee recommended that all costs relating to its meetings should be borne by the Assembly as of 2014. The tentative costs for convening a one-day meeting in The Hague is estimated at an amount of €22,834, which would cover the travel costs of the Advisory Committee members to The Hague. The Advisory Committee is expected to submit a more elaborate detailed budget after its 18 October 2013 meeting. Pending the submission of that detailed budget, the provisional estimate of the costs of the Advisory Committee meeting are reflected in annex VIII and are thus not part of the proposed budget for Major Programme IV until the Assembly makes a decision to that effect.

Objectives

1. Organize quality conferences for the thirteenth session of the Assembly in New York, and two sessions of the Committee on Budget and Finance in The Hague. In addition, the Secretariat will service meetings of a number of subsidiary bodies of the Assembly, in particular, meetings of The Hague Working Group of the Bureau, the Oversight Committee for the permanent premises and of the Advisory Committee on Nominations of Judges.

2. Enable the Assembly and its subsidiary bodies to carry out their mandate more effectively by: providing them with quality servicing and support, such as planning and coordinating conference services; preparing, coordinating and submitting documentation; monitoring the compliance of various organs of the Court with regulations governing the timely preparation and submission of documents; identifying and acquiring additional resources to enable the Secretariat to carry out its mandate effectively and efficiently; and ensuring that States Parties have access to conference and documentation services in accordance with the Statute. The Secretariat is also entrusted with assisting the Assembly in attaining the objectives set out in its Plan of action.

3. Research and prepare analytical studies on the application and interpretation of the provisions of the Statute relating to the Assembly and its subsidiary bodies.

4. Enable effective dissemination of documentation and information to States Parties and other interested organizations, inter alia via the Internet.

⁶³ ICC-ASP/12/23.

Table 103: Objectives, performance indicators and target 2014

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2014</i>
Objective 1 Conference held as planned.	<ul style="list-style-type: none"> - Meetings run smoothly, end on time and adopt reports; - All agenda items are considered; - Participants are supported substantively and logistically at meetings, including with registration, provision of documentation and language services; and - Session participants are satisfied with the arrangements and information provided. 	n/a
Objective 2 Quality edited and translated documents released for processing, production and distribution in a timely manner.	<ul style="list-style-type: none"> - States are provided and satisfied with quality conference services and with the editing, translation and timely issuance of documents, in four official languages,⁶⁴ which fully support them in their functions; and - States are assisted as required, in particular with the provision of information and documentation regarding the Assembly and Court. 	n/a
Objective 3 Quality legal advice provided to the Assembly and its subsidiary bodies.	<ul style="list-style-type: none"> - States are provided with substantive legal services, especially in the form of documentation, which facilitate and support their work; and - Members of the Assembly and relevant bodies are satisfied with the sessions. 	n/a
Objective 4 Effective dissemination of documentation and information to States Parties via, inter alia, the Internet.	<ul style="list-style-type: none"> - Website and Assembly, CBF and Oversight Committee Extranets are used frequently; and - Information and documentation can be accessed without delays. 	n/a

Staff resources

Basic resources

General temporary assistance

608. One P-2 Associate Legal Officer (recurrent; continued from last year). The workload of substantive servicing of the Assembly and its subsidiary bodies has increased considerably since the Secretariat was established in 2004. There are new bodies, never envisioned in the original framework considered by the Preparatory Commission in 2003, and the number of meetings of these bodies has increased considerably beyond what had been expected. Such bodies include the Bureau, and its Hague and New York Working Groups, the Oversight Committee on permanent premises, and as of 2013, the Advisory Committee on the Nominations of Judges. The length of the sessions of the Committee on Budget and Finance has also increased by one day compared with 2013. It should be noted that, although it is based in The Hague, the Secretariat provides substantive servicing of the Presidency of the Assembly, the Bureau and its New York Working Group, via the preparation of pre-session and post-session documentation. This post allows the Secretariat to provide better support to the Assembly and its subsidiary bodies.

609. One GS-OL Web Developer Assistant (recurrent; continued from last year). The Web Developer Assistant post will allow the Secretariat to continue to post documents, papers and publications on the web, and to maintain an Extranet for the Assembly, the Committee on Budget and Finance, and the Oversight Committee, as well as to ensure timely posting of information regarding elections, complementarity developments, press releases, etc.

610. One P-2 Special Assistant to the President (recurrent; continued from last year). This post helps to support the increased activities of the President of the Assembly and the need to support the President and the Bureau for the triennium 2011-2014, as the President cannot rely on the resources of her United Nations Mission. The Special Assistant assists

⁶⁴ As of 2009 official documents for the Assembly are issued in four official languages: Arabic, English, French and Spanish only.

the President with, *inter alia*, the preparation of official communications such as notes verbales, letters, memoranda, speaking notes, background papers, etc..., coverage of Assembly-related issues at United Nations Headquarters; and continuous engagement with observer States to promote the universality of the Rome Statute. Furthermore, the staff member provides substantive servicing to the Bureau and the New York Working Group, as well as to sessions of the Assembly, under the direction of the Secretariat of the Assembly. Technical servicing of the Bureau and New York-based subsidiary bodies of the Assembly will continue to be undertaken by the Liaison Office.

611. Special Assistants (recurrent, continued from last year). The Secretariat will require Special Assistants during the months leading up to and including the annual session of the Assembly. Special Assistants will assist the Director with all the logistical aspects of the meetings of the Assembly, including determining space requirements and equipment needs, registration of delegations and NGO representatives and communicating with delegates.

612. IT support staff (recurrent, continued from last year). GS-OL support covers the IT needs for the translation teams servicing the Assembly's session, and ensures that the annual session of the Assembly is properly serviced in terms of the Court's IT equipment and software, which has to be installed at the venue of the session, as well as ensuring that there are personnel on call to resolve any problem which may arise.

613. Legal Officers (recurrent, continued from last year). Substantive servicing of the Assembly and its working groups (preparation of pre-session and in-session documentation/papers and draft reports) is provided for a limited number of days by a Senior Legal Officer (P-5) and a Legal Officer (P-4); these additional officers supplement the two legal officers in the Secretariat's core staff.

614. The Secretariat of the Assembly of States Parties expects the same amount of documents in 2014 as in 2013. The preparation of the documentation will require the editing, translation and revision of official documents for the Assembly and the Committee on Budget and Finance.⁶⁵ The number of FTE for translation and editing per language is two (one translator and one reviser).⁶⁶ The Secretariat will continue its endeavour to increase efficiencies, *inter alia* through the outsourcing of translations.

⁶⁵ *Official Records ... Seventh session ... 2008* (ICC-ASP/7/20), vol. II, part B.2, para. 96.

⁶⁶ The timely issuance of official documentation by the Secretariat of the Assembly is contingent upon the staggered and orderly submission of draft documents by the Court in accordance with the annual timetable prepared by the Secretariat pursuant to the Manual of Procedures adopted by the Bureau of the Assembly.

Table 104: Workload indicators for the Secretariat of the Assembly of States Parties

<i>Item</i>	<i>Number of pages in 2012⁽¹⁾</i>	<i>Expected workload 2013</i>	<i>Expected % increase in 2013</i>	<i>Anticipated workload 2014</i>	<i>Expected % increase in 2014</i>	<i>Number of FTE⁽²⁾ 2013</i>	<i>Number of FTE⁽²⁾ 2014</i>
Official documents and informal papers (English) received for editing, translation and/or revision	3,704	4,521	-	4,521	-	-	-
Official documents and papers edited, revised and/or translated into three other official languages (Arabic, French, Spanish) ⁽³⁾	6,042	6,603	-	6,603	-	8	8
Other publications ⁽⁴⁾ (English) edited, translated and/or revised	184	184	-	184	-	-	-
Other publications ⁽⁴⁾ edited, revised and/or translated into three languages (Arabic, French, Spanish)	552	552	-	552	-	-	-
Total	10,482	11,860	-	11,860	-	8	8

⁽¹⁾ Number of words per page is 300.

⁽²⁾ Translator and reviser per language - commencing full time in July/August and in November/December each year. During the other months the Secretariat relies on outsourcing.

⁽³⁾ As of 2009 official documents are translated into Arabic, French and Spanish only.⁶⁷

⁽⁴⁾ In addition to the session documents and official records, a number of publications have been planned and produced: plan of action seminar booklets; the updated Selected Basic Documents related to the International Criminal Court, the Assembly Newsletter; and the Assembly Fact Sheet.

Temporary assistance for meetings

615. There is a decrease of 52.2 per cent in temporary assistance for meetings in comparison to the 2013 approved budget, resulting from transferring part of this requirement to contractual services, which gives the Secretariat greater flexibility in providing resources to service, enabling significant efficiency gains. Temporary assistance is required in particular for the translation of official documentation of the Assembly and its subsidiary bodies, as well as registration of delegates, issuance of passes, photocopying of documents on a large scale and their distribution, etc., and generally facilitating delegates' attendance at the session in New York.

Overtime

616. Overtime is paid to General Service staff hired on a short-term basis who are required to provide the assistance mentioned in paragraphs 611 and 612 above and must necessarily work beyond the normal working hours, including weekends, during and in relation to the session of the Assembly and the sessions of the Committee on Budget and Finance.

Non-staff resources

Basic resources

Travel

617. The travel budget reflects the cost of travel of members of the Committee on Budget and Finance to their sessions, the trips envisioned for the Committee's members to attend sessions with The Hague Working Group and Court officials. This budget item also covers the cost of travel of the Office of the President of the Assembly, including regular visits to the seat of the Court and trips to Addis Ababa and other African destinations. An increase of 23.9 per cent or €70,000 is mainly due to the travel of the Secretariat staff to service the thirteenth session of the Assembly in New York, and the travel of a few members of the Committee to the field offices.

⁶⁷ *Official Records ... Seventh session ... 2008* (ICC-ASP/7/20), vol. I, part III, ICC-ASP/7/Res.6 and ICC-ASP/7/Res.7.

Hospitality

618. Hospitality has a minimal increase of €1,000 in comparison to the 2013 approved budget.

Contractual services

619. Despite the additional resources required as a result of the partial transfer of requirements of €240,000 from temporary assistance for meetings, as described in paragraph 615 above, there is a net decrease of 1.4 per cent in contractual services by comparison with the 2013 approved budget, as a result of efficiency gains and the saving of some €250,000 by holding the Assembly's thirteenth session at United Nations Headquarters in New York.

620. This budget line also includes the cost of translation and printing of documentation.

Training

621. Training is used to keep staff members updated in their specific fields of work, and remains at the same level as in the 2013 approved budget.

General operating expenses

622. This covers the expenditures for mailing documents, notes verbales and publications to States Parties, to the members of the Committee on Budget and Finance as well as members of the Advisory Committee on Nominations of Judges and occasionally to seminars to promote universality of the Rome Statute, either using regular post, registered mail or courier services.

Supplies and materials

623. The supplies and materials cover cost of office supplies, including stationery used by the staff of the Secretariat (paper, toners, pens, memo pads, folders etc.). This includes stationery for the two sessions of the Committee on Budget and Finance, for the meetings of the Advisory Committee on Nominations of Judges and the annual session of the Assembly, as well as for the regular meetings of The Hague Working Group.

Furniture and equipment

624. The Secretariat has managed to increase efficiency through the use of USB flash drives, which are distributed to delegates attending the Assembly session. These contain pre-session official documents in the official languages, resulting in the saving of some €60,000 in the cost of printing, transporting, storing and distributing paper copies of such documents.

Table 105: Major Programme IV: Proposed budget for 2014

Programme IV Secretariat of the Assembly of States Parties	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013		
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						605.7		605.7	636.2		636.2	30.5	5.0
General Service staff						285.1		285.1	290.7		290.7	5.6	2.0
Subtotal staff	768.2		768.2		768.2	890.8		890.8	926.9		926.9	36.1	4.1
General temporary assistance	306.3		306.3		306.3	517.1		517.1	544.5		544.5	27.4	5.3
Temporary assistance for meetings	277.5		277.5		277.5	460.0		460.0	220.0		220.0	-240.0	-52.2
Overtime	61.0		61.0		61.0	38.0		38.0	38.0		38.0		
Consultants													
Subtotal other staff	644.8		644.8		644.8	1,015.1		1,015.1	802.5		802.5	-212.6	-20.9
Travel	282.1		282.1		282.1	293.8		293.8	363.9		363.9	70.1	23.9
Hospitality	6.2		6.2		6.2	5.0		5.0	6.0		6.0	1.0	20.0
Contractual services	894.0		894.0		894.0	693.0		693.0	683.0		683.0	-10.0	-1.4
Training						9.9		9.9	9.9		9.9		
General operating expenses	24.7		24.7		24.7	24.4		24.4	24.4		24.4		
Supplies and materials	13.7		13.7		13.7	14.7		14.7	14.7		14.7		
Furniture and equipment	1.8		1.8		1.8	5.0		5.0	5.0		5.0		
Subtotal non-staff	1,222.5		1,222.5		1,222.5	1,045.8		1,045.8	1,106.9		1,106.9	61.1	5.8
Total	2,635.5		2,635.5		2,635.5	2,951.7		2,951.7	2,836.3		2,836.3	-115.4	-3.9
Distributed maintenance	27.2		27.2		27.2	33.4		33.4	9.2	5.6	9.2	-24.2	-72.5

Table 106: Major Programme IV: Proposed staffing for 2014

Secretariat of the Assembly of States Parties										Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1					
Existing	Basic			1	1	1	1	1		5	2	2	4	9
	Situation-related													
	<i>Subtotal</i>			<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>		<i>5</i>	<i>2</i>	<i>2</i>	<i>4</i>	<i>9</i>
New/ Converted	Basic													
	Situation-related													
	<i>Subtotal</i>													
Redeployed/ Reclassified/ Returned	Basic													
	Situation-related													
	<i>Subtotal</i>													
Total				1	1	1	1	1		5	2	2	4	9

Table 107: Sub-programme 4100: Conference

4100 Conference	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total incl. CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff													
General Service staff													
<i>Subtotal staff</i>	4.9		4.9		4.9								
General temporary assistance	157.9		157.9		157.9	270.7		270.7	274.5		274.5	3.8	1.4
Temporary assistance for meetings	277.5		277.5		277.5	460.0		460.0	160.0		160.0	-300.0	-65.2
Overtime	23.6		23.6		23.6	20.0		20.0	20.0		20.0		
Consultants													
<i>Subtotal other staff</i>	459.0		459.0		459.0	750.7		750.7	454.5		454.5	-296.2	-39.5
Travel	192.7		192.7		192.7	180.4		180.4				-180.4	-100.0
Hospitality													
Contractual services	894.0		894.0		894.0	681.0		681.0	591.0		591.0	-90.0	-13.2
Training													
General operating expenses	24.7		24.7		24.7	24.4		24.4	24.4		24.4		
Supplies and materials	6.1		6.1		6.1	10.0		10.0	10.0		10.0		
Furniture and equipment													
<i>Subtotal non-staff</i>	1,117.5		1,117.5		1,117.5	895.8		895.8	625.4		625.4	-270.4	-30.2
Total	1,581.4		1,581.4		1,581.4	1,646.5		1,646.5	1,079.9		1,079.9	-566.6	-34.4

625. Sub-programme 4100 (Conference) shows conference costs, inter alia for the Assembly, the two sessions of the Committee on Budget and Finance except those major costs reflected in Sub-programme 4300, and costs for the meetings of the Advisory Committee on Nominations of Judges, as well as for the regular meetings of The Hague Working Group. Such costs also include temporary assistance for meetings and travel costs.

