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**Report on the review of field operations\*****Introduction**

1. In 2009, in a report entitled Report of the Court on the enhancement of the Registry's field operations for 2010,<sup>1</sup> the Registrar proposed Headquarters and field-related enhancements to ensure a sustained, coordinated and policy oriented development of the operations in the field and address a number of existing risks. At its thirteenth session, the Committee on Budget and Finance recommended that the Assembly of States Parties ("the Assembly") approve the Headquarters-related enhancements<sup>2</sup>. With respect to the field-related enhancements, the Committee requested additional information on, inter alia, "the vision for actual scale up and down of a field office, an identification of real savings that would result from enhanced representation of the Registry in the field, duration of field offices and the treatment of residual issues".<sup>3</sup>

2. The mandate of the Registry entails support and assistance for investigations and prosecutions, ensuring protection of victims and witnesses called by the Office of the Prosecutor<sup>4</sup>, defence or judges, enabling the victims to exercise their statutory rights of participation and reparation<sup>5</sup>, carrying out a sustainable outreach towards the affected communities, assisting counsel teams (Defence and legal representatives of victims) and enabling the implementation of the specific functions of the Trust Fund for Victims. The Regulations of the Registry provide: "In order to fulfill his or her obligations under the Statute and the Rules, the Registrar may, subject to the prior approval of the President and on the basis of an ad hoc arrangement or an agreement with the State concerned, maintain a presence of Registry staff in the field and, where necessary, establish a field office."<sup>6</sup>

3. In order to fulfil the Court's responsibilities outside the seat of the Court, different forms of field operations may be relied upon. Amongst these are: exploratory missions and periodic missions;<sup>7</sup> limited and temporary deployment of certain functions, time-bound scalable presence in and/or near situation countries, transfer of suspect(s), holding of certain important hearings, or even parts of the trials<sup>8</sup> in and/or near these countries; Court

\* Previously issued as ICC-ASP/9/CBF.1/15.

<sup>1</sup> ICC-ASP/8/CBF.2/10.

<sup>2</sup> *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Eighth session, The Hague, 18-26 November 2009* (ICC-ASP/8/20), vol. II, part B.2, para. 82.

<sup>3</sup> *Ibid.*, para. 81.

<sup>4</sup> In coordination with the Office of the Prosecutor for witnesses called by this Office.

<sup>5</sup> In accordance with the statutory provisions, in liaison with other organs, where appropriate.

<sup>6</sup> See Regulations of the Registry, regulation 8: Presence in the field.

<sup>7</sup> Prior to the authorisation of the Pre-Trial Chamber of the commencement of a *proprio motu* investigation by the Prosecutor :missions of Registry's Victims Participation and Reparation Section and Public Information and Documentation Section pursuant to the Pre-Trial Chamber order to make legal representations (Article 15.3 of the Rome Statute).

<sup>8</sup> In 2008, the Registry completed a feasibility study on holding hearings in the Democratic Republic of the Congo on the occasion of the commencement of Mr. Lubanga's trial. The feasibility study remains a reference document

presences other than those in the countries of situation<sup>9</sup>. Cooperation of the national authorities of the states concerned as well as local offices of international organizations also play an important role in facilitating the Court’s operations. Furthermore, field operations take many forms without the support of a field office presence.<sup>10</sup>

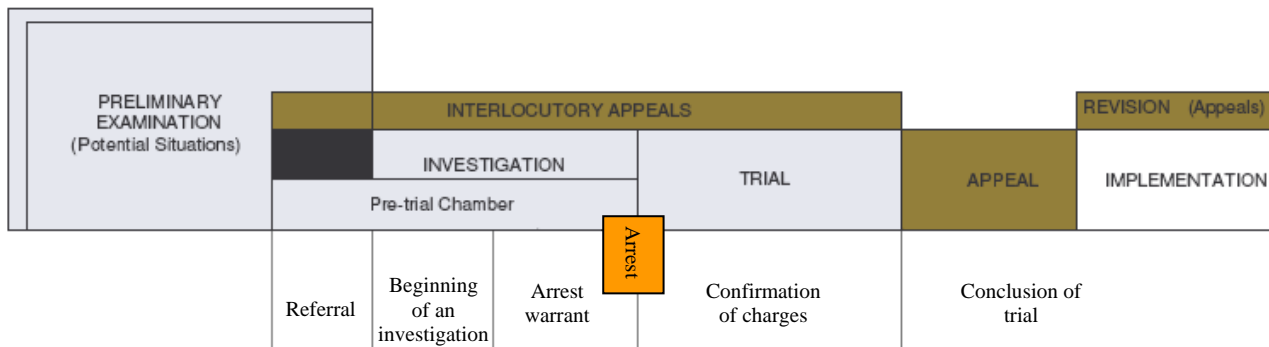
4. The field office represents one of the tools enabling the implementation of the Court’s mandate in a given country. However, field offices were conceived at the beginning of Court activities and other solutions, such as hubs where logistical and other services are centralized, must obviously be considered. Their establishment is driven by operational and security needs. Other key factors with impact on field operations as described in part I of the present report also come into play. It should be noted that the opening of a field office presence entails certain risks that must be managed and mitigated.

5. It should be emphasised that the Court has so far accumulated experience only in relation to pre-trial and partial trial phases. The Court has not yet completed a full judicial cycle. Consequently, it is difficult to provide an accurate image of its operation beyond these phases, and only an indicative analysis can currently be made in this respect. This is a living document which will be further expanded and developed.

6. The report is divided into two main parts. The first part describes field operations in relation to the five judicial phases and the closure of a situation (exit strategy and residual functions). It also outlines a number of key factors influencing the dynamic of field operations during these phases. The second part describes the proposed enhancements for the Registry’s field operations.

**Part I: ICC Field Operations in relation to judicial phases and the closure of a situation: key factors with impact on field operations**

7. A thorough description of the activities to be pursued in the different judicial phases represents a necessary prerequisite to understanding the best-suited forms of field operations relied upon to support each of them. The diagram below reflects the five judicial phases as presented in the Court’s report on the Court Capacity Model.<sup>11</sup>



8. Due to the complexities of the Court’s work, the report has to be read in conjunction with existing strategies, strategic plans and reports, including the ICC strategic plan, the Prosecutorial Strategy, Strategic Plan for Outreach of the International Criminal Court<sup>12</sup>, Report of the Court on the strategy in relation to victims<sup>13</sup>, annual reports of the Court and the Trust Fund for Victims and the reports on legal aid, including those related to legal aid for victims representatives, as well as the Court’s Report on the strategic planning process.

which will facilitate the organization of similar hearings, in future, should the judges decide to hold proceedings in situ.

<sup>9</sup> New York and Addis Ababa Liaison Offices.

<sup>10</sup> Investigative and public information activities of the Office of the Prosecutor are conducted with the assistance of the host State, international organizations such as the UN, the EU, the AU and others.

<sup>11</sup> Report on the Court Capacity Model, ICC-ASP/5/10\*.

<sup>12</sup> Strategic Plan for Outreach of the International Criminal Court, ICC-ASP/5/12.

<sup>13</sup> Report of the Court on the strategy in relation to victims, ICC-ASP/8/45.