Table 108: Sub-programme 4200: Secretariat of the Assembly

4200 Secretariat of the Assembly	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total incl. CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff	763.3		763.3		763.3	605.7		605.7	486.9		486.9	-118.8	-19.6
General Service staff						285.1		285.1	290.7		290.7	5.6	2.0
<i>Subtotal staff</i>	763.3		763.3		763.3	890.8		890.8	777.6		777.6	-113.2	-12.7
General temporary assistance	148.4		148.4		148.4	246.4		246.4	165.1		165.1	-81.3	-33.0
Temporary assistance for meetings													
Overtime	37.4		37.4		37.4	18.0		18.0	18.0		18.0		
Consultants													
<i>Subtotal other staff</i>	185.8		185.8		185.8	264.4		264.4	183.1		183.1	-81.3	-30.7
Travel	89.4		89.4		89.4	113.4		113.4	67.2		67.2	-46.2	-40.7
Hospitality	6.2		6.2		6.2	5.0		5.0	6.0		6.0	1.0	20.0
Contractual services						12.0		12.0				-12.0	-100.0
Training						9.9		9.9	9.9		9.9		
General operating expenses													
Supplies and materials	7.6		7.6		7.6	4.7		4.7	4.7		4.7		
Furniture and equipment	1.8		1.8		1.8	5.0		5.0	5.0		5.0		
<i>Subtotal non-staff</i>	105.0		105.0		105.0	150.0		150.0	92.8		92.8	-57.2	-38.1
Total	1,054.1		1,054.1		1,054.1	1,305.2		1,305.2	1,053.5		1,053.5	-251.7	-19.3

626. Sub-programme 4200 (Secretariat of the Assembly), reflects the resources for the Secretariat including those for the office of the President of the Assembly, costs relating to services and work on behalf of the Assembly's Bureau, the Working Groups of the Bureau (The Hague Working Group and New York Working Group), the Oversight Committee on permanent premises, the Advisory Committee on Nominations of Judges and the Committee on Budget and Finance, except those major costs reflected in Sub-programme 4300.

Table 109: Sub-programme 4300: Committee on Budget and Finance

4300 Committee on Budget and Finance	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013		
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff									149.3		149.3	149.3	
General Service staff													
Subtotal staff									149.3		149.3	149.3	
General temporary assistance													
Temporary assistance for meetings									60.0		60.0	60.0	
Overtime													
Consultants													
Subtotal other staff									60.0		60.0	60.0	
Travel									262.6		262.6	262.6	
Hospitality													
Contractual services									80.0		80.0	80.0	
Training													
General operating expenses													
Supplies and materials													
Furniture and equipment													
Subtotal non-staff									342.6		342.6	342.6	
Total									551.9		551.9	551.9	

627. Sub-programme 4300 (Committee on Budget and Finance) includes the direct costs related to the Committee on Budget and Finance, such as interpretation costs, which is reflected under temporary assistance for meetings, the translation costs, which is reflected under contractual services, travel costs of the members of the Committee and the post of the Executive Secretary to the Committee. However, other related costs such as temporary staff hired to assist during the sessions, printing and mailing costs and others are reflected under Sub-programmes 4100 and 4200.

Table 110: Sub-programme 4400: Office of the President of the Assembly

4400 Office of the President of the Assembly	<i>Expenditure 2012</i> <i>(thousands of euro)</i>					<i>Approved Budget 2013</i> <i>(thousands of euro)</i>			<i>Proposed Budget 2014</i> <i>(thousands of euro)</i>			<i>Resource growth</i> <i>2014 vs 2013</i>	
	<i>Basic</i>	<i>Situation-related</i>	<i>Total</i>	<i>Cont. Fund</i>	<i>Total incl. CF</i>	<i>Basic</i>	<i>Situation-related</i>	<i>Total</i>	<i>Basic</i>	<i>Situation-related</i>	<i>Total</i>	<i>Amount</i>	<i>%</i>
Professional staff													
General Service staff													
<i>Subtotal staff</i>													
General temporary assistance									104.9		104.9	104.9	
Temporary assistance for meetings													
Overtime													
Consultants													
<i>Subtotal other staff</i>									104.9		104.9	104.9	
Travel									34.1		34.1	34.1	
Hospitality													
Contractual services									12.0		12.0	12.0	
Training													
General operating expenses													
Supplies and materials													
Furniture and equipment													
<i>Subtotal non-staff</i>									46.1		46.1	46.1	
Total									151.0		151.0	151.0	

628. Sub-programme 4400 (Office of the President of the Assembly) includes the direct costs related to the Office of the President of the Assembly, such as the travel costs of the President to The Hague, Europe and Africa, the post of the Special Assistant to the President and contractual services to cover meetings with diplomats and high officials.

E. Major Programme V: Interim Premises

629. Since 2013, Major Programme V Interim Premises has been reinstated in the proposed programme budget of the Court to provide stakeholders with a clear overview of the Court's resource requirements with regards to the costs of rental and maintenance of its interim premises in The Hague until the Court moves to its permanent premises.

630. The total budget proposal for this major programme is €5,900,700. Of the proposed total cost the host State will contribute to the rent of the interim premises of the Court in the amount of 50 per cent, up to a maximum of €3 million per year, for the years 2013, 2014 and 2015.⁶⁸

Programme 5100: Interim Premises

Introduction

631. Without suitable premises, the Court cannot function properly. The Interim Premises programme is thus linked to, and has an important influence on, all of the Court's strategic objectives.

Objectives

1. Effective resources management and identification and implementation of possible further efficiency measures (SO 2.1.1).

Table 111: Expected results, performance indicators and target for 2014

<i>Expected Results</i>	<i>Performance Indicators</i>	<i>Target 2014</i>
Objective 1		
Implementation of improved efficiency strategy.	Offices in accordance with standard international organization practices: number of staff working in conditions corresponding to international standards, divided by total number of staff; and	100%.
	New housing needs are addressed within agreed time frame and budget: number of supported new housing needs, divided by the number of housing requests.	95%.

Basic Resources

General operating expenses

632. The rental costs presented in this budget proposal are based on those negotiated with the various owners of the interim premises and include an estimated two per cent CPI. The maintenance costs are based on known, 2013 costs as of mid-2013 and also include a CPI increase of two per cent.

Table 112: Breakdown of estimated 2014 costs

Rental of Haagse Arc	2,855,439
Rental of Haagseveste	1,550,111
Rental of Saturnusstraat 20	270,016
Rental of sundry land	93,491
ApparaatskostenRgd (RGD margin)	226,254
Owner's asset service costs @ €10/sq.m. LFA	278,835
Maintenance of Premises by RGD	626,552
Total Cost under this Major Programme	5,900,700

⁶⁸ *Official Records ... Eleventh session ...* (ICC-ASP/11/20), vol. I, part III.A, Resolution ICC-ASP/11/Res.1, Section C.

Table 113: Major Programme V: Proposed budget for 2014

5100 Rent and Maintenance (Interim Premises)	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014vs 2013		
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff													
General Service staff													
Subtotal staff													
General temporary assistance													
Temporary assistance for meetings													
Overtime													
Consultants													
Subtotal other staff													
Travel													
Hospitality													
Contractual services													
Training													
General operating expenses						5,901.5		5,901.5	5,900.7		5,900.7	-0.8	0.0
Supplies and materials													
Furniture and equipment													
Subtotal non-staff						5,901.5		5,901.5	5,900.7		5,900.7	-0.8	0.0
Total						5,901.5		5,901.5	5,900.7		5,900.7	-0.8	0.0

F. Major Programme VI: Secretariat of the Trust Fund for Victims

Introduction and Objectives

633. The Trust Fund for Victims (“the Fund” or “TFV”) supports activities which address the harm resulting from crimes under the jurisdiction of the Court by assisting victims to return to a dignified and contributory life within their communities. The Fund fulfills two mandates: (1) administering reparations ordered by the Court against a convicted person,⁶⁹ and (2) using other resources for the benefit of victims in accordance with the provisions of article 79 of the Rome Statute.⁷⁰ Both mandates provide support to victims of genocide, crimes against humanity and war crimes committed since 1 July 2002.⁷¹

634. The budget assumptions in respect of the Fund’s activities in 2014 have been included in annex III to the Proposed Programme Budget setting out the Court’s assumptions. The main priorities of the Fund in 2014 include: improving resource-mobilization and fund-raising results; strengthening and extending activities under the Fund’s assistance mandate in the Democratic Republic of the Congo, northern Uganda and the Central African Republic, as part of its development of the global programme framework; undertaking a follow-up survey of the 2010 victim impact assessment; preparing for and implementing reparations if ordered by the Court; and carrying out assessment studies for activities in other situation-countries, including Kenya and possibly Côte d’Ivoire, depending on the availability of programme resources. On 26 March 2013, the Fund decided to suspend, until further notice, its activities in CAR due to the deterioration of the security situation in that country. Pending the above-mentioned assessment studies and considering the current uncertainties concerning the security situation in CAR, the Fund is not in a position to confirm whether it is able to carry out its assistance project in this country at the date of the current submission.

635. These activities are likely to result in an increased workload for the Fund’s small Secretariat, and it is essential that it be given the necessary resources to ensure sufficient capacity to manage and implement these priorities, and to maintain programme impact and effectiveness across multiple situations.

636. As regards implementation of Court-ordered reparations, the precise resource needs of the Fund’s Secretariat remain to be assessed, pending the outcome of the reparations phase in the *Lubanga* case. It should be noted that in the decision of Trial Chamber I in this case on the principles and procedures for reparations,⁷² the Court assigned to the Trust Fund significant roles and responsibilities in the development and implementation of appropriate reparations awards. Pending the outcome of the appeals proceedings in the case, the costs for the Fund Secretariat associated with its mandate to implement Court-ordered reparations awards cannot yet be addressed or quantified.

637. At its Annual Meeting in March 2013, the Fund’s Board of Directors approved the extension of the Fund’s 2009-2012 Strategic Plan through to the end of 2013, as well as the process for developing a new Strategic Plan covering the period 2014-2017. This Plan will be presented for approval to the Board at their meeting in March 2014. The Fund’s goals for 2014 as outlined below are thus indicative only, while remaining closely related to the budgetary goals formulated for 2013 and to the outcomes to be discussed at the Board’s annual meeting in March 2014. The goals include: (i) mandate-driven impact and results; (ii) improved institutional visibility and (iii) effective governance and well-balanced organizational development; and (iv) financial sustainability (assessed and voluntary contributions). They can also be related to the Court’s strategic goals (2013-2017) as follows:

⁶⁹ Rule 98(2), (3) and (4) of the Rules of Procedure and Evidence.

⁷⁰ Rule 98(5) of the Rules of Procedure and Evidence. For more information on the Fund’s legal basis, see <http://trustfundforvictims.org/legal-basis>.

⁷¹ As defined in articles 6, 7 and 8 of the Rome Statute.

⁷² See Decision of Trial Chamber I of 7 August 2012 establishing the principles and procedures to be applied to reparations.

Table 114: TFB Goals

<i>TFB goals (MP VI budget 2014)</i>	<i>Court's strategic goals 2013-2017</i>
Mandate-driven impact and results (assistance and reparations).	Meaningful reparations, successful implementation of reparations orders (1.6).
Improved institutional visibility and recognition.	Further develop world-wide support by strengthening the trust, cooperation and commitment of States, international and regional organizations, NGOs and others (3.2).
Effective governance and well-balanced organizational development.	Coherent governance and efficient, responsive management practice (2.1); Integrity, professionalism and diversity (2.2); Adequate human resources; (2.4) and a healthy and enabling human resource development environment (2.5); and Adequate security for staff and other stakeholders (2.8).
Financial sustainability (Secretariat; voluntary contributions; awards, fines and forfeitures).	Further develop systems to plan and budget strategically, including management of risk and performance (2.6).

638. The goals of the Fund highlight the strategic importance that the TFB Board attaches to programme and management performance, visibility and recognition, effective and efficient organizational development, and financial sustainability in order to ensure that the Fund matures as envisaged by the States Parties.