9. It is essential for the Registry to rely upon an efficient organisational structure to enable the exercise of its responsibilities in the judicial phases and ensure timely and high-quality services to all its clients.

## A. ICC Field Operations in relation to judicial phases

### 1. Preliminary examinations

10. A preliminary examination is the first phase of the Office of the Prosecutor's activities, in order to assess whether an investigation should be opened. **No field office is required during this phase.**

### 2. Pre-trial phase:

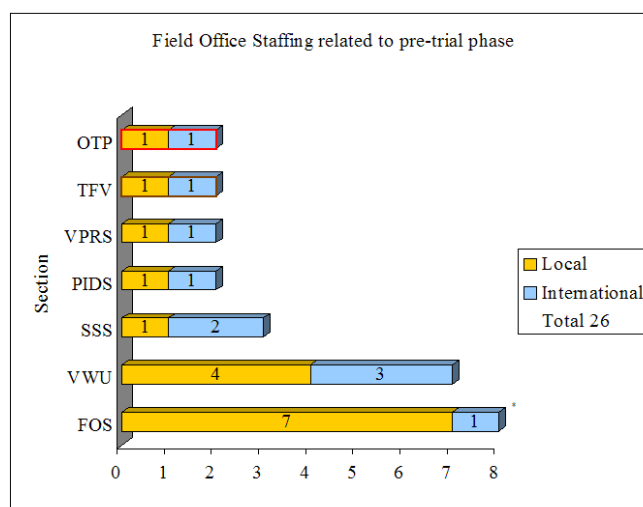
11. The pre-trial phase commences when the Prosecutor decides to open an investigation, either following a referral of a situation to the Court, or *proprio motu* investigation and consists of the following sub-phases: request to open an investigation (*proprio motu* only), opening of an investigation in a situation, application for an arrest warrant or summons to appear, issuance of an arrest warrant or summons to appear, first appearance of the suspect and confirmation of charges hearing.

#### Forms of field operations employed during pre-trial phase

12. A wide range of factors are scrutinized by the different organs of the Court to determine what field operation form is most suited for this phase. The first question to be examined is whether forms of field operations other than a field office presence can suitably fulfil the judicial work to be done, both operationally and financially.

13. If the decision is taken to open a **field office presence**, the general characteristics of this presence are established, such as its functional parameters and the human and material resources necessary for the functions to be performed and services to be delivered to all clients. It should be noted that a field office presence must be able to support the work on the ground as well as **missions**<sup>14</sup> from Headquarters and within the situation country.

14. Experience to date shows that an average **26 staff members** have been deployed in a field office during this phase, distributed as follows. In accordance with the Statute, the OTP shall carry out the investigation of incriminating and exonerating circumstances, and its activities drive the process. Other bodies such as the Trust Fund for Victims, the counsels express needs and require field operations services. As indicated in paragraph 2, the Registry may maintain a presence on the ground in order to fulfil its obligations, including the provision of the necessary support and assistance to respond to the operational needs of all the abovementioned clients.



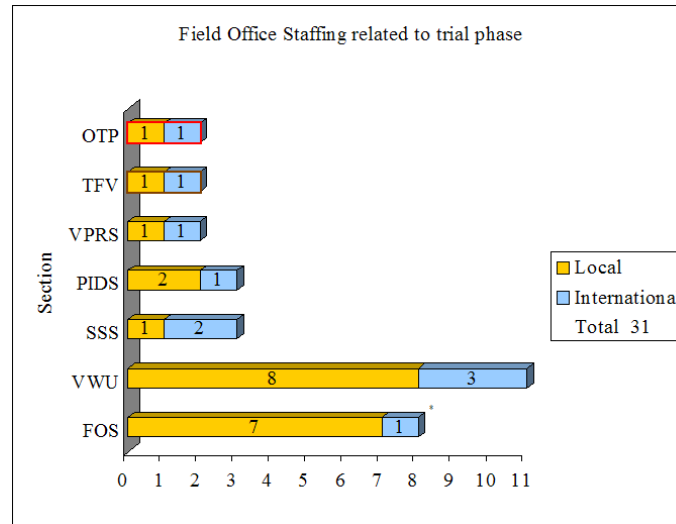
<sup>14</sup> Exploratory missions may also be undertaken particularly in relation to the initiation of a *proprio motu* investigation by the Prosecutor.

**3. Trial phase: preparation of trial and trial hearings, judgment**

15. The trial phase commences immediately after the conclusion of the confirmation of charges and finishes with the delivery of the judgment.

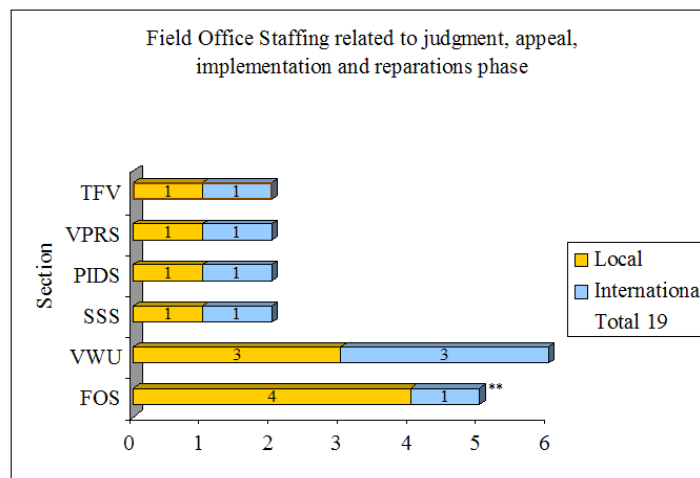
**Forms of field operations employed during trial phase**

16. If a field office presence was opened during the pre-trial phase, its needs must be reassessed periodically. The necessary resources of such an office will be evaluated on the basis of the workload. The diagram below represents an estimation of the staffing that may be deployed in a field office during this phase. External and internal missions will also be pursued and supported by the field office.



**4. Appeal and implementation phase**

17. Assuming there are no other ongoing investigations, trial proceedings and arrest efforts, the delivery of a judgment is a key judicial moment. If a field office was opened during pre-trial and/or trial phase, it will commence scaling down, in preparation for closure in accordance with an agreed closing strategy. It should be underlined that the Court has not reached this stage of proceedings. Therefore the figures below are indicative only. They furthermore do not include the presence of the OTP in the field in light of its obligations in relation to witnesses' management. This presence is based on a needs' assessment and updated yearly.



18. During this phase either the Prosecutor or the Defence may need to conduct further investigations or other missions in order to ground any appeal.<sup>15</sup> Further, the Registry would need to be ready to implement the orders of the Chambers regarding participation and keep the affected communities informed about the developments.

19. By this time, the Court will hopefully have developed the necessary relays and networks to allow it to operate largely through headquarters.

20. If the accused is convicted, the main focus of this phase will remain the continued protection of witnesses and victims and implementation of reparations. The main role in relation to reparations will rest with the staff of the Trust Fund for Victims, although there might also be a role for staff of the Victims Participation and Reparations Section, depending on judicial determinations. A further limited outreach role can be envisaged in managing expectations of the affected communities related to reparations orders. The witness and victims' protection experts, including the Office of the Prosecutor's staff, will also be conducting activities in the field with a view to implementing the residual function strategy.<sup>16</sup> This includes handing over to the national authorities responsibilities for the protection of witnesses where feasible.<sup>17</sup>

## B. Key factors with impact on the field operations

21. It should be underlined that there are a number of variables influencing the dynamic of field operations. These influence the Court's day-to-day operation and could impact severely on the selection of **the forms of field operations** and their effective management. A non-exhaustive list is presented below:

- (a) Judicial developments:
  - (i) One situation, multiple cases, more than one accused person per case;
  - (ii) multiple situations, each leading to multiple cases with more than one accused persons per case;
  - (iii) situation(s) with arrest warrants outstanding for a prolonged period of time;
  - (iv) development of the jurisprudence in relation to victims' participation and modalities for the actual participation by legal representatives of victims, reparation issues;
  - (v) decisions of Chambers with respect to movement of witnesses for trials in The Hague, collective or individual;
  - (vi) decision by the judges to organize hearings in situ, including visits in situ;
  - (vii) length of the judicial phases, for example, if the judges decide to stay proceedings;
  - (viii) completion of a case in one situation with other active pending cases in the same situation; and
  - (ix) case deemed inadmissible during the trial phase and decision confirmed on appeal.

<sup>15</sup> Article 81 1 (b): "The convicted person or the Prosecutor on that person's behalf may make an appeal on any of the following grounds: (i) procedural error, (ii) error of fact, (iii) error of law or (iv) any other ground that affects the fairness or reliability of the proceedings or decision."

<sup>16</sup> See the part entitled Closure of a situation: exit strategy and residual functions.

<sup>17</sup> A number of complex factors will influence the work in the field in this area. They may include, amongst others, the quality of witness protection mechanisms available at the national level, orders by Chambers in specific cases or a policy decision to be taken case-by-case.

- (b) Challenging environment for ICC operations:
- (i) distances between the seat of the Court and the areas where it operates, as well as within those areas. For example, distance between the Court and the current areas of operation (The Hague – Bunia: 6,400 km; Bunia – Kinshasa: 2,200 km; Kampala – The Hague: 6,318 km; N’Djamena – Abeche: 700 km).
  - (ii) size, capabilities and proximity to the UN peacekeeping missions and other international presences. Experience has shown that the UN is overstretched and has limited resources to share with external partners;
  - (iii) omnipresent poor infrastructure;
  - (iv) ICC self-sustained organization when it comes to telecommunications, ITC equipment, vehicles (access to UN air and capacity networks where available, such as MONUC and WFP is a plus);
  - (v) volatile political landscape; and
  - (vi) remote and inaccessible locations and dispersion of key target groups (affected communities: victims, witnesses).
- (c) Security challenges:
- (i) Volatile security situation due to ongoing conflicts or post-conflict situation;
  - (ii) Frequent incursions of militia groups into areas where ICC operates;
  - (iii) Looting of ICC premises, evacuation of or threats addressed to field-based staff;<sup>18</sup> and
  - (iv) Precarious information security environment in terms of integrity and communication of information and data without compromise.
- (d) Human resources issues:
- (i) Identify and recruit personnel with the required skills and capacities at the local level to perform certain specialized functions: interpretation, security, outreach, assist in protection of victims and witnesses;
  - (ii) Mobility of staff with field experience, specialised skills and competencies; and
  - (iii) ICC conditions of services for field-based staff should be attractive, so as to enable selection of highly skilled and competent field staff.
22. Depending on how these factors interplay, different decisions can be taken as to the best- suited forms of field operations to be used. For example:
- (a) Assuming the ICC has already an established field office presence:
- (i) freeze this presence for a period of time. For example, this decision can be taken as a result of a combination of security and judicial developments factors (i.e. deteriorating security situation, threats to the ICC and its staff, pending a decision to issue an arrest warrant);
  - (ii) redeploy staff to a greater area of need. For example, this decision can be the result of a combination of judicial developments and human resources factors (i.e. ICC opens investigations in other situation(s) and requires staff with specialised language skills already available in an existing situation);
  - (iii) impose a temporary ban on external and internal missions;
  - (iv) evacuate personnel and scale down to essential staff;
  - (v) scale up, for example due to the fact that in the same situation there are new cases which may require support;

<sup>18</sup> To date five evacuation exercises have been conducted in Abeche and one in Kinshasa. Additionally, N’djamen office was looted once.

(vi) impose enhanced witness and victims protection measures (resettlement and/or relocation) as a result of risk assessments;

(vii) deploy additional human and/or material resources, for example to support hearings in situ if and when decided by the judges.

(b) Assuming the ICC does not have a field office presence, conduct missions from headquarters, rely on state cooperation and diversified networks.

### C. Closure of a situation: exit strategy and residual functions

23. The ICC is a permanent institution and therefore will not face the challenge known to the temporary tribunals and courts, such as the ICTY, ICTR, SCSL, of having to close down its operations completely. Nevertheless, the ICC will have to tackle issues in relation to what one could call the closing of a situation. The ICC is therefore closely following the discussions about completion strategies, residual functions and legacy in the other tribunals and courts, with a view to building on their experience and knowledge.

24. A range of complex issues will have to be addressed to create a policy on residual functions and legacy. In order to prepare relevant strategies and provide policy orientation and guidelines, at the Registry level a Field Coordination Working Group has been established. The input provided by the Working Group will be channelled into inter-organ discussions on these matters which will finalise a Court-wide policy on residual functions and legacy.

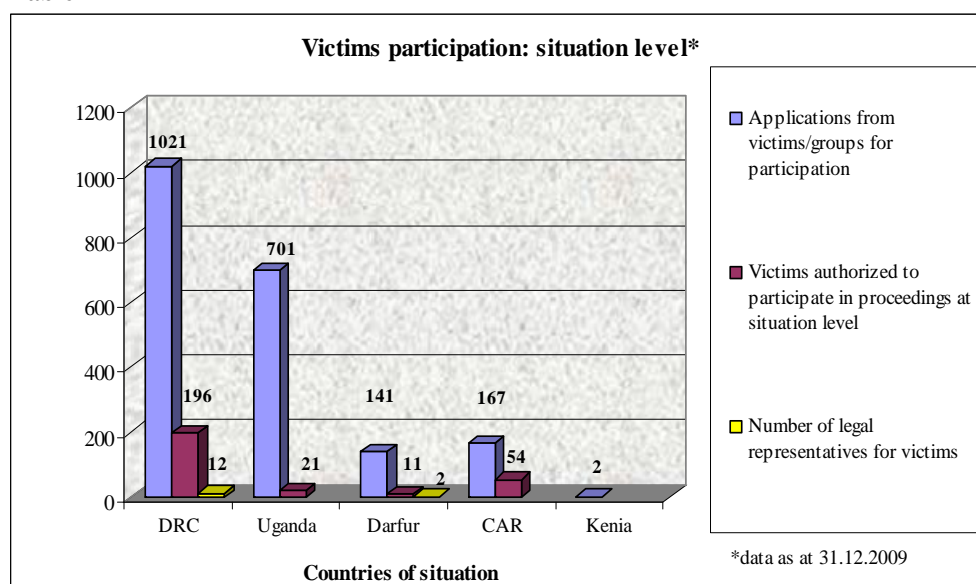
25. The policy on residual functions and legacy will address the exit strategy of the Court from its situation countries. It should be underlined that an evaluation of all field office presences in relation to preparation of the budget submission is done every year. As part of this exercise, depending on the evolving judicial developments and based on the 2011 assumptions, particular attention will be paid to creating further efficiencies in exiting field office presences, including Abeche/Chad.