639. While the strategies of the Court and the Fund are directly related, the Fund's goals are specific to its dual mandate of delivering assistance and reparations to victims under the jurisdiction of the Court and within a particular governance framework. Furthermore, the Fund's victim support projects are not financed out of assessed contributions, but primarily through voluntary contributions and private donations; and in the case of reparations, by such awards, fines and forfeitures as may be ordered by the Court.

640. The following table presents the expected results and performance indicators for the Fund and its Secretariat ("STFV") in 2014.

Table 115: Expected Results and Performance Indicators

<i>TFV Goal</i>	<i>Expected results</i>	<i>Performance indicators / targets</i>	<i>Observations</i>
Mandate-driven impact and results (assistance and reparations).	Assistance mandate: replicating, scaling-up and strengthening of TFV interventions.	TFV effectively implements assistance programmes in 3-4 ICC situation countries, supporting approx. 100,000 direct victim beneficiaries.	Expansion dependent on strengthening of STFV and on revenue from voluntary contributions.
	Reparations mandate: initiation and effective design and implementation of reparations awards.	TFV develops and implements reparation plans related to 1-2 ICC cases.	Dependent on outcome of judicial proceedings, including reparations phase and possible appeals.
Improved institutional visibility and recognition.	TFV stands out and is recognized as an effective instrument of reparative justice in the context of international criminal law.	TFV is referenced in public domain (media, conferences) in a positive and constructive manner [qualitative target].	TFV outreach capability is limited, and the TFV is not formally integrated into the Court's outreach strategy.
		Impact survey results (assistance and reparations mandates) demonstrate positive appreciation by victims and communities [qualitative target].	Dependent on availability of resources to carry out impact surveys.
		TFV benefits from matching resources and partnerships (public, civil society, private sector) to support visibility and fundraising.	
Effective governance and well-balanced organizational development.	TFV Board is fully and transparently accountable to the Assembly, donors and victim beneficiaries for the management of the Fund and its resources; as well as to the Court for the management and use of reparations awards, fines and forfeitures.	TFV Strategic Plan (2014-2017) is in place; SOP(s) with the Court on implementation of reparations awards.	
	STFV is adequately financed through assessed contributions, and its structure and composition reflect organizational needs.	TFV is responsive to requirements of both the assistance and reparations mandates.	Non-attainment will risk STFV overload – or non-satisfaction of core functionality of STFV in view of demands of both assistance and reparations mandates.
		Positions adequately reflect responsibilities. GTA conversions to established posts and review of staff levels as needed. Performance management system in place at organizational and staff levels.	Review of job descriptions, work surveys and conversion of GTA positions staffed beyond three years requires consultation with Court and approval by Assembly.
Financial sustainability	Voluntary contributions: revenue from States is consolidated; diversification to private donors	States (Parties) and other donors will contribute €million or more, in voluntary contributions	Dependent on economic and financial outlook of key donors
		TFV receives private donations from both institutional and individual donors.	Dependent on capacity of STFV to develop marketing and fundraising capacity outside of existing core capacity, vetting procedure for donations over USD 5,000 is in place, including due diligence policy approved by the Board.
		TFV benefits from matching contributions and partnerships (public, civil society, private sector) to support marketing and fund-raising.	
		Maximized results from awards, fines, forfeitures for use in the implementation of Court-ordered reparations.	Dependent on ability of Court – in cooperation with States Parties - to seize, freeze assets for the purpose of reparations; and to collect fines imposed on convicted persons.

Staff resources

Basic resources

General temporary assistance

641. One Legal Adviser (P-4, recurrent): to provide the Fund Board and Secretariat with expert legal advice regarding the development and implementation of the Fund's assistance and reparations mandates. This includes, but is not limited to, the preparation of legal filings with the Court, external representation of the Fund in legal matters and advice on the legal dimension of implementing Court-ordered reparations awards.

642. One Administrative Assistant (The Hague, recurrent). This position serves to strengthen the support capacity within the Secretariat in relation to the increased workload related to the Fund's programme administration and field operational support needs.

Situation-related resources

General temporary assistance

643. Field Programme Assistants (DRC, CAR). These positions ensure the field-based monitoring and guidance of the Fund's implementing partners and are of importance to guarantee the quality and appropriateness of activities implemented on behalf of the Fund. The positions are recurrent.

Non-staff resources

Basic resources

Travel

644. Recurrent. Including Board-member travel, fund-raising activities, meetings with donors, partners, UN agencies and other stakeholders and attendance at sessions of the Assembly.

Hospitality

645. Recurrent. For events, receptions and donor meetings aimed at increasing the visibility of the fund, and for resource-mobilization initiatives.

Contractual services

646. The following contractual services are foreseen:

- (a) External Auditors;
- (b) Fund Board meeting (venue, events, services);
- (c) Support to the further development of the Fund's SAP Grants Management module, including in view of adaptation to modifying SAP GM according to IPSAS requirements, and facilitating resources and asset management related to the implementation of Court-ordered reparations awards; and
- (d) Development of tools and media to support and increase the Fund's public visibility and outreach capacity.

647. The following consultancy services are foreseen: Assistance with communication and marketing activities related to the resource development of the Fund, including the diversification of revenues towards private donations and the engagement of Goodwill Ambassadors.

Training

648. Recurrent. For training of staff in programme and project reporting, including monitoring and evaluation (M&E).

General operating expenses

649. Recurrent. To cover communications and miscellaneous expenses.

Supplies and materials

650. Recurrent. For basic office supplies and other expendable office materials.

Furniture and equipment

651. Recurrent. Equipment required for meetings and workshops, including for the annual Board meeting.

Situation-related resources*Travel*

652. Recurrent. Including Board-member travel, fund-raising activities, meetings with donors, partners, UN agencies and other stakeholders, attendance at sessions of the Assembly.

653. Recurrent. For mandate-related travel by both Headquarters and field staff, including visiting projects and partners to support project planning, monitoring, evaluation and reporting, as well as staff meetings in the field, and annually at Headquarters.

Contractual services

654. The following contractual services are foreseen:

- (a) Follow-up survey on the Fund victims impact research study (2010), to assess changes and developments in perceptions of justice, assistance and reparations amongst the original survey's target group;
- (b) Vehicle rentals in CAR, Kenya, Uganda and DRC; and

655. The following consultancy services are foreseen:

- (c) Specialized technical assistance with programme development in existing (DRC, Uganda, CAR) and new (Kenya) Fund programmes.

Training

656. Recurrent. For training of staff in programme and project reporting, including monitoring and evaluation (M&E).

General operating expenses

657. To cover logistical expenditures, as the Fund's staff is operating in remote, high-risk locations, where basic infrastructure is absent or deficient.

Supplies and materials

658. Recurrent. For basic office supplies and other expendable office materials.

Furniture and equipment

659. Recurrent. Equipment required for meetings and workshops in the field.

Table 116: Major Programme VI: Proposed budget for 2014

6100 Secretariat of the Trust Fund for Victims	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013		
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						169.1	445.9	615.0	171.3	437.5	608.8	-6.2	-1.0
General Service staff						63.2	63.2	126.4	64.5	64.5	129.0	2.6	2.1
Subtotal staff	217.6	588.0	805.6		805.6	232.3	509.1	741.4	235.8	502.0	737.8	-3.6	-0.5
General temporary assistance	128.0	58.8	186.8		186.8	208.9	68.3	277.2	213.6	69.1	282.7	5.5	2.0
Temporary assistance for meetings													
Overtime													
Consultants		12.9	12.9		12.9	40.0	60.0	100.0		110.0	110.0	10.0	10.0
Subtotal other staff	128.0	71.7	199.7		199.7	248.9	128.3	377.2	213.6	179.1	392.7	15.5	4.1
Travel	38.1	38.7	76.8		76.8	97.8	130.7	228.5	106.6	126.0	232.6	4.1	1.8
Hospitality	2.2		2.2		2.2	2.5		2.5	2.5		2.5		
Contractual services	167.4	73.2	240.6		240.6	118.0	50.0	168.0	100.0	80.0	180.0	12.0	7.1
Training	1.3	1.1	2.4		2.4	4.5	22.9	27.4	6.0	15.6	21.6	-5.8	-21.2
General operating expenses						5.0	17.0	22.0	5.0	10.0	15.0	-7.0	-31.8
Supplies and materials	0.5		0.5		0.5	3.0		3.0	3.0		3.0		
Furniture and equipment							10.0	10.0	5.0	5.0	10.0		
Subtotal non-staff	209.5	113.0	322.5		322.5	230.8	230.6	461.4	228.1	236.6	464.7	3.3	0.7
Total	555.1	772.7	1,327.8		1,327.8	712.0	868.0	1,580.0	677.5	917.7	1,595.2	15.2	1.0
Distributed maintenance	6.1	20.0	26.1		26.1	5.6	19.3	24.9	9.2	5.6	14.8	-10.1	-40.6

Table 117: Major Programme VI: Proposed staffing for 2014

Secretariat of the Trust Fund for Victims		USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
Existing	Basic				1								1	1	2
	Situation-related					1		3					4	1	5
	<i>Subtotal</i>				<i>1</i>	<i>1</i>		<i>3</i>					<i>5</i>	<i>2</i>	<i>7</i>
New	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total					1	1		3					5	2	7

G. Major Programme VII-1 and VII-2: Permanent premises project

660. Major Programme VII-1 consists of two sub-programmes, namely 7110 and 7120. Sub-programme 7130 has been removed from the annual budget.

661. Sub-programme 7110 comprises the Project Director's Office and will during 2014 continue to focus on the administration and management of the general contractor's contract and related tasks. The project will continue in the construction phase throughout 2014.

662. In 2014, following the joint decision of the Registrar and the Oversight Committee of 5 July 2013 on revised governance, a unified project now includes both construction and transition activities under the leadership of the Project Director. The Project Director's Office has been expanded to incorporate the staff of the former Registry Permanent Premises Office (RPPO formerly POPP), which has been removed from the Registry budget (MPIII-3770, formerly 3160) in order to simplify both the management structure and reporting lines of the project and the transparency of the financial impact for States Parties, as well as providing efficiency savings by removing any possible duplication of resources and costs and ensuring maximum coordination.

663. Sub-programme 7120 relates to crucial support provided to the project by sections of the Court. The Project Director makes funds available to those sections heavily involved in supporting the Permanent Premises Project, in order to enhance their support capacity. In 2014 this support has been expanded to incorporate the necessary requirements of the Transition Project, and similar agreements have been put in place to cover this increase in activities as efficiently as possible.

664. Major Programme VII-2 manages the payment of interest on the host State loan, which in 2014 is required to be received and paid to the host State no later than 1 February 2014.

665. The Project Director is also responsible for control of the construction budget, being tasked with ensuring that in total it does not exceed €190 million. It is proposed that this multi-year budget (including 2gv) be expanded to €195 million to incorporate the transition activities, thus enabling savings made on the construction project to partially offset the costs of those activities. The financing of this additional €5 million is subject to further decision of the Oversight Committee and the Assembly through the Committee on Budget and Finance. The combined construction and transition budget is reported on separately in the Court's Financial Statements.

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

Table 118: Major Programme VII-1: Proposed budget for 2014

7100 Project Office of the Permanent Premises	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013		
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						293.8		293.8	532.4		532.4	238.6	81.2
General Service staff						63.2		63.2	64.5		64.5	1.3	2.1
Subtotal staff	352.3		352.3		352.3	357.0		357.0	596.9		596.9	239.9	67.2
General temporary assistance	34.2		34.2		34.2								
Temporary assistance for meetings													
Overtime	3.1		3.1		3.1								
Consultants													
Subtotal other staff	37.3		37.3		37.3								
Travel	6.4		6.4		6.4	9.7		9.7	18.0		18.0	8.3	85.6
Hospitality	4.2		4.2		4.2	2.5		2.5	2.5		2.5		
Contractual services	148.0		148.0		148.0	616.3		616.3	661.0		661.0	44.7	7.3
Training	36.5		36.5		36.5	3.2		3.2	3.2		3.2		
General operating expenses						2.5		2.5	4.0		4.0	1.5	60.0
Supplies and materials						1.5		1.5	1.5		1.5		
Furniture and equipment	1.9		1.9		1.9	4.0		4.0	2.0		2.0	-2.0	-50.0
Subtotal non-staff	197.0		197.0		197.0	639.7		639.7	692.2		692.2	52.5	8.2
Total	586.6		586.6		586.6	996.7		996.7	1,289.1		1,289.1	292.4	29.3
Distributed maintenance	15.2		15.2		15.2	14.9		14.9	23.0		23.0	8.1	54.1

Table 119: Major Programme VII-1: Proposed staffing for 2014

7100 Project Office of the Permanent Premises											Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total staff
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1						
Existing	Basic			1	1	1		1			4		1	1	5
	Situation-related														
	<i>Subtotal</i>			<i>1</i>	<i>1</i>	<i>1</i>		<i>1</i>			<i>4</i>		<i>1</i>	<i>1</i>	<i>5</i>
New/ Converted	Basic														
	Situation-related														
	<i>Subtotal</i>														
Redeployed/ Reclassified/ Returned	Basic														
	Situation-related														
	<i>Subtotal</i>														
Total				1	1	1		1			4		1	1	5

(a) **Sub-programme 7110: Project Director's Office****Introduction**

666. The objective of the Project Director's Office (PDO) is to provide the Court with the necessary permanent premises, fully complete and operational. In 2009, the activities of the PDO started with the architectural design competition and selection. The final design was completed on 1 November 2011. The year 2012 focused on the successful completion of the tendering procedure for the general contractor and the start of the construction works, which have been continued in 2013. The year 2014 will also focus on the continuation of the construction works. 2014 will for the first time include the integration of all the necessary transition activities to ensure the smooth transition to full operation of the permanent premises by the end of 2015.