## Part II: Way forward: proposed field-related enhancements

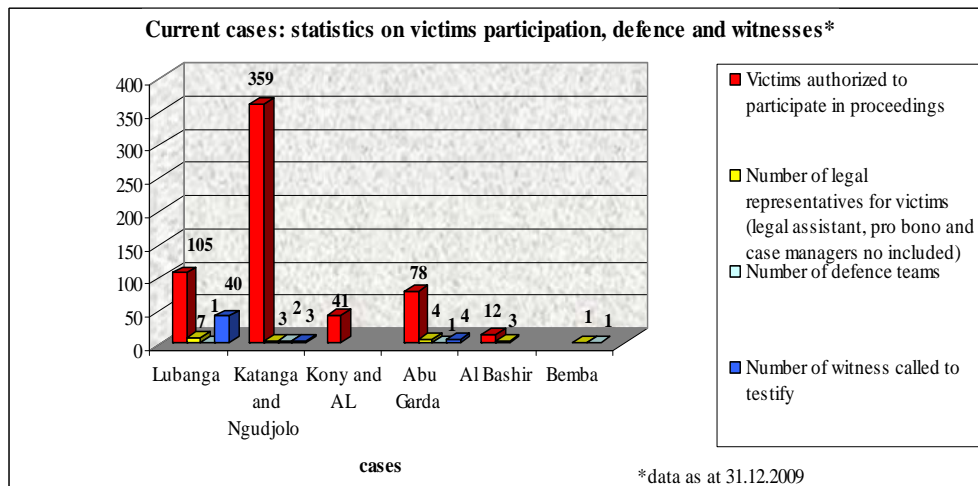
26. The ICC judicial activities have rapidly increased over the past years in all areas: preliminary examinations, investigations and trials. Field operations must therefore be reassessed and new methods developed.

27. Table 1 illustrates the developments in relation to victims' participation at the ICC to date. Table 2 details key statistics per each of the six cases in relation to victims' participation, legal representation of victims, active Defence teams and witnesses called to testify.

**Table 1**

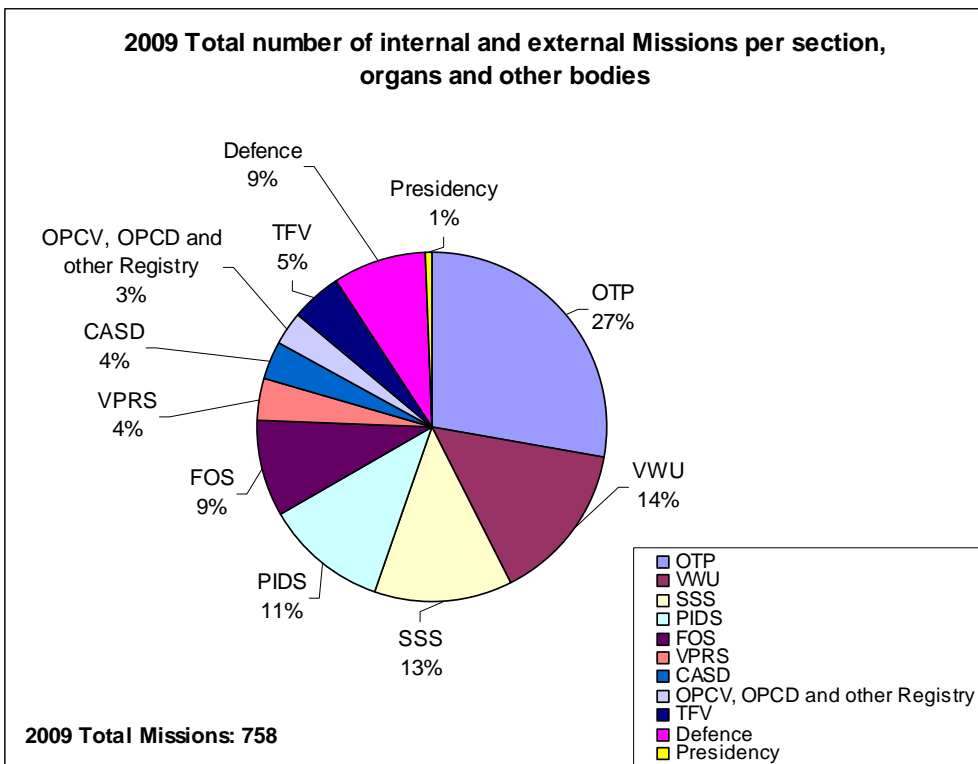


**Table 2**



28. The work undertaken in the field in all countries of situation by 122 staff members, 31 international staff and 91 national personnel,<sup>19</sup> representing 14.4 % of the ICC staffing,<sup>20</sup> is an important weight on resources and must be assessed carefully. 86 % are Registry staff deployed in seven functional units in each field office.<sup>21</sup> Table 4 illustrates the total number of missions undertaken in 2009. It should be noted that since 2007 the number of internal and external missions to all countries of situation has increased by 24.01%. Table 4 shows how, in order to support increasing work, the total number of field-based staff has increased by 13.5 times since the beginning of field operations in 2005.

**Table 3**

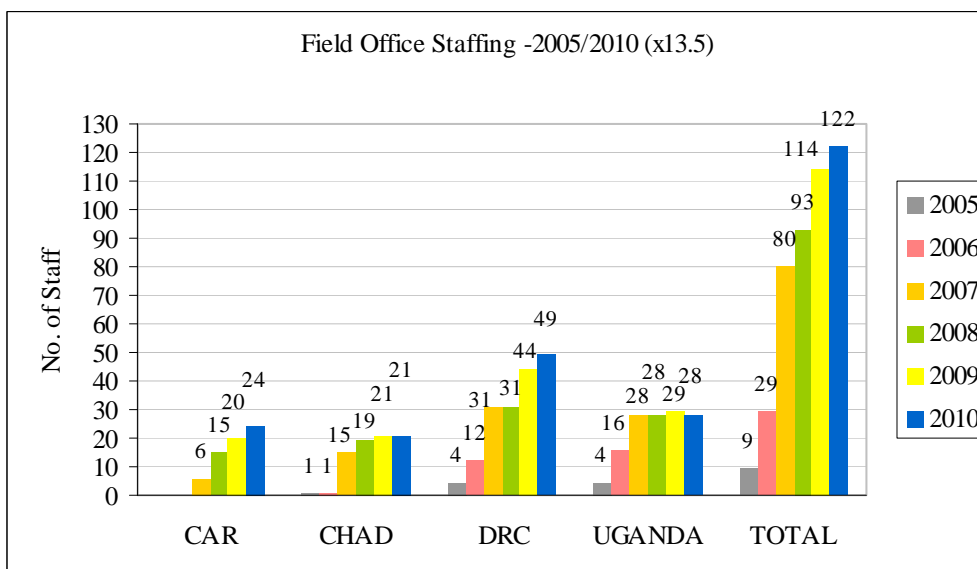


<sup>19</sup> Established and GTA positions.

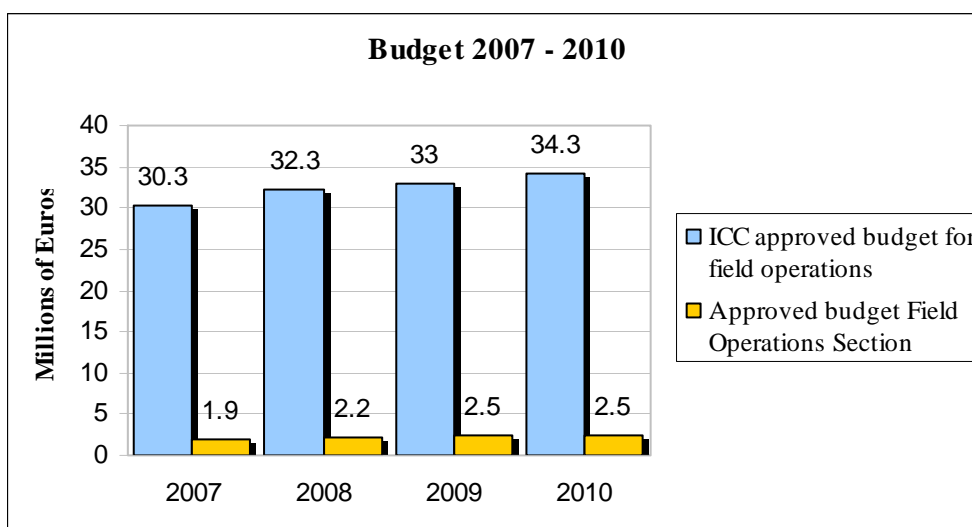
<sup>20</sup> 847 staff members (as at 1<sup>st</sup> February 2010): elected officials, established posts and GTA.

<sup>21</sup> Annex I – Organigrammes of the field offices.



**Table 4**

29. As a consequence, since 2007 the Court has consistently identified the costs related to its field operations. Table 5 below reflects the trend of the approved budget allocated to ICC field operations over the past 3 years in relation to the budget of the Field Operations Section called upon to support and assist Court-wide field operations.

**Table 5**

30. With the strategic planning and coordination capacity given to the Registry at the end of 2009, a new phase is commencing. During this phase a strategic plan for field operations will be developed, incorporating the field experience to date, in coordination with the other organs, counsel and bodies. Development of a number of important policies, guidelines and manuals can be envisaged as necessary. These may include a start-up manual documenting the field experiences and standardizing processes. A transition and exit document, as well as a liquidation manual, can also be developed. They will be based on field lessons learned and best practices.

31. Further enhancements now have to be taken at field level. It should be recalled that the current Registry's structure in the field offices is horizontal. Reporting and communication lines between the seven field-based Registry's functional units and the Registry's structure at Headquarters are illustrated in Annex II. This structure has resulted in a number of shortcomings identified in 2008 by the Registrar and confirmed

subsequently, through work done by external experts,<sup>22</sup> internal auditors and the Registry's Staff Welfare Unit<sup>23</sup>. These shortcomings include:

- (a) Lack of coherence between Registry's field-based functions;
- (b) Inadequate command and control of the Registry's field-based human and material resources. The current parallel nature of the Registry's field structure has no formal coordination mechanisms. It also limits the flexibility of the workforce within each Registry's functions, rather than creating a wider pool of staffing resources;
- (c) Poor communication and reporting within the Registry's structure in the field and between the Registry's field-based functional units and Headquarters;
- (d) Deterioration of staff morale, functional burnout;
- (e) Inefficiencies as a result of having multiple, unclear, communication, reporting and accountability lines;
- (f) Duplication of administrative functions;
- (g) Delayed and poor decision-making within the Registry's field-based horizontal structure;
- (h) Lack of management in the field of human resources, ICT and staff welfare issues;
- (i) Lack of overall Registry accountability and responsibility; and
- (j) Lack of capacity to establish effective performance indicators and workloads analysis and monitor their implementation, and provide comprehensive reporting of the Registry's performance in the field. The capacity of the Registrar to oversee the operation of the Registry in all five field offices is significantly reduced, thus increasing the risk of poor decision-making.

32. In order to overcome these risks, the Registrar has approved the establishment of a new position for each field office: Registry Field Coordinator at P-4 level<sup>24</sup>, to replace the position of Field Office Manager at P-3 level. Within the delegated authority of the Registrar, the Registry Field Coordinator, will be responsible for:

- (a) oversight, coordination and management of 7 field-based functions of the Registry without interfering in the substantive decision-making between those sections/Units and their clients/users where relevant;
- (b) oversight and control of financial resources and assets;
- (c) external coordination with various actors whose assistance is needed to ensure operations in the situation country, particularly in terms of administrative, logistics and support functions and transmission and follow-up on the Chamber's orders;
- (d) prioritization between Registry's operational needs and resources;
- (e) enable the efficient provision of high-quality and timely services to the Office of the Prosecutor, and counsel teams, Trust Fund for Victims and the Registry's field-based functional units;
- (f) implementation of contingency plans, including evacuation, in order to deal with unforeseen and/or critical situations in accordance to the Rules of Procedure and Evidence (Rule 13.2) and according to the authority of the Registrar and the Prosecutor as per the Information Circular entitled "An Executive Statement by the Registrar on the ICC Security and Safety Section (SSS), Joint Threat Assessment Group (JTAG), Joint Crisis Management Team (JCMT) and Information Security Management Forum (ISMF)-ICC/INF/2008/003; and
- (g) acting as focal point for the setting up of field offices when and if required and their closure and implementation of exit strategy.

<sup>22</sup> Evaluation exercise conducted by external experts in 2008 and 2009.

<sup>23</sup> Audit missions to the field offices in 2009 and 2010.

<sup>24</sup> A reclassification exercise has been conducted in 2009 and has resulted in upgrading the position to a P-4 level.

33. Having acquired substantial experience and know-how in relation to field operations, the Registry Field Coordinators will represent a valuable pool of experts to be drawn upon by the organization over the coming years. They can be easily deployed to assist the Court in the implementation of its mandate outside Headquarters, irrespective of the form of field operation utilized by the Court.<sup>25</sup>

34. It should be noted that the Registry's field-based Sections/Units will continue to be guided from a substantive point of view by their respective Sections/Units in The Hague.

35. At its thirteenth session, the Committee on Budget and Finance requested additional information regarding efficiencies that would result from "enhanced representation of the Registry in the field".<sup>26</sup> The Registrar proposes moving to an integrated model, whereby the coordination and oversight of the Registry's field-based functional units will be ensured for by the Registry Field Coordinator.<sup>27</sup> The Registry Field Coordinator will be key in achieving the following efficiencies:<sup>28</sup>

(a) effective and efficient oversight and management of all Registry's field-based functions and material resources through:

(i) development of specific performance indicators, preparation of workload analysis and monitoring of their implementation in relation to the Registry's field activities. Propose adjustments when needed;

(ii) formal authority, leadership and professionalism in the Registry's field-based functional units;

(iii) prioritization of scarce resources and control of usage of field-based assets and the use of financial means, in accordance with the Financial Regulations and Rules;

(iv) planning and organising the demands for services with a view to guarantee timely and high quality services to all clients to their satisfaction;

(v) addressing the Registry's cross-cutting issues such as logistics, administration, human resources management (attendance records, leave monitoring, staff welfare issues), finance and administrative support;<sup>29</sup>

(vi) developing a systematic risk-based approach that would be integrated into planning and decision-making;

(vii) developing one performance report per field office for the Registry's activities;

(viii) managing staff welfare issues and implementing welfare programmes.