Table 120: Expected results, performance indicators and target for 2014

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2014</i>
Objective 1 To provide the Court with the necessary permanent premises to meet the Organization's strategic goals and objectives.	Project performs in line with the agreed budget and outperforming where possible.	100%.
	Project in line with agreed timeline.	100%.
	Construction of the permanent premises continued and on schedule.	100%.
Objective 2 To ensure the smooth, efficient and timely transition of the Court from the interim premises to the permanent premises.	Project incorporates all of the necessary activities to ensure the achievement of the objectives.	100%.
	Project in line with agreed timeline.	100%.
	Ensure new operating policies and procedures are all identified and all necessary preparation work is in progress.	100%.
Objective 3 To ensure the most cost-effective, efficient and timely return of the interim premises to the host State.	Ensure the transfer from the interim premises to the permanent premises is aligned as cost-effectively as possible, with minimum overlap.	100%.

Basic assumption

667. The assumption is a zero nominal growth budget compared to the 2013 approved budget. The 2013 budget serves as the baseline. Where certain 2014 proposed budget lines show an increase against the 2013 approved budget, the increase is offset by efficiency savings in other budget lines.

668. This assumption applies also to the incorporation of the former Registry Office of the Permanent Premises (MPIII-3770) into MP VII and the expansion of Court staff support activities to include those necessary for the transition.

Table 121: Project Director's Office-Comparative budgets

Budget line	Approved 2011 budget (€000)	Approved 2012 budget (€000)	Approved 2013 budget (baseline), zero nominal growth (€000)	Proposed 2014 budget (€000)	Difference (€000)	Intended outcome of the difference
Professional staff (PDO)	274.8	274.8	293.8	299.0	+ 5.2	.
<i>Professional staff (RPPO)</i>	<i>220.4</i>	<i>220.4</i>	<i>233.0</i>	<i>233.4</i>	<i>+ 0.4</i>	
General Services staff	60.6	60.6	63.2	64.5	+ 1.3	
General temporary assistance	16.8	15.5	0.0	0.0	0.0	NA
Travel (PDO)	26.2	9.6	9.7	15.2	+ 5.5	Difference due to location of Assembly being New York and not The Hague.
<i>Travel (RPPO)</i>	<i>12.4</i>	<i>5.2</i>	<i>5.8</i>	<i>2.8</i>	<i>- 3.0</i>	
Hospitality	5.0	2.5	2.5	2.5	0.0	NA
Contractual services (PDO)	81.0	110.0	80.0	65.5	-14.5	Saving
<i>Contractual services (RPPO)</i>	<i>171.8</i>	<i>194.3</i>	<i>100.0</i>	<i>0.0</i>	<i>- 100.0</i>	<i>Saving</i>
Training	6.2	3.2	3.2	3.2	0.0	NA
General operating expenses (PDO)	9.8	10.0	2.5	2.5	0.0	NA
<i>General operating expenses (RPPO)</i>	<i>5.0</i>	<i>5.0</i>	<i>3.0</i>	<i>1.5</i>	<i>- 1.5</i>	<i>Saving</i>
Supplies and materials (PDO)	1.9	1.9	1.5	1.5	0.0	NA
Furniture and equipment	10.0	5.0	4.0	2.0	-2.0	Saving
<i>Furniture and equipment (RPPO)</i>	<i>10.0</i>					
Total / (PDO / RPPO) Difference compared to baseline	492.2	493.1	Baseline: 460.4	455.9	-4.5	Saving
	419.6	424.9	Baseline: 341.8	237.7	- 104.1	Saving
Total	911.8	918.0	Baseline: 802.2	693.6	- 108.6	Saving (13.5%)

*Includes figures from former MP III-3770 for comparative purposes.

Basic resources

Staff resources

Established posts

669. The functions of the Project Director's Office were defined in resolution ICC-ASP/6/Res.1 annex IV.⁷³ Its mandate is to ensure that the permanent premises of the Court

⁷³ Official Records ... Sixth session ... 2007 (ICC-ASP/6/20), vol. I, part III.

are built on time, within cost and to specifications and quality. The Project Director has final responsibility for the overall management of the project and is responsible for meeting the project's goals, timelines and costs and quality requirements.

670. The staff resources of the Project Director's Office are further detailed in annex V to the aforesaid resolution. They consist of one Project Director D-1, one Deputy Project Director P-4 and one GS-OL Office Assistant.

671. For 2014, following the decision of the Registrar and the Oversight Committee in July 2013 (see paragraph 662 above) to modify the project governance structure, the two Professional staff members of the former Permanent Premises Office (MPIII-3770), namely one P-5 and one P-2, have been reassigned to the Project Director's Office under the direct leadership of the Project Director. This is to ensure the close management and full integration of all the transition activities necessary to ensure that the Court's move to the new premises is conducted with maximum speed, coordination and efficiency, and that the new premises are fully operational by the end of 2015.

672. The Project Director's Office will remain in place until after completion of the construction project, and the Court's successful transition to the new premises in late 2015, and the full establishment of its new operations in early 2016.

673. Prior to this addition of Professional staff, a re-organization of the Project Director's office was implemented during 2012 to better shape the team to the challenges ahead. The details of this re-organization and the staffing consequences were further covered in annex VII to the "Approved Programme Budget for 2013 of the International Criminal Court".⁷⁴ One post is still pending re-classification following implementation of the revised Court re-classification policy. The financial consequence of this is not included in this budget submission.

674. The established posts that were formerly part of the Registry Permanent Premises Office and reallocated to the Project Director's Office will inter alia provide the crucial support necessary to ensure that the move from the interim premises and ICT migration and, generally, all policies and procedures for permanent premises operations, are fully developed, co-ordinated and agreed with all necessary sections within the timelines required.

Non-staff resources

Travel

675. Recurrent. On the assumption that the Assembly session in 2014 will take place in New York, the cost of travel to New York is incorporated in the budget. The proposed travel budget is significantly lower than the approved travel budget in 2011, when the Assembly session was also held in New York.

676. The travel budget is also intended to cover visits to the general contractor and visits to reference projects, which create the potential for significant savings. As an illustration, the Project Director's Office undertook a one-day visit to Paris in order to find solutions for the Court's proposed tower façade. The result of the visit was a saving for the project of €1 million.

677. The PDO also intends to visit materials and service vendors in order to assure an appropriate selection of materials (façades, floor finishes, tiles, etc.) for the new premises and select suitable service vendors. A breakdown of costs is shown in the table below. Costs are conditioned by number of visits and destination.

⁷⁴ *Official Records ... Eleventh session ... 2012* (ICC-ASP/11/20), vol. II, part A.

Table 122: Breakdown of PDO travel costs

Purpose	Destination	Number of visits/ persons travelling	Cost (thousands of euros)
Assembly session in New York	New York	2 x 7 days	8.4
Reference projects	Europe	3 x 1 day	3.4
Materials/ service vendors	Europe	3 x 1 day	3.4
Materials/ service vendors (transition activities)	Europe	2 x 1 day	2.8
Total			18.0

Hospitality

678. Recurrent. The hospitality budget is a requirement for the Project Director's Office. The Project Director and the project team meet regularly with external partners, including on-site, and thus need to be in a position, as a matter of courtesy, to offer basic refreshments. For this service, the in-house caterer of the Court is used.

Contractual services

679. Recurrent. A reduced budget provision for contractual services is required to cover the following essential services:

- Translation: Since the Court's in-house translation capacity is not sufficient to cover the PDO's translation requirements, external translation services are to be procured. These services are for the purpose of translating letters from the host State and other project documents from Dutch into English and translating certain documents (such as newsletters, Internet texts and Intranet texts) from English into French. Vendors are chosen from those recommended by the Court's Interpretation and Translation Section.

Table 123: Translation of documents

Type of document	Source language	Target language	Pages	Cost (thousands of euros)
Technical documents (ground survey reports, soil investigation reports, reports i.r.t. permit requirements, etc.).	Dutch English	English Dutch	350	21.0
Newsletter, information leaflets, Internet and Intranet texts, press releases, etc.	English	French	25	1.5
Official correspondence from host State.	Dutch	English	50	3.0
Total				25.5

- External printing services: in order to assess and review contractor's technical drawings and documents, hard copies are required. Due to the size and format of the materials, external services are to be procured.
- Representational material: to ensure appropriate communication on the project and its progress, visual material is required. This consists of updates of existing material and new material (e.g. time lapse movie, progress movie, etc.).
- Telephone services: during the construction period, the PDO will also have a small-capacity office on the construction site. In order for the office to be able to function remotely, internet access is a prerequisite. Mobile data contracts therefore need to be procured.

Training

680. Recurrent. Staff need to have the proper knowledge and tools to adapt to the construction industry's particularly fast-changing environment, Costs include a course to further develop NEC contracting methodology, a course in project management for building projects and a course in managerial leadership.

General operating expenses

681. Recurrent. This budget line includes costs related to exhibition of the design, and transport costs related to external communication events.

Supplies and materials

682. Recurrent. This concerns costs related to the purchase of technical books, publications and subscriptions such as NEC subscription and construction information services subscription. This covers both print material as well as electronic subscriptions.

Furniture and equipment

683. Recurrent. This cost covers specialist project management software such as Autocad, Indesign, Vector works, Photoshop, etc. The remote office on-site and the need for the PDO staff to be partly located there also requires software and other miscellaneous equipment as necessary to meet the demands of the project.

Table 124: Major Programme VII-1: Proposed budget for 2014

Table 12 - Project Programme VII - Proposed budget for 2014													
7110 Project Director's Office for Permanent Premises	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013		
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						293.8		293.8	532.4		532.4	238.6	81.2
General Service staff						63.2		63.2	64.5		64.5	1.3	2.1
Subtotal staff	352.3		352.3		352.3	357.0		357.0	596.9		596.9	239.9	67.2
General temporary assistance	12.7		12.7		12.7								
Temporary assistance for meetings													
Overtime													
Consultants													
Subtotal other staff	12.7		12.7		12.7								
Travel	5.0		5.0		5.0	9.7		9.7	18.0		18.0	8.3	85.6
Hospitality	4.2		4.2		4.2	2.5		2.5	2.5		2.5		
Contractual services	45.7		45.7		45.7	80.0		80.0	65.5		65.5	-14.5	-18.1
Training						3.2		3.2	3.2		3.2		
General operating expenses						2.5		2.5	4.0		4.0	1.5	60.0
Supplies and materials						1.5		1.5	1.5		1.5		
Furniture and equipment	1.9		1.9		1.9	4.0		4.0	2.0		2.0	-2.0	-50.0
Subtotal non-staff	56.8		56.8		56.8	103.4		103.4	96.7		96.7	-6.7	-6.5
Total	421.8		421.8		421.8	460.4		460.4	693.6		693.6	233.2	50.7
Distributed maintenance	15.2		15.2		15.2	14.9		14.9	23.0		23.0	8.1	54.1

(b) Sub-programme 7120: Court Staff Resources**Introduction**

684. Sub-programme 7120 relates to the crucial support functions required by the project from the Court's sections. In 2012 this concerned mainly support for procurement of a general contractor for the largest and most complex contract ever entered into by the Court. In 2013 ongoing support is required for management of the contract. The need for that support will continue through 2014 and beyond, over the lifespan of the project.

685. This sub-programme has been crucial to the successful achievement of all milestones of the project over the last few years. For 2014, it has been expanded to cover the crucial transition activities necessary for the Court to prepare the new premises for full operational use and to return the interim premises to the host State.

686. Service agreements with the key sections of the Court involved in both the construction project and the transition activities have been formalized by the PDO, outlining what is expected from them with regard to input into the project and specifying the payment they are to receive from the programme for their services, while leaving the sections involved free to decide on how to use these funds to cover the staff time required. Normal practice is for the sections concerned to create a temporary post to cover day-to-day activities, enabling a key experienced member of staff to work full-time on the project. This provides the expertise necessary to ensure that the new premises are designed for future operation in the most functional and efficient way possible.

687. Court staff resources will be required for the duration of the Permanent Premises Project and for the transition of the Court to the new premises. The current estimated cash flow over the next three years is as follows:

Table 125: Court staff resources

€ million	2013 (current Year)	2014	2015	2016	Total
Sub-programme 7120	0.4	0.6	0.6	0.3	1.9

<i>Expected results</i>	<i>Performance indicators</i>	<i>Target 2014</i>
Objective 1		
<ul style="list-style-type: none"> To provide the Permanent Premises Project with the necessary crucial support functions to meet its strategic goals and objectives. 	<ul style="list-style-type: none"> Permanent Premises Project receives from the Court good quality input in a timely manner; and Permanent Premises Project benefits to the greatest extent possible from expertise and experience existing within the Court. 	100%. 100%.
Objective 2		
<ul style="list-style-type: none"> To provide the necessary crucial support functions to the transition activities required to successfully move the Court to the new premises and make them fully operational. 	<ul style="list-style-type: none"> Permanent Premises Project receives from the Court good quality input for transition activities in a timely manner; and The transition activities benefit to the greatest extent possible from expertise and experience existing within the Court. 	100%. 100%.

Staff resources**Basic resources***Contractual services*

688. Following the establishment of service agreements with the relevant sections of the Court, a fixed fee for the services rendered has been agreed for the next three years. This fixed fee will be used by each of the relevant sections as they see fit. For clarity of reporting, the amounts have been taken out from the GTA line and the reference to a

financial equivalent of a post has been omitted. The fixed fee appears in the contractual services budget line.

689. The specific budgeted costs for 2014 for each of the service agreements indicated are detailed in the table below.

Table 126: Service agreements costs

<i>Elements</i>	<i>2014 budget requested</i>
Service agreement FMU	€183,600
Service agreement SSS	€1,800
Service agreement ICTS	€183,600
Services from other sections (e.g. Audit, Procurement, etc.)	€36,500
Court staff total	€595,500

690. The support from the Court's sections is crucial to both the construction project and the transition activities. In order to give the sections concerned enough flexibility to organize their responsibility in the project, while continuing the delivery of services in support of the Court's operations, they are provided with fixed financial support, which they are free to use, at their own discretion, to contract services or to establish temporary support posts to cover the staff time required.