<sup>25</sup> For example, they can be used to pursue exploratory missions in a new situation, conduct feasibility studies for hearings in situ, establish field based presences or other presences as and when required. When and if decided to establish a field presence, the Registry Field Coordinators are the key person to oversee the efficient operation of life cycle of a field office in its pre-set up and set up, running and the closure phases. They are key resources in collecting pertinent data and preparing realistic and comprehensive assessments in relation to the timing and the scaling up of down of the field office presences. They are also an important resource in the coherent implementation of exit strategies, including the disposal of ICC assets.

<sup>26</sup> See footnote 3 above.

<sup>27</sup> See Annex III – Registry Field Operations: Key functions, staffing composition and reporting lines for operational purposes.

<sup>28</sup> These efficiencies were also identified by the external experts in December 2009. However, if the existing Registry's organizational structure in the field was maintained, the experts outlined seven risks for the Registry and rated them as high and extreme: duplication and multiplication of efforts, poor cohesion team and culture, failure to achieve objectives, failure to attract qualified personnel, poor morale and burnout, poor compliance with rules and regulations, lack of credibility.

<sup>29</sup> For example, centralize the current fragmented financial reporting processes. Currently the expenditure reporting processes are fragmented and carried out separately by each Registry field-based Section.

- (b) improved coherence of the Registry's field-based functional units;
- (c) improved coordination with external actors in implementing the Registry's mandate in relation to administrative functions and follow-up on the Chamber's orders, including inter alia:
- (i) coordinate requests for visas and/or passports to ensure timely travel to the Hague of prosecution or defence witnesses to appear before judges;
  - (ii) coordinate requests addressed to UN and other local actors in relation to operational and logistical support and ensure their timely response (e.g. flights, including special flights as required). Ensure that no conflicting or competing requests are sent by other Registry field-based functional units;
  - (iii) coordinate with various actors in preparation for high-level visitors such as the President, Registrar, Judges<sup>30</sup>;
  - (iv) follow up on the orders of the Chambers notified by the Registry to local authorities to ensure their timely response:
    - There is a significant number of such requests sent by the Registry to the authorities of situation countries. Currently, there is no formal authority to follow up;
    - There are significant delays in the responses of authorities of situation countries of requests sent by the Registry to the authorities, sometimes several months;
    - Often missions from Headquarters are sent to ensure follow-up;
    - Travel costs can be reduced if the Registry Field Coordinator is the authority responsible for ensuring regular follow-up;
    - Timely and effective reporting to the Chambers will be attained;
  - (d) capacity to implementation of contingency plans, including evacuation, in order to deal with unforeseen and/or critical situations in accordance to the Rules of Procedure and Evidence (Rule 13.2) and according to the authority of the Registrar and the Prosecutor as per the Information Circular entitled "An Executive Statement by the Registrar on the ICC Security and Safety Section (SSS), Joint Threat Assessment Group (JTAG), Joint Crisis Management Team (JCMT) and Information Security Management Forum (ISMF)- ICC/INF/2008/003;
  - (e) improved quality and timeliness of decision-making in relation to Registry's internal organisation;
  - (f) reduced inefficiencies created by having multiple reporting lines;
  - (g) elimination of redundancies and duplication in the Registry's current organizational structure and communication within the field offices and between the field offices and Headquarters;
  - (h) sustainable provision of high quality and timely services to the Office of the Prosecutor and counsel (Defence and legal representatives of victims) and Trust Fund for Victims; and
  - (i) improved staff morale and commitment within the Registry's teams deployed in a field office, capacity to foster a common culture.

<sup>30</sup> The Office of the Prosecutor coordinates its visits directly with the local authorities.

36. The Court's internal auditors are currently reviewing the Registry's field operations and have noted significant operational inefficiencies and control deficiencies caused by weaknesses in the current organizational structure. The internal auditor supports the establishment of a post that would promote integration of the Registry's field programmes, thereby strengthening coherence, coordination, communication and oversight. The auditors also noted that a field coordinator would provide leadership and direction in implementing change initiatives that are needed to reduce inefficiencies, enhance controls and improve staff morale.

37. It should be underlined that the Court has not yet completed any of its pending cases. As the judicial activities unfold and a number of these first cases are completed, lessons will continue to be learned and incorporated into the way the Court conducts its field operations, thus ensuring their streamlined and efficient development.

38. The Court's field operations has come a long way in the past five years. Ensuring their strategic and policy-oriented development is the next milestone. A number of steps have already been taken in this direction with the approval by the Assembly of the Committee's recommendations related to proposed enhancements at Headquarters.<sup>31</sup> It is recommended that these developments are matched by effective actions at the field-office level, thus ensuring a long-lasting, coherent and meaningful strategic development of field operations.

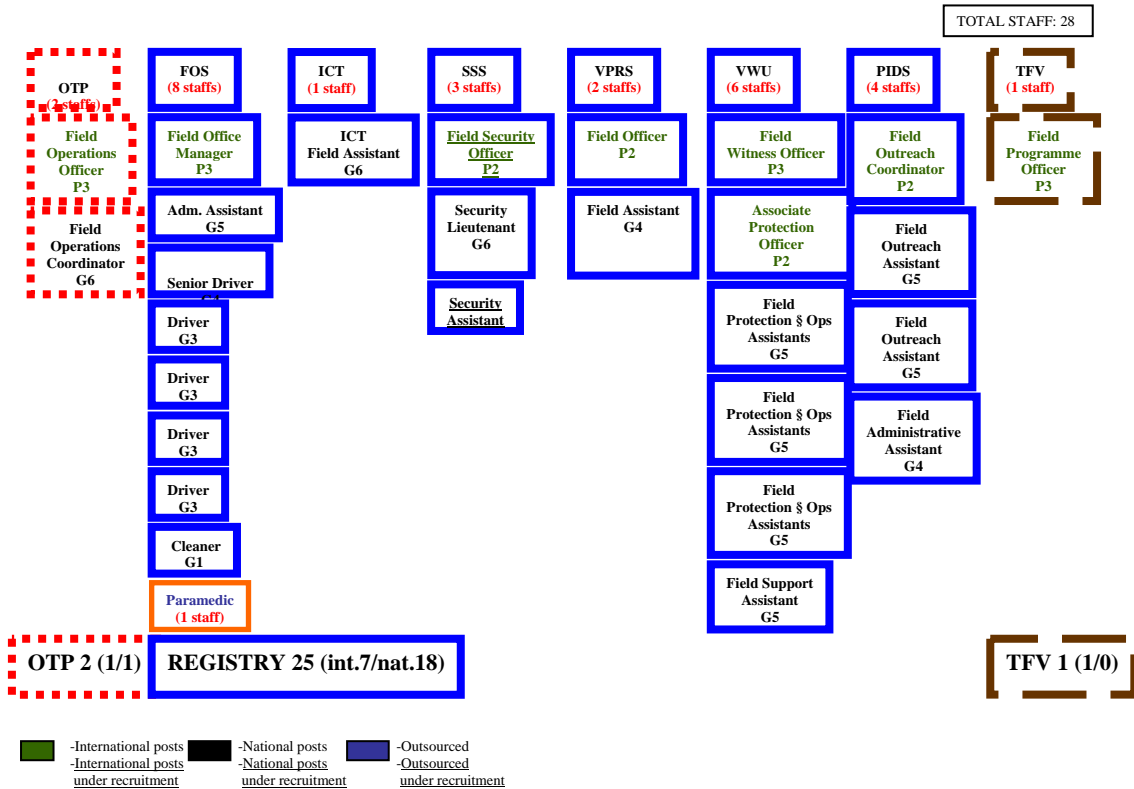
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<sup>31</sup> See footnote 2 above.