Table 127: Programme 7120: Proposed budget for 2014

7120 ICC Staff Resource and Management Support for the Permanent Premises	Expenditure 2012 (thousands of euro)			Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013			
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff													
General Service staff													
Subtotal staff													
General temporary assistance	21.5		21.5		21.5								
Temporary assistance for meetings													
Overtime	3.1		3.1		3.1								
Consultants													
Subtotal other staff	24.6		24.6		24.6								
Travel	1.4		1.4		1.4								
Hospitality													
Contractual services	87.9		87.9		87.9	386.3		386.3	595.5		595.5	209.2	54.2
Training													
General operating expenses													
Supplies and materials													
Furniture and equipment													
Subtotal non-staff	89.3		89.3		89.3	386.3		386.3	595.5		595.5	209.2	54.2
Total	113.9		113.9		113.9	386.3		386.3	595.5		595.5	209.2	54.2

2. Major Programme VII-2: Permanent Premises Project - Interest

Introduction

691. In 2008, the Assembly accepted the host State's offer of a loan for the Permanent Premises Project of up to a maximum of €200 million, to be repaid over a period of 30 years at an interest rate of 2.5 per cent.⁷⁵

692. In response to requests from the Committee and the Assembly, in its proposed budget for 2011 the Court established Major Programme VII-2 to report on the interest expected to be paid on the loan amounts received by the Court for the Permanent Premises Project.⁷⁶

693. The financial implications of Major Programme VII-2 are only applicable to those States Parties that did not opt for a one-time payment.⁷⁷

694. The loan agreement signed between the host State and the Court stipulates that the interest due from the Court to the State over a particular calendar year is to be paid by the Court on the due date (namely on or before 1 February of the following calendar year).⁷⁸

695. In 2013, the Court estimates it will need to access €8.2 million from the loan. Interest on the outstanding loan for 2013 will amount to approximately €170,300, which is due on 1 February 2014 under the host State loan agreement.

696. In 2014, the Court estimates that a further amount of €3.2 million will be drawn from the loan. Interest on the outstanding loan for 2014 will amount to approximately €2,075,000, which will be due in January 2015.

697. With the assistance of the host State, the project has been able to negotiate an agreement with the Dutch tax office waiving the project from VAT on purchases from the major Dutch vendors for the project. Given the fact that the selected general contractor is a Dutch firm, the project will save approximately €160,000 in loan interest payments, as the loan does not need to be accessed to pre-finance the VAT.

698. To minimize the interest paid by States Parties who did not opt for a one-time payment, the draw-down of the loan is done on a monthly basis. At the latest on the tenth day of each calendar month the Court informs each State in writing of its financing requirements under the loan for the following calendar month. A careful estimation of cash-flow needs will minimize the number of days interest is accrued.

699. A further reduction to the accrued interest is being obtained by extending the possibility for States Parties to opt for a one-time payment throughout the construction period until mid-2015.

700. The project intends to continue to draw down from the host State loan up to August 2015, so that interest will continue to be due from the Court to the host State until that time.

⁷⁵ Resolution ICC-ASP/7/Res. 1, para. 2 and annex II.

⁷⁶ *Official Records ... Ninth session ... 2010* (ICC/ASP/9/20), vol. II, part A, section G.

⁷⁷ Resolution ICC-ASP/7/Res. 1, annex III.

⁷⁸ Loan agreements between State of the Netherlands (Ministry of Foreign Affairs) and International Criminal Court, dated 23 March 2009, para. 6.1.

Table 128: Accrual and payment impact over the next years

<i>In euros (*)</i>	2013	2014	2015	2016	2017 (**)	...	2046
1. Interest							
1a. Accrual	170,257	2,075,015	3,589,626	916,562	-		
1b. Payment (latest 1 Feb)	-	170,257	2,075,015	3,589,626	916,562		
2. Repayment of the loan							
2a. Accrual	-	-		5,008,948	6,678,598	6,678,598	6,678,598
2b. Payment (latest 1 Feb each year)	-	-	-	-	5,008,948	6,678,598	6,678,598
Total accrual	170,257	2,075,015	3,589,626	5,925,510	6,678,598	6,678,598	6,678,598
Total payment (latest 1 February)	-	170,257	2,075,015	3,589,626	5,925,510	6,678,598	6,678,598

(*) estimated figures– subject to change.

(**) From 2017 and onwards (30 years).

701. To fulfill its legal obligations vis-à-vis the host State the Court is due to pay the interest following the access to the loan. On the advice of the Committee, it was decided that the interest was to be zero funding for 2013. The funding will follow the cash flow, which determines that the funds are payable to the host State by latest 1 February 2014. On the same logic, the interest accrued in 2014 is payable by latest 1 February 2015.

702. A Note Verbale is intended to go out in November 2013 to each State Party indicating its contribution to the interest accrued in 2013, with a payment date of 20 January 2014. The Working Capital Fund will be required in case the contributions are not received in time to pay the host State by 1 February 2014. The same will apply to the interest accrued in 2014.

Table 129: Programme 7200: Proposed budget for 2014

7200 Accrued Interest, Host State	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff													
General Service staff													
Subtotal staff													
General temporary assistance													
Temporary assistance for meetings													
Overtime													
Consultants													
Subtotal other staff													
Travel													
Hospitality													
Contractual services													
Training													
General operating expenses									170.3		170.3	170.3	
Supplies and materials													
Furniture and equipment													
Subtotal non-staff									170.3		170.3	170.3	
Total									170.3		170.3	170.3	

H. Major Programme VII-5: Independent Oversight Mechanism

Introduction

703. Major Programme VII-5, the Independent Oversight Mechanism (IOM), was established by the Assembly at its eighth session in accordance with article 112, paragraph 4, of the Rome Statute to provide independent, effective and meaningful oversight of the Court. The envisioned scope of the IOM's activities includes investigation, evaluation and inspection. The Assembly decided at its eleventh session that it would consider these mandates comprehensively at its twelfth session.⁷⁹

704. At present, pursuant to ICC-ASP/9/Res.5, the staffing of the office only reflects that required for its investigative mandate.⁸⁰ As explained above, the issue of whether the IOM will also be mandated to perform inspections and/or evaluations will be determined at the Assembly's twelfth Session. In line with the Assembly's conclusion in ICC-ASP/9/Res.5 that additional staffing would be reviewed in light of additions to the IOM's mandate, this budget reflects only those posts which have been established to carry out the IOM's investigative mandate and the operating expenses anticipated to support the investigative activities of the office. Proposals relating to the additional staff and operating budget required should the Assembly resolve to establish the inspection and/or evaluation functions of the IOM are set out separately in annex VII.

705. Due to the delay in bringing the IOM into full operation, resources currently allocated under the line items of contractual services and furniture and equipment have not been spent. It is anticipated that they will be required in 2014 when the office becomes fully operational, with its full complement of staff.

Staff resources

706. The Independent Oversight Mechanism currently envisages two posts, both Professional staff (one P-4 and one P-2). The P-4 post (Head) is temporarily held by a staff member of the United Nations Secretariat on the basis of a reimbursable loan. Due to the delay in operationalizing the IOM's investigative functions, the P-2 has not yet been recruited and was not budgeted for in 2013. There are no General Service posts to provide administrative support to the office.

Non-staff resources

Contractual services

707. Contractual expenses are required to support specific investigation activities requiring the use of external resources. It is further envisioned that additional contractual expenses might be incurred during the initial phases of the IOM's operations in developing secured work-flow and content management systems and electronic case archives.

Travel

708. The funds provide for travel to field offices to conduct investigations as requested by the Court and to undertake programme evaluation activities relating to field services. Travel expenses are also required to permit the Head of the IOM to travel to participate in the meeting of the Assembly, which is due to take place in New York in 2014.

Training

709. There is a need for professional staff of the office to participate in training to upgrade their substantive skills and, in particular, to ensure that they are conversant with international best practices in their area of expertise. Prices for these courses range from

⁷⁹ *Official Records ... Eleventh session ... 2012* (ICC-ASP/11/20), vol. I, part III, ICC/ASP/11/Res. 4, para. 3.

⁸⁰ *Official Records ... Ninth session ... 2010* (ICC-ASP/9/20), vol. I, part III, ICC-ASP/9/Res.5, paragraph 1 of which states that the IOM "shall perform only its investigative function and consist of two staff members, i.e. one staff member who will head the office at the P-4 level and one further staff member at the P-2 level. If the Assembly decides to operationalize the inspection and evaluation functions of the Independent Oversight Mechanism, it shall also review, as it deems necessary, the staffing capacity and grade of the head and other staff members."

€2500 to €5000 depending on the topic and the number of days involved (three days is an average).

Supplies and materials

710. As the office is in the process of being established, funding is required for the acquisition of supplies and materials to support office activities. Funds are also requested for the acquisition of furniture and equipment.

Table 130: Major Programme VII-5: Proposed budget for 2014

7500 Independent Oversight Mechanisms	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013		
	Situation- Basic	related	Total	Cont. Fund	Total incl.CF	Situation- Basic	related	Total	Situation- Basic	related	Total	Amount	%
Professional staff						124.7		124.7	127.8		127.8	3.1	2.5
General Service staff													
Subtotal staff	0.4		0.4		0.4	124.7		124.7	127.8		127.8	3.1	2.5
General temporary assistance	128.0		128.0		128.0								
Temporary assistance for meetings													
Overtime													
Consultants													
Subtotal other staff	128.0		128.0		128.0								
Travel						4.7		4.7	4.8		4.8	0.1	2.1
Hospitality													
Contractual services						40.0		40.0	40.0		40.0		
Training	11.4		11.4		11.4	6.5		6.5	6.5		6.5		
General operating expenses													
Supplies and materials						10.0		10.0	10.0		10.0		
Furniture and equipment						20.0		20.0	20.0		20.0		
Subtotal non-staff	11.4		11.4		11.4	81.2		81.2	81.3		81.3	0.1	0.1
Total	139.8		139.8		139.8	205.9		205.9	209.1		209.1	3.2	1.6
Distributed maintenance	6.1		6.1		6.1	5.6		5.6	9.2		9.2	3.6	64.0

Table 131: Major Programme VII-5: Proposed staffing for 2014

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

Annexes

Annex I

Draft Resolution of the Assembly of States Parties on the proposed programme budget for 2014, the Working Capital Fund for 2014, scale of assessment for the apportionment of expenses of the International Criminal Court, financing appropriation for 2014 and the Contingency Fund

The Assembly of States Parties,

Having considered the proposed programme budget for 2014 of the International Criminal Court and the related conclusions and recommendations contained in the Report of the Committee on Budget and Finance on the work of its twenty first session,

I. Programme budget for 2014

The Assembly of States Parties,

2. *Approves* appropriations totalling €126,071,700 for the following appropriation sections:

<i>Appropriation section</i>	<i>Thousands of euros</i>
Major Programme I - Judiciary	10,214.9
Major Programme II - Office of the Prosecutor	35,744.5
Major Programme III - Registry	68,111.6
Major Programme IV - Secretariat of the Assembly of States Parties	2,836.3
Major Programme V - Interim Premises	5,900.7
Major Programme VI - Secretariat of the Trust Fund for Victims	1,595.2
Major Programme VII-1 - Project Director's Office (permanent premises)	1,289.1
Major Programme VII-2 - Permanent Premises Project Interest	170.3
Major Programme VII-5 - Independent Oversight Mechanism	209.1
Total	126,071.7

3. *Further approves* the following staffing tables for each of the above appropriation sections:

	<i>Judiciary</i>	<i>Office of the Prosecutor</i>	<i>Registry</i>	<i>Secretariat Assembly of States Parties</i>	<i>Secretariat Trust Fund for Victims</i>	<i>Project Director's Office</i>	<i>Independent Oversight Mechanism</i>	<i>Total</i>
USG		1						1
ASG		1	1					2
D-2								
D-1		3	4	1	1	1		10
P-5	3	12	16	1	1	1		34
P-4	3	29	39	1		1	1	74
P-3	21	44	66	1	3			135
P-2	5	47	62	1		1	1	117
P-1		16	6					22
<i>Sub-total</i>	<i>32</i>	<i>153</i>	<i>194</i>	<i>5</i>	<i>5</i>	<i>4</i>	<i>2</i>	<i>395</i>

	Judiciary	Office of the Prosecutor	Registry	Secretariat Assembly of States Parties	Secretariat Trust Fund for Victims	Project Director's Office	Independent Oversight Mechanism	Total
GS-PL	1	1	16	2				20
GS-OL	15	63	268	2	2	1		351
<i>Sub-total</i>	<i>16</i>	<i>64</i>	<i>284</i>	<i>4</i>	<i>2</i>	<i>1</i>		<i>371</i>
Total	48	217	478	9	7	5	2	766

II. Working Capital Fund for 2014

The Assembly of States Parties,

Resolves that the Working Capital Fund for 2014 shall be established in the amount of €7,405,983, and *authorizes* the Registrar to make advances from the Fund in accordance with the relevant provisions of the Financial Regulations and Rules of the Court.

III. Scale of assessment for the apportionment of expenses of the International Criminal Court

The Assembly of States Parties,

Decides that, for 2014, the contributions of States Parties shall be assessed in accordance with an agreed scale of assessment, based on the scale adopted by the United Nations for its regular budget applied for 2013 and adjusted in accordance with the principles on which that scale is based.¹

Notes that, in addition, any maximum assessment rate for the largest contributors applicable for the United Nations regular budget will apply to the International Criminal Court's scale of assessments.

IV. Financing appropriations for 2014

The Assembly of States Parties,

Resolves that, for 2014, budget appropriations amounting to €126,061,700 and the amount for the Working Capital Fund of €7,405,983, approved by the Assembly under part I, paragraph 1, and part II, respectively, of the present resolution, be financed in accordance with regulations 5.1, 5.2 and 6.6 of the Financial Regulations and Rules of the Court.

V. Contingency Fund

The Assembly of States Parties,

Recalling its resolutions ICC-ASP/3/Res. 4 establishing the Contingency Fund in the amount of €10,000,000 and ICC-ASP/7/Res. 4 that requested the Bureau to consider options for replenishing both the Contingency Fund and the Working Capital Fund,

Taking note of the advice of the Committee on Budget and Finance in the reports on the work of its eleventh and thirteenth sessions,

Decides to maintain the Contingency Fund at its current level for 2014;

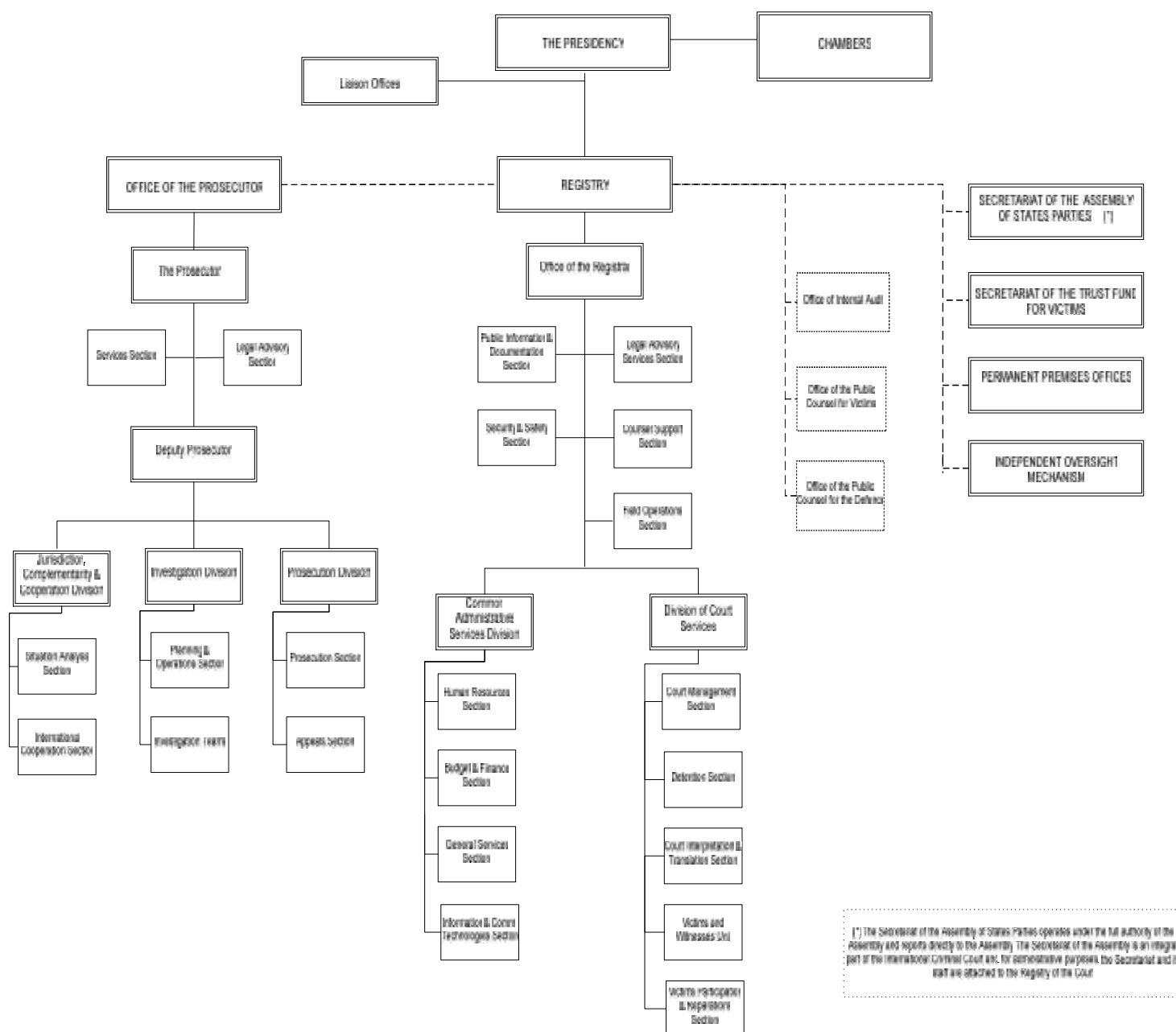
Decides that, should the Fund reach a level below €7 million by the end of the year, the Assembly should decide on its replenishment up to an amount it deems appropriate, but no less than €7 million; and

Requests the Bureau to keep the €7 million threshold under review in light of further experience on the functioning of the Contingency Fund.

¹ Rome Statute of the International Criminal Court, article 117.

Annex II

Organizational structure of the Court



Annex III

Assumptions for the proposed programme budget for 2014

<i>Function</i>	<i>Total</i>
1. Number of planned Court hearings in 12 months	215 ¹
2. Number of situations under investigation	8 ²
3. Number of full investigations	5 ³
4. Number of limited investigations	13 ⁴
5. Number of Trial teams	
– Chambers	4 ⁵
– OTP	6 ⁶
6. Number of Registry Courtroom support teams	1
7. Number of languages supported in Courtroom	5 ⁷ (1 booth per language indicated)
8. Number of other case-related languages supported	+28 ⁸
9. Number of languages supported for correspondence with States Parties	22 ⁹
10. Number of final appeals	4 ¹⁰
11. Number of witnesses appearing for testimony	50
12. Expected maximum duration of stay per witness	15
13. Number of Victims applying for particip./rep.	4,800 ¹¹
14. Number of persons in Protection Programme	24
15. Number of suspects/accused appearing before the Court ¹²	11 ¹³
16. Number of suspects/accused in detention	5 ¹⁴
17. Number of cells required	6
18. Number of defence teams financed by Legal Aid	8 ¹⁵
19. Number of victims' repr. financed by Legal Aid	11 ¹⁶
20. Number of Field offices/presence	6 ¹⁷
21. Number of Field work-days	18,548 ¹⁸

¹ Number of days available for Pre-Trial, Trial and Appeals Divisions (365 - 104 week-ends - 10 official holidays - 12 maintenance days - 40 court recess = 199 days). Maximum capacity for one courtroom and one courtroom team is increased to 215 days considering extended working hours (Ken1 82 days, Ken2 82 days, Banda 46 days, Ntaganda five days = 215 days).

² CIV, CAR, Libya, Uganda, DRC, DAR, Kenya, Mali. In addition, there are eight situations under preliminary examination.

³ CIV [1 & 2], Mali [1 & 2] and DRC 6.

⁴ Libya 1, Libya 2, CAR, Uganda, DRC 1, DRC 2, DRC 3 & 4, DRC 5, DAR1, DAR2 & 4, DAR3 and Kenya 1, Kenya 2.

⁵ Ken1, Ken2, CAR, DAR3. There could be trial activity in all four cases. Provision will also be needed for pre-trial activities in Ntaganda and Gbagbo.

⁶ Ken1, Ken2, CAR, DAR3, DRC1, DRC2. There could be trial activity in all six cases.

⁷ French, English, Swahili, Kalendjin, Kinyarwanda.

⁸ + Arabic, Sango, Lingala, Swahili, Acholi, Teso, Kumam, Lango, Luganda, Zaghawa, Kilendu, Ngiti, Alur, Kinyarwanda, Kalenjin, Gikuyu, Dohluo, Luhya, Dioula, Baoulé, Mòoré, Bété (Daloa), Wobe (Guéré), Bambara, Tamasheq, Songhay, Peul, Fur.

⁹ 1) Working Languages: English, French 2) Judicial Cooperation Languages: Albanian, Bulgarian, Czech, German, Greek, Croatian, Italian, Japanese, Georgian, Korean, Latvian, Polish, Portuguese, Serbian, Slovak, Slovenian 3) Official Languages: Arabic, Chinese, Russian, Spanish.

¹⁰ Lubanga, Katanga, Ngudjolo, Bemba.

¹¹ DRC: 100, Bemba: 1000, Banda & Jerbo: 50, Kenya: 3000 (1500 per case), Libya: 50, Mali: 500, CIV: 100.

¹² The term "accused" includes persons convicted at first instance pending appeal.

¹³ Lubanga, Katanga, Ngudjolo, Bemba, Ruto, Sang, Kenyatta, Gbagbo, Ntaganda and Banda/Jerbo. Charges against M. Muthaura were dropped – see document ICC-01/09-02-696 of 18/03/2013).

¹⁴ Lubanga, Katanga, Gbagbo, Ntaganda and Bemba.

¹⁵ Two in trial: Sang, Banda; four in appeals: Lubanga, Katanga, Ngudjolo, Bemba; two in pre-trial: Gbagbo, Ntaganda.

¹⁶ Three in trial: one in Kenyatta, one in Ruto/Sang, one in Banda/Jerbo; six in appeals: two in Lubanga, two in Katanga/Ngudjolo, two in Bemba; two in pre-trial: Gbagbo, Ntaganda.

¹⁷ Kampala, Kinshasa, Bunia, Nairobi, Bangui, Abidjan.

¹⁸ Provisional figures and subject to review.

Annex IV

List of strategic goals of the International Criminal Court (2013-2017)

<i>Goal 1: Judicial and Prosecutorial</i>	<i>Goal 2: Managerial</i>	<i>Goal 3: Cooperation and Support</i>
1.1 Ensure fair, transparent and expeditious judicial proceedings, while further refining legal standards through well-developed jurisprudence and encouraging the development of standardized processes.	2.1 Deliver coherent governance and efficient, well-planned and cost-effective administration to support the Court's judicial functions, retaining the ability to respond effectively to unexpected developments.	3.1 Assist the Assembly of States Parties ("the Assembly") in exercising its management oversight while fully respecting the independence of the Court.
1.2 Perform independent and impartial preliminary examinations and further increase their impact in relation to positive complementarity and the prevention of crimes.	2.2 Maintain high standards of integrity, professionalism and respect for diversity.	3.2 Further develop the Court's worldwide support by strengthening the trust, cooperation and commitment of States, international and regional organizations, NGOs and other key partners and stakeholders.
1.3 Perform impartial, focused investigations and focused prosecutions.	2.3 Ensure adequate technological support for judicial and administrative activities.	3.3 Encourage compliance with Court orders such as arrest warrants, and identification, tracing and freezing of assets.
1.4 Guarantee the rights of the defence to a fair and impartial trial.	2.4 Ensure adequate human resources to deliver the Court's mandate and respect geographical representation and gender balance.	3.4 Conclude further enforcement agreements, relocation agreements and agreements for interim release/acquittal.
1.5 Ensure adequate and meaningful participation and representation of victims.	2.5 Provide and maintain a healthy, motivating, sustainable and caring environment for staff and others participating in the Court's work and strive to offer career development and mobility opportunities.	3.5 With States Parties, encourage and support further accessions to the Rome Statute, with the ultimate goal of universality.
1.6 Ensure meaningful reparations and a successful implementation of reparation orders, including coherent principles for victim reparations.	2.6 Further develop the Court's systems to plan and budget strategically, including its efficient management of risks and performance.	3.6 With States Parties, encourage and facilitate the development of national capacities to ensure the goals of the Rome Statute.
1.7 Increase awareness of, communication with and understanding amongst victims and affected communities in line with the stages of the proceedings and of the Court and its processes generally.	2.7 Contribute to the timely provision of permanent premises that meet the Court's operational requirements.	
	2.8 Ensure adequate security for staff and other persons at risk because of their interaction with the Court, as well as adequate security of information and assets.	

Annex V (a)

Proposed Court staffing in 2014 by major programme

Total Court	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff and above	GS-PL	GS-OL	Total GS-staff	Total Staff
Major Programme I					3	3	21	5		32	1	15	16	48
Major Programme II	1	1		3	12	29	44	47	16	153	1	63	64	217
Major Programme III		1		4	16	39	66	62	6	194	16	268	284	478
Major Programme IV				1	1	1	1	1		5	2	2	4	9
Major Programme VI				1	1		3			5		2	2	7
Major Programme VII.1				1	1	1		1		4		1	1	5
Major Programme VII.5						1		1		2				2
Grand Total	1	2		10	34	74	135	117	22	395	20	351	371	766

Annex V (b)

Changes to the staffing table

<i>Number of posts</i>	<i>Level</i>	<i>From 2013 Approved Budget</i>	<i>To 2014 Proposed Budget</i>
Office of the Prosecutor			
Situation Related			
1	P4	Investigations	Immediate Office of the Prosecutor
1	P3	Planning and Ops FO - UGA	Planning and Ops Section FO - KEN
1	D1	n/a	Prosecution Division (new)
1	ASG	Prosecution Division	returned
4			
Registry			
Basic and Situation Related			
1	GS-OL	Field Operations Section - FO - CAR	Field Operations Section - FO - KEN
1	GS-OL	Field Operations Section - FO - CAR	Field Operations Section - FO - DRC-B
2	GS-OL	Victim & Witnesses Unit – FO - CAR	Victim & Witnesses Unit – FO - KEN
1	P2	Public Information and Documentation Section - FO - CAR	Public Information and Documentation Section - FO - DRC
5			
Grand total = 9			

Annex V (c)

Salary and entitlements for 2014 – judges (thousands of euros)

Presidency:	<i>Costs</i>
Special allowance for President and Vice-Presidents	28.0
<i>Subtotal Presidency</i>	<i>28.0</i>
Chambers: 17 Judges	
Standard salary costs - 16 Judges	2,865.0
Standard salary costs - One extended mandate for 4 months for Bemba case	60.0
Non-full time Judges' annual allowance	21.7
Judges' pensions	411.0
<i>Subtotal Chambers</i>	<i>3,357.7</i>
Accruals for annual leave	120.0
Accruals for relocation	112.6
Estimates of home leave and education grant expenses	71.6
Service incurred injury insurance - Court requirement - 2.12% of remuneration	62.0
Estimated costs of appointment - one judge	60.0
Cost of separation - one judge	23.7
<i>Subtotal Additional Requirements</i>	<i>449.9</i>
Total Judges' Salary and Entitlements 2014	3,835.6