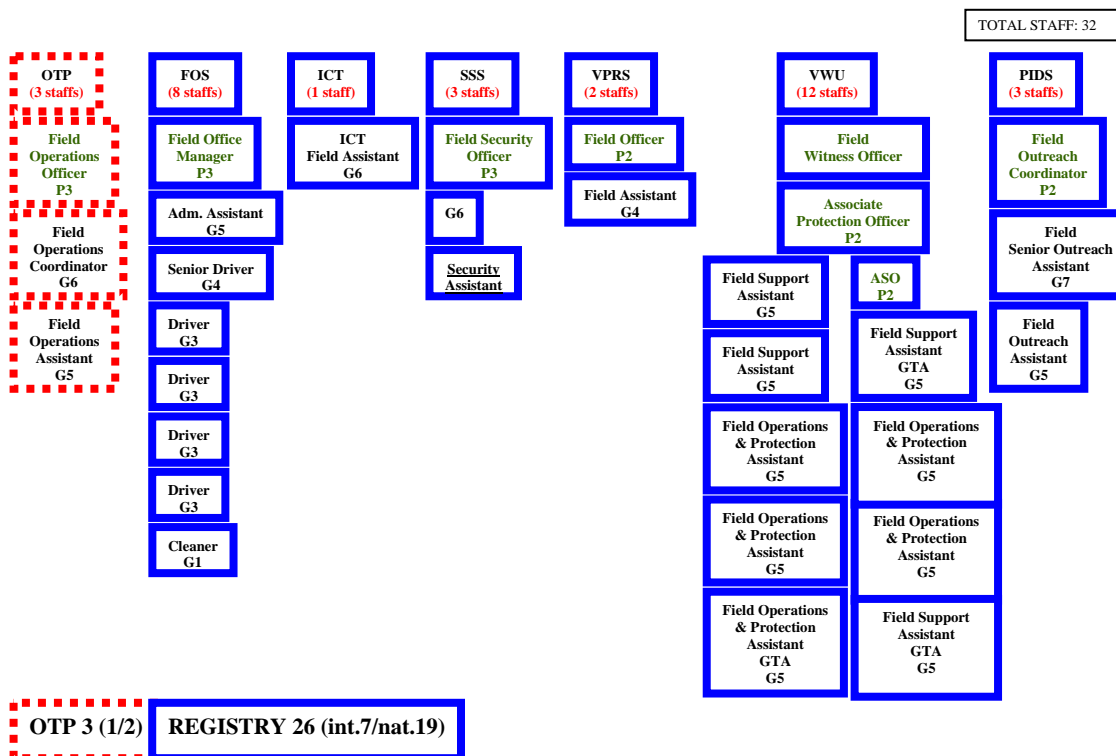
# Annex I

## Organigrammes of the Field Offices

### Field Office Kampala/Uganda - 2010



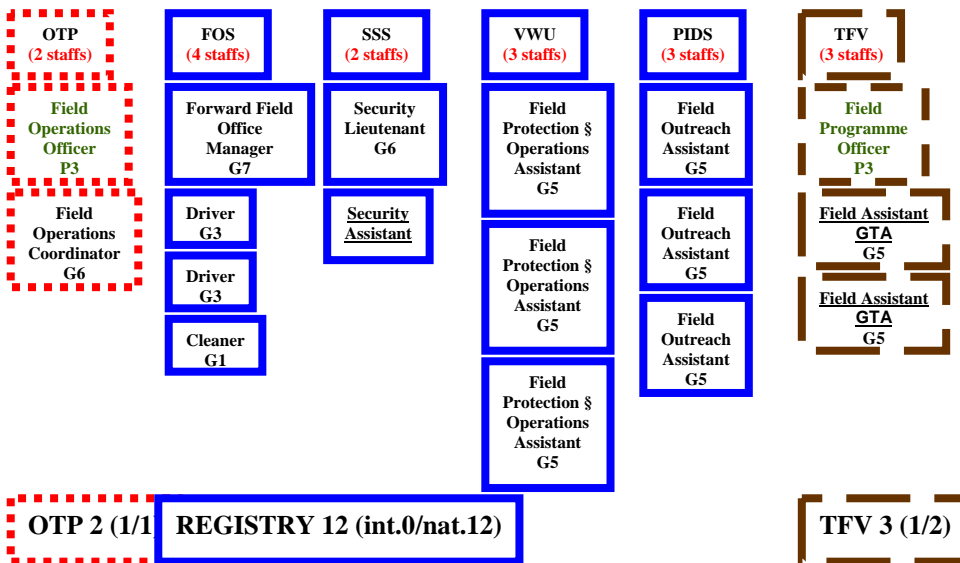
**Organigramme of the Field Office Kinshasa/DRC - 2010**



-International posts  
 -National posts  
 -International posts under recruitment  
 -National posts under recruitment

**Organigramme of the Field Office Bunia/DRC - 2010**

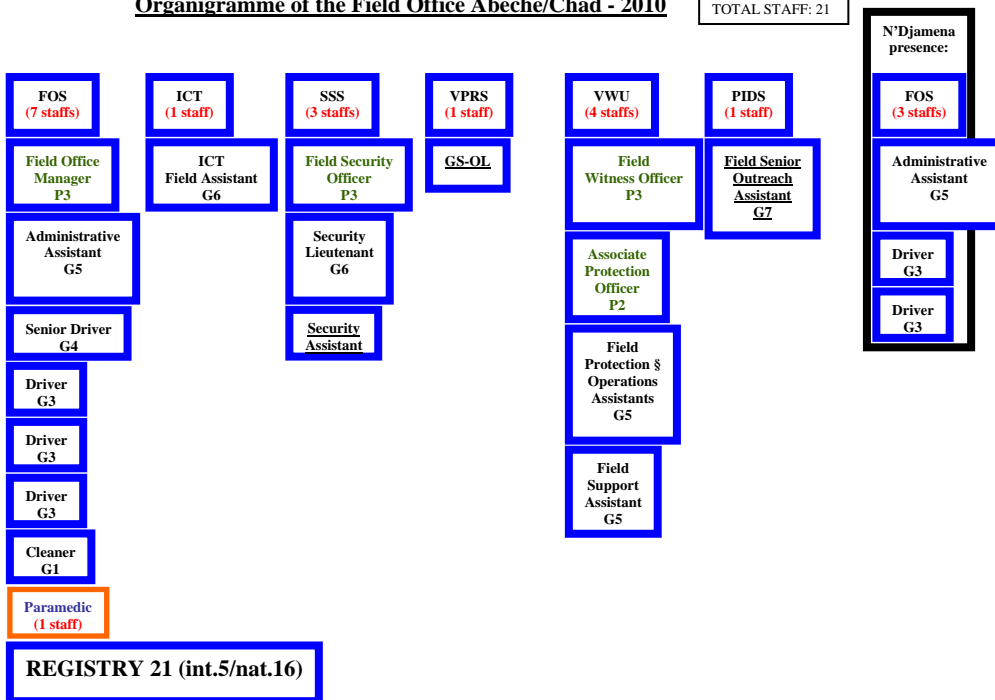
TOTAL STAFF: 17



-International posts  
 -International posts under recruitment  
 -National posts  
 -National posts under recruitment