Annex V (d)

Standard salary costs for 2014 - Professional and General Service staff at Headquarters (thousands of euros)

<i>Post level</i>	<i>Net salary</i>	<i>Common staff costs</i>	<i>Representation allowance</i>	<i>Total</i>
	<i>1</i>	<i>2</i>	<i>3</i>	<i>(1)+(2)+(3)=(4)</i>
USG	170.7	75.7	4	250.4
ASG	149.2	66.2	3	218.4
D-1	131.9	58.5		190.4
P-5	114.9	51.0		165.9
P-4	98.3	43.6		141.9
P-3	79.9	35.4		115.3
P-2	64.7	28.7		93.4
P-1	64.7	28.7		93.4
GS-PL	62.3	27.6		89.9
GS-OL	49.6	22.0		71.6

Delayed recruitment factors:

- (a) Existing Professional and General Service posts in MP II: 8%
- (b) Existing Professional and General Service posts in MPIII: 10%

<i>Delayed recruitment factors</i>			
<i>Post level</i>	<i>(0%)</i>	<i>(8%)</i>	<i>(10%)</i>
USG	250.4	230.4	225.4
ASG	218.3	200.9	196.5
D-1	190.3	175.1	171.3
P-5	165.8	152.6	149.3
P-4	142.0	130.6	127.8
P-3	115.4	106.1	103.8
P-2	93.5	86.0	84.1
P-1	93.5	86.0	84.1
GS-PL	89.9	82.7	80.9
GS-OL	71.6	65.9	64.5

Annex VI

Summary table by object of expenditure

Total ICC	Expenditure 2012 (thousands of euro)					Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013	
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Judges	4,879.4		4,879.4	398.6	5,278.0	4,689.4		4,689.4	3,835.6		3,835.6	-853.8	-18.2
Professional staff						20,216.3	21,855.0	42,071.3	20,945.8	21,946.5	42,892.3	821.0	2.0
General Service staff						11,741.6	9,328.7	21,070.3	11,885.6	9,547.4	21,433.0	362.7	1.7
<i>Subtotal staff</i>	<i>29,445.7</i>	<i>29,898.3</i>	<i>59,344.0</i>	<i>93.2</i>	<i>59,437.2</i>	<i>31,957.9</i>	<i>31,183.7</i>	<i>63,141.6</i>	<i>32,831.4</i>	<i>31,493.9</i>	<i>64,325.3</i>	<i>1,183.7</i>	<i>1.9</i>
General temporary assistance	3,452.6	8,824.3	12,276.9	637.0	12,913.9	2,789.2	8,397.1	11,186.3	3,125.3	16,896.7	20,022.0	8,835.7	79.0
Temporary assistance for meetings	337.2	224.7	561.9		561.9	660.0	153.2	813.2	474.7	68.8	543.5	-269.7	-33.2
Overtime	321.6	24.3	345.9		345.9	252.5	138.8	391.3	260.4	141.6	402.0	10.7	2.7
Consultants	119.3	93.1	212.4		212.4	141.0	177.1	318.1	34.6	244.0	278.6	-39.5	-12.4
<i>Subtotal other staff</i>	<i>4,230.7</i>	<i>9,166.4</i>	<i>13,397.1</i>	<i>637.0</i>	<i>14,034.1</i>	<i>3,842.7</i>	<i>8,866.2</i>	<i>12,708.9</i>	<i>3,895.0</i>	<i>17,351.1</i>	<i>21,246.1</i>	<i>8,537.2</i>	<i>67.2</i>
Travel	751.4	3,081.6	3,833.0	52.1	3,885.1	898.2	3,495.9	4,394.1	1,254.1	4,220.1	5,474.2	1,080.1	24.6
Hospitality	27.5	0.2	27.7		27.7	31.0		31.0	40.0		40.0	9.0	29.0
Contractual services	3,065.3	1,414.3	4,479.6	136.5	4,616.1	2,518.7	1,904.4	4,423.1	2,349.3	2,145.1	4,494.4	71.3	1.6
Training	390.6	230.7	621.3		621.3	459.4	232.9	692.3	473.9	255.0	728.9	36.6	5.3
Counsel for Defence		3,284.0	3,284.0	554.7	3,838.7		2,608.4	2,608.4		2,866.4	2,866.4	258.0	9.9
Counsel for Victims		2,174.7	2,174.7	212.5	2,387.2		3,448.2	3,448.2		3,000.7	3,000.7	-447.5	-13.0
General operating expenses	5,648.7	5,407.7	11,056.4	203.7	11,260.1	12,312.5	4,595.5	16,908.0	12,200.6	5,745.3	17,945.9	1,037.9	6.1
Supplies and materials	538.2	314.2	852.4	1.6	854.0	765.4	270.2	1,035.6	721.4	294.0	1,015.4	-20.2	-2.0
Furniture and equipment	1,123.3	35.2	1,158.5	62.7	1,221.2	963.0	76.7	1,039.7	625.9	472.9	1,098.8	59.1	5.7
<i>Subtotal non-staff</i>	<i>11,545.0</i>	<i>15,942.6</i>	<i>27,487.6</i>	<i>1,223.8</i>	<i>28,711.4</i>	<i>17,948.2</i>	<i>16,632.2</i>	<i>34,580.4</i>	<i>17,665.2</i>	<i>18,999.5</i>	<i>36,664.7</i>	<i>2,084.3</i>	<i>6.0</i>
Total	50,100.8	55,007.3	105,108.1	2,352.6	107,460.7	58,438.2	56,682.1	115,120.3	58,227.2	67,844.5	126,071.7	10,951.4	9.5

Annex VII

Provisional budget for Independent Oversight Mechanism

Introduction

1. Should the Assembly resolve to add inspection and evaluation to the IOM's present mandate, the following is the minimum staffing complement which would be required in order to perform these tasks adequately.

Staff

P-5 (Chief of IOM)

2. Upon activation of additional mandates, it is necessary to have a Chief of the IOM with the capacity to provide supervision and oversight to Professional staff with both evaluation and investigative portfolios, as well as to organize the overall work programme of the IOM (evaluation planning and supervision, supervision of inspections and investigations, ad hoc requests, and all the administrative and financial activities of the Office). The Chief of the IOM would also be responsible for reporting to the Assembly on the work of the Office and personally undertaking particularly sensitive investigations which require enhanced expertise and/or confidentiality.

P-4 (Senior Evaluations Specialist)

3. The expansion of the mandate of the IOM to include inspection and evaluation would require that the Office be augmented by staff with professional qualifications and expertise in these areas. Additionally, as is the case with the Investigator, the bifurcated nature of the office will necessitate that the evaluation professional act with significant independence. Additionally, as this individual is expected to function as a project manager for externally commissioned experts and high-level peer review panels on a case-by-case basis, the individual should be of sufficient seniority to function adequately in this role.

P-2 (Associate Investigator)

4. The primary responsibilities of the Associate Investigator would be to conduct internal investigations under the supervision of the Chief of the IOM. In addition, should there be periods where investigative duties were light, this post would support the activities of the Senior Evaluations Specialist through internal expertise of the various offices and projects within the Court and research as directed.

GS-OL (Administrative/Investigative Assistant)

5. The IOM has no administrative support staff. Once fully operational with a mandate of investigation, inspection and evaluation, it will be necessary for the Professional staff to be complemented by administrative support. Furthermore, a General Service staff member with skills in investigation and/or evaluation can provide substantive support in the Office's substantive work whilst also handling the general administrative requirements.

Non-staff

Contractual services

6. Additional contractual expenses to support outsourcing of individual programme evaluations as determined by the Assembly on a case-by-case basis. As the IOM would be in its first year of operations, it is not anticipated that additional resources would be required for contractual services.

Training

7. Expenses to provide Professional staff of the Office with training to upgrade substantive skills in the area of programme evaluation. Prices for these courses range from €2500 to €5000 depending on the topic and the number of days involved (three days is an

average). Additional resources in the amount of €7000 would be required, in light of the expanded staffing of the IOM.

Travel

8. Expenses to provide for travel to field offices to undertake elements of programme evaluation, on an as-needs basis, when the programmes evaluated involve field operations. Additional resources in the amount of €5000 would be required to permit travel in relation to programme evaluations of programmes and activities occurring in the field.

Table 1: Major Programme VII-5: Proposed budget for 2014

7500 Independent Oversight Mechanism	Expenditure 2012 (thousands of euro)				Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)			Resource growth 2014 vs 2013		
	Basic	Situation- related	Total	Cont. Fund	Total incl.CF	Basic	Situation- related	Total	Basic	Situation- related	Total	Amount	%
Professional staff						124.7		124.7	380.2		380.2	255.5	204.8
General Service staff													
Subtotal staff	0.4		0.4		0.4	124.7		124.7	380.2		380.2	255.5	204.8
General temporary assistance	128.0		128.0		128.0								
Temporary assistance for meetings													
Overtime													
Consultants													
Subtotal other staff	128.0		128.0		128.0								
Travel						4.7		4.7	4.7		4.7		
Hospitality													
Contractual services						40.0		40.0	60.0		60.0		
Training	11.4		11.4		11.4	6.5		6.5	8.5		8.5		
General operating expenses													
Supplies and materials						10.0		10.0	10.0		10.0		
Furniture and equipment						20.0		20.0	20.0		20.0		
Subtotal non-staff	11.4		11.4		11.4	81.2		81.2	81.2		81.2		
Total	139.8		139.8		139.8	205.9		205.9	461.2		461.2	255.5	124.1

Table 2: Major Programme VII-5: Proposed staffing for 2014

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

Annex VIII

Proposed budget for 2014 for Advisory Committee on Nominations of Judges

The tentative travel cost for seven members to attend a one-day meeting in The Hague is €22,834.00. The assumption is that the two additional members are based in The Hague on the date of the meeting and thus do not require travel costs.

Annex IX

Proposed budget for 2014 for the African Union Liaison Office (AULO)

In line with resolution ICC-ASP/9/Res.4, IX, of the Assembly of States Parties,¹ no resources have been allocated to the African Union Liaison Office in the 2014 Programme Budget. In the event that the African Union should agree to the Court's request to open a Liaison Office in Addis Ababa, the Court will notify the Committee of the need for access to the Contingency Fund up to the amount in the Court's proposed budget for 2014 of €441,500 for the purpose of proceeding with the establishment of the said Liaison Office.

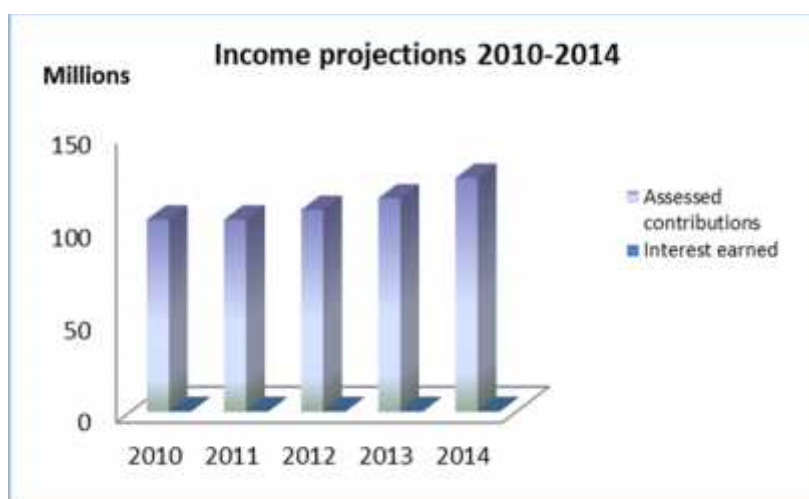
1320 African Union Liaison Office	Expenditure 2012 (thousands of euro)			Approved Budget 2013 (thousands of euro)			Proposed Budget 2014 (thousands of euro)		
	Basic	Situation- related	Total	Basic	Situation- related	Total	Basic	Situation- related	Total
<i>Judges</i>									
Professional staff							171.3		171.3
General Service staff							64.5		64.5
<i>Subtotal staff</i>							235.8		235.8
General temporary assistance							71.6		71.6
Temporary assistance for meetings									
Overtime									
Consultants									
<i>Subtotal other staff</i>							71.6		71.6
Travel							15.2		15.2
Hospitality							1.0		1.0
Contractual services							15.6		15.6
Training									
General operating expenses							49.6		49.6
Supplies and materials							5.0		5.0
Furniture and equipment							47.7		47.7
<i>Subtotal non-staff</i>							134.1		134.1
Total							441.5		441.5

¹ Ibid., vol. I, part III, ICC-ASP/9/Res.4.

Annex X

Income projections 2011-2014 (millions of euros)

<i>Description</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>
Assessed contributions	103.6	108.8	0.0	0.0
Interest earned	0.3	0.4	0.3	0.4
Total	103.9	109.2	0.3	0.4



Annex XI

2014 estimated income statements

Least-Developed Countries Trust Fund

<i>Item</i>	<i>Euros</i>
Estimated income 2014	
Donor contributions	50,000
<i>Subtotal income</i>	<i>50,000</i>
Estimated expenditure 2014	
Travel	42,200
Administration costs	7,800
<i>Subtotal expenditure</i>	<i>50,000</i>
Net income 2014	0

Annex XII

Introduction to programme and sub-programme functions

A. Major Programme I: Judiciary

1. Programme 1100: Presidency
 - (a) Administrative function: administration of the Court and coordination among the organs;
 - (b) Judicial function: support to Chambers, enforcement of sentences and other functions conferred upon the Presidency in accordance with the Statute and subsidiary texts; and
 - (c) External relations function: broaden the understanding of the work of the Court, and coordinate the Court's external communication activities.
2. Programme 1200: Chambers
 - (a) Pre-trial Division;
 - (b) Trial Division; and
 - (c) Appeals Division.
3. Programme 1300: Liaison Offices
 - (a) New York Liaison Office: Enhance interaction and facilitate cooperation between the Court and the United Nations.