**Organigramme of the Field Office Abeche/Chad - 2010**

TOTAL STAFF: 21

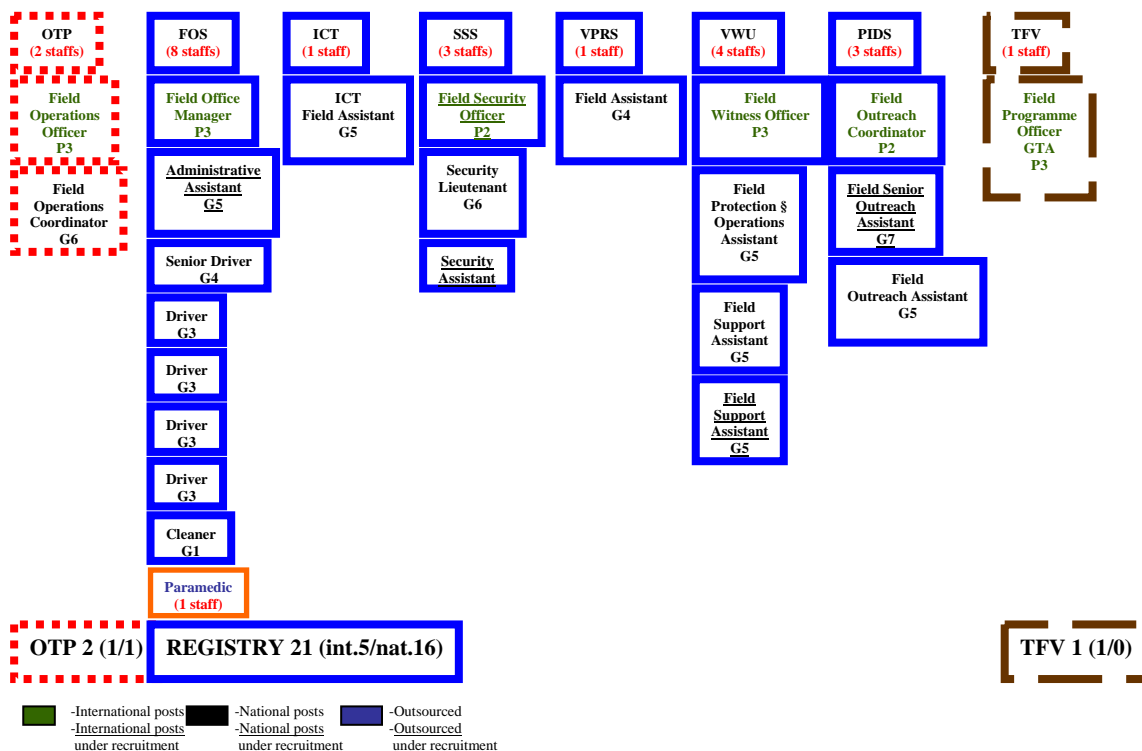


-International posts  
 -International posts under recruitment  
 -National posts  
 -National posts under recruitment  
 -Outsourced  
 -Outsourced under recruitment



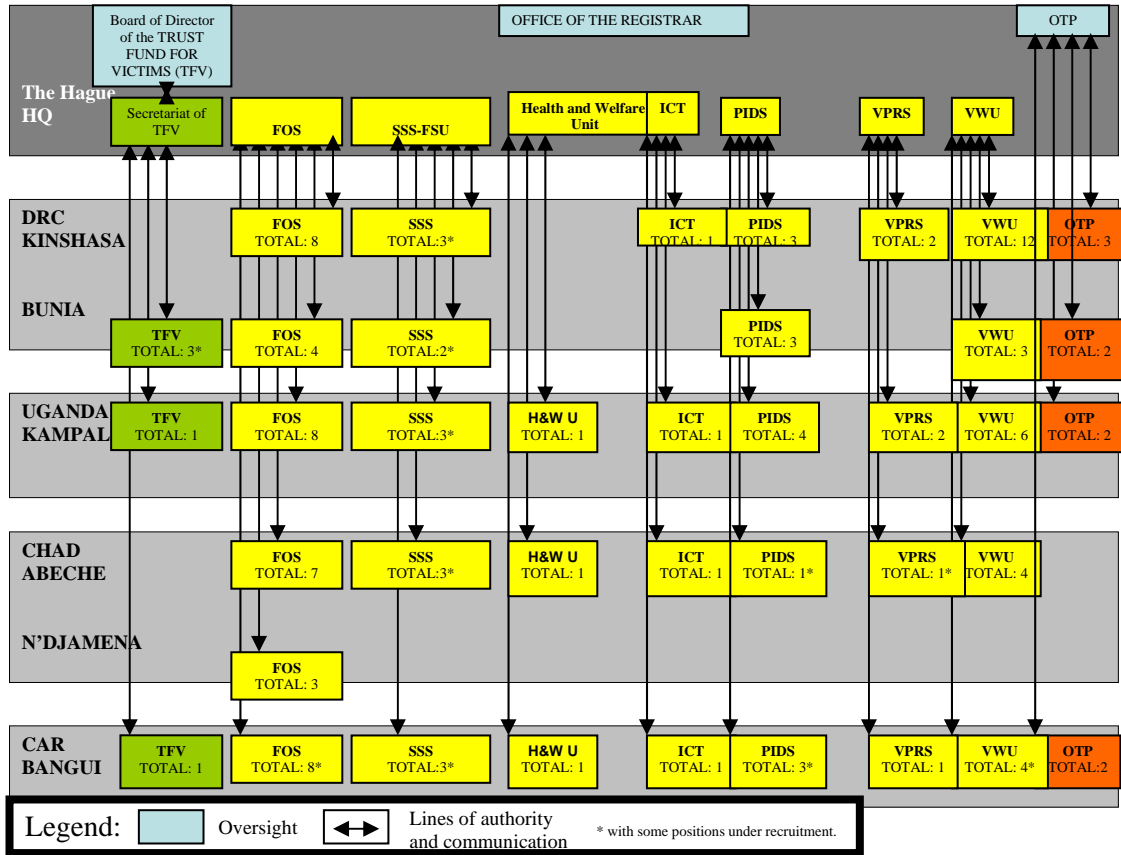
**Organigramme of the Field Office Bangui/CAR - 2010**

TOTAL STAFF: 24



## Annex II

### Field Operations - Key Functions, Staffing Composition & Reporting Lines



### Annex III

## Registry Field Operations: Key Functions, Staffing Composition & Reporting Lines for operational purposes