B. Major Programme II: Office of the Prosecutor

1. Programme 2100: The Prosecutor
 - (a) Sub-programme 2110: Immediate Office of the Prosecutor / Legal Advisory Section
 - (i) Strategic function: directs strategies underpinning the Prosecutorial Strategy; evaluation of legal standards and policy, and quality control on activities and operations performed by the Office; coordination of information management strategies and processes within the OTP; human resource deployment strategy;
 - (ii) Advice function: legal advice to the operational divisions of the Office and coordination of the legal academic network; and
 - (iii) Communication: explaining OTP strategies and policies in preliminary examinations, situation and case selection; explaining and providing updates on investigative activities; defending OTP positions and interests.
 - (b) Sub-programme 2120: Services Section
 - (i) General Administration Unit: budgetary and financial matters, human resources administration and operational support to joint teams and divisions;
 - (ii) Language Services Unit: translation and field interpretation services pertaining to OTP operations;
 - (iii) Knowledge-Base Unit: OTP-specific technology-based services; and
 - (iv) Information and Evidence Unit: physical evidence, potential trial exhibits and referrals management.
2. Programme 2200: Jurisdiction, Complementarity and Cooperation Division
 - (a) Situation Analysis
 - (i) Operational function: analysis of situations of interest (new and existing) in terms of interests of justice, complementarity and admissibility

issues; analyses of incoming communications and referrals under articles 15 and 53 of the Statute. Provides a dedicated situation analysis capacity to the joint teams for each situation; and

(ii) Advice function: prepares substantive reports and recommendations for Executive Committee.

(b) International Cooperation

(i) External relations function: international network building, cooperation agreements negotiations and situation-related cooperation. Coordinates requests for assistance;

(ii) Judicial Cooperation: coordinates judicial assistance;

(iii) International Cooperation and Arrest: implements international cooperation strategies, promotes national efforts and general cooperation on arrest issues; and

(iv) Provides dedicated international cooperation advisory capacity to each of the joint teams.

3. Programme 2300: Investigation Division

(a) Sub-programme 2320: Planning and Operations Section

(i) Operational and Investigative Support Unit: support and monitor field operations and security procedures. Provide forensic expertise and working and non-working-language transcriptions and metadata entry resources;

(ii) Gender and Children Unit: advice and support in relation to victim/witness issues; and

(iii) Investigative Strategies and Analysis Unit: develops investigative strategies, conducts crime analysis. Develops investigative and analytical operating standards and further develops networks with national agencies and law enforcement bodies.

(b) Sub-programme 2330: Investigation Teams

(i) Operational function: comprises the investigative and field operations capacity of the situation-specific joint teams responsible for evidence collection in the field and implementing the investigative strategies and plans; and

(ii) Dedicated resources collaborate with the Trial Team during the trial and appeals phases.

4. Programme 2400: Prosecution Division

(a) Prosecution

(i) Judicial function: litigates cases before the Pre-Trial and Trial Divisions, drafts documents containing charges under article 61, paragraph (3)(a), of the Statute and prepares legal submissions; and

(ii) Advice function: provides legal guidance to the joint teams in developing investigative strategies and case preparation.

(b) Appeals

(i) Judicial function: litigates in appellate proceedings; prepares legal submissions concerning interlocutory and final appeals and presents oral arguments on appeal; and

(ii) Advice function: provides legal advice to the Office on appeals and potential appeals.

C. Major Programme III: Registry

1. Programme 3100: Office of the Registrar

- (a) Sub-programme 3110: Immediate Office of the Registrar
 - (i) Advice function: legal advice to the Registrar and other Court organs. Prepares, negotiates and reviews legal instruments and internal policies and guidelines; and
 - (ii) External relations function: liaises with host State on implementation of Headquarters Agreement. Monitors States Parties' cooperation and enactment of legislation.
- (b) Sub-programme 3130: Legal Advisory Services Section
 - (i) Operational function: ensure unified and coordinated approach to legal issues common to all organs of the Court; protect the legal interests of the Court and its staff and minimize legal exposure; negotiate and prepare legal instruments including contracts, international agreements and memoranda of understanding; draft and review internal policies and guidelines; represent the Court in legal proceedings; and
 - (ii) Advice function: provide legal advice to the Registrar and the sections and/or units of the Registry, and other officials of the Court, on questions regarding the general legal framework which governs the work of the Court relevant to the duties of the Registrar.
- (c) Sub-programme 3140: Security and Safety Section
 - (i) Operational function: responsible for the Court's physical security; and
 - (ii) Advice function: general safety advice.
- (d) Sub-programme 3180: Field Operations Section
 - (i) Operational function: coordinates field offices' activities and monitors their management; and
 - (ii) Advice function: advice on field operations' activities.
- (e) Sub-programme 3190: Counsel Support Section
 - (i) Operational function: assists persons seeking legal assistance and defence teams and legal teams for victims, ensures independence of defence teams and legal teams for victims and communicates with other organs and interlocutors outside the Court.

2. Programme 3200: Common Administrative Services Division

- (a) Sub-programme 3210: Office of the Director
- (b) Sub-programme 3220: Human Resources Section
 - (i) Recruitment Unit;
 - (ii) Staff Administration and Monitoring Unit;
 - (iii) Training and Development Unit; and
 - (iv) Health and Welfare Unit.
- (c) Sub-programme 3240: Budget and Finance Section
 - (i) Accounts Unit: financial management;
 - (ii) Payroll Unit;
 - (iii) Disbursements Unit;
 - (iv) Treasury Unit;
 - (v) Contributions Unit; and

- (vi) Budget Unit: budget preparation and management.
- (d) Sub-programme 3250: General Services Section
 - (i) Travel Unit;
 - (ii) Facilities Management Unit;
 - (iii) Logistics and Transportation Unit; and
 - (iv) Procurement Unit.
- (e) Sub-programme 3260: Information and Communication Technologies Section
 - (i) Operations Unit: provides hardware, software, applications and communications infrastructure. Ensures customer support; and
 - (ii) Information Service Unit: develops and supports information systems and applications.
- 3. Programme 3300: Division of Court Services
 - (a) Sub-programme 3310: Office of the Director
 - (b) Sub-programme 3320: Court Management Section
 - (i) Operational function: organizes court hearings, provides fully operational courtrooms. Supports video links. Manages court hearing information.
 - (c) Sub-programme 3330: Detention Section
 - (i) Operational function: responsible for safe, secure and humane custody of persons detained under the authority of the Court.
 - (d) Sub-programme 3340: Court Interpretation and Translation Section
 - (i) Operational function: responsible for translation and interpretation for Court hearings and other activities, and for field missions of Registry, Chambers and Presidency.
 - (e) Sub-programme 3350: Victims and Witnesses Unit
 - (i) Operational function: facilitates interaction of victims and witnesses with the Court; and
 - (ii) Advice function: advice to the Court on appropriate protective measures, security arrangements, counselling and assistance.
 - (f) Sub-programme 3360: Victims Participation and Reparations Section
 - (i) Operational function: assists victims and groups of victims. Raises awareness of victims regarding their rights under the Rome Statute. Liaises with the Secretariat of the Trust Fund for Victims regarding the implementation of orders relating to reparation.
- 4. Programme 3400: Public Information and Documentation Section
 - (a) Outreach:
 - (i) Operational function: Promotes better understanding of the Court's principles and maintains dialogue with affected communities where the Court is active.

- (b) Public Affairs
 - (i) Operational function: makes the judicial proceedings public and accessible to general public, academia and legal communities and media. Promotes the work of the Court, with the ultimate goal of increasing international support; and
 - (ii) Advice function: advises on public information strategies to increase public support.
- (c) Protocol and Events:
 - (i) Operational function: organizes and supports high-profile visits, stakeholder visits, general visits, conferences and events; and
 - (ii) Advice function: Advises the four organs on policies and practices in the field of protocol for ceremonies, visits and events.
- (d) Library and Documentation Centre:
 - (i) Operational function: supports the information need of the constituents of the four organs of the Court and independent Court-related bodies such as victims and defence counsel teams and maintains records of the Court's history.

Programme 3700 Independent Offices and Special Projects

- (a) Sub-programme 3740: Office of Public Counsel for the Defence
 - (i) Operational function: provides support and assistance to defendants and defence teams, and to Chambers; and
 - (ii) Functions independently of the Registrar.
- (b) Sub-programme 3750: Office of Public Counsel for Victims
 - (i) Operational function: provides support and assistance to victims and legal representatives of victims; and
 - (ii) Functions independently of the Registrar.
- (c) Sub-programme 3760: Office of Internal Audit
 - (i) Operational function: determines if financial transactions are being conducted economically, efficiently, effectively and in compliance with the applicable legislative authority, regulations and rules.

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

- (a) Operational function: provides administrative and technical assistance and legal and substantive secretariat services to the Assembly of States Parties, its Bureau and subsidiary bodies; and
- (b) Advice function: assists and prepares texts and statements on financial and budgetary matters.

E. Major Programme V: Interim Premises

- (a) Operational function: provide stakeholders with a clear overview of the Court's resource requirements for its interim premises.

F. Major Programme VI: Secretariat of the Trust Fund for Victims

- (a) Operational function: under the supervision of the Board of Directors, ensures the management and implementation of the Fund's mandates and activities; and
- (b) Operates under the full authority of the Board of Directors and serviced by the Registry of the Court in financial, administrative and legal areas.

-
- G. Major Programme VII-1: Project Director's Office (permanent premises)
- (a) Operational function: to provide the highest quality permanent premises for the Court, on or below budget and in accordance with the agreed timeline, together with the lowest possible cost of ownership into the future; and
 - (b) Since 2013 in addition the operational function has been expanded: to also ensure the smooth transition of the Court from the interim premises to the new permanent premises, including the return of the interim premises to the host State and the full establishment of efficient operations in the new premises.
- H. Major Programme VII-2: Permanent Premises Project - Interest
- (a) Operational function: manages the payment of interest on the host State loan.
- I. Major Programme VII-5: Independent Oversight Mechanism
- (a) Operational function: provides independent, effective and meaningful oversight through investigations, evaluations and inspections.

Annex XIII

Glossary of budgetary terms

Appropriation	Amount voted by the Assembly of States Parties for specified purposes for a financial period, against which obligations may be incurred for those purposes and up to the amounts so voted.
Appropriation section	Largest subdivision of the budget of an organization within which transfers may be made without prior approval by the Assembly of States Parties.
Basic costs	Costs which are required to set up and sustain the Court as an organization with a basic capacity to be ready to react to situations before an investigation is opened. Basic costs include the judges, the elected officials with their support, the essential services for maintaining the Court's basic administrative functions and its premises, and the necessary capacity to perform initial analysis, investigative, prosecutorial and judicial functions before the opening of an investigation.
Budget	A plan in financial terms for the carrying out of a programme of activities for a specific period.
Budgetary control	The control or management of an organization in accordance with an Proposed budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.
Common staff costs	Costs, other than salary costs, arising from conditions of employment of the staff.
Contingency Fund	A fund providing for unforeseen expenses.
Extra budgetary resources	All resources, other than those of the regular budget, administered by the organization.
Financial year	The period from 1 January to 31 December inclusive.
Major Programme	Major function of an organization for which one or more objectives may be set.
New requirement	New items incorporated in the budget due to new activities or an increase in existing activities.
Objective	A desired state to be reached or maintained through one or more activities.
Post	An authorization to employ a person, or a succession of persons, for the performance of work required by the organization.
Previous commitment	Commitment where the full impact of a decision with financial implications is not realized until the second or subsequent year.
Programme	A set of activities directed towards the attainment of one or more defined objectives. In the programme structure, the next lower subdivision of a major programme contributing to the objective or objectives of that major programme.
Programme budget	A budget which focuses upon the work to be undertaken and the objectives sought through that work: it emphasizes the ends to be achieved and translates them into the costs required for their implementation; decisions relate both to resource levels and to results to be achieved.
Programme structure	A hierarchical arrangement of programmes (e.g. major programmes, programmes, sub-programmes and programme elements).
Results-based budgeting	A budget process in which: <ul style="list-style-type: none"> (a) organizational units formulate budgets around a set of pre-defined objectives and expected results; (b) expected results justify the resource requirements which are derived from and linked to outputs required to achieve such results; and (c) actual performance in achieving expected results is measured by performance indicators.

Standard costs	Amounts used for budgeting and budgetary control purposes, representing either target or estimated average unit costs.
Situation-related costs	Costs generated by activities when a decision to open an investigation into a situation has been made (either by the Prosecutor under article 53, or by the Pre-Trial Chamber under article 15, paragraph 4, of the Rome Statute).
Sub-programme	In the programme structure, the next lower subdivision of a programme, contributing to the objective or objectives of that programme.
Temporary posts	Posts of limited duration Proposed by the appropriate authority within the budgetary provisions therefore.
Trust fund	Account established with specific terms of reference and under specific agreements to record receipts and expenditure of voluntary contributions for the purpose of financing wholly or in part the cost of activities consistent with the organization's aims and policies.
Working Capital Fund	A fund established by the appropriate legislative organ to finance budgetary appropriations pending receipt of States Parties' contributions and for such other purposes as may be authorized.
Zero growth	As defined by the Committee on Budget and Finance, the numerical value of the item or budget does not change. Inflation is not added. This is sometimes known as zero nominal growth.
Zero growth in real terms	Proposed budget for current year increased only due to inflation or other price increases for next year, the underlying factors having remained constant.
