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**Fourteenth session**

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**Report on the review of the organizational structure of the Registry****Outcomes of Phase 4 of the *ReVision* Project****Decisions on the structure of the Registry\****Executive summary*

This report provides an update on the developments in the *ReVision* Project since the twenty-third session of the Committee on Budget and Finance in October 2014, and outlines the decisions on the structure and staffing of the Registry, taken by the Registrar, on the basis of the recommendations of the *ReVision* team.

The Committee recommended that the Registrar continue to identify savings in 2014 and thereafter, and report to the Committee on the final results of the savings identified as of 31 December 2014 and on additional efficiencies and synergies identified after completion of the *ReVision* Project at its twenty-fourth session.<sup>1</sup>

The Assembly of States Parties *acknowledged* the continued efforts of the Registry to reorganize and streamline the Registry's organizational structure and *authorized* the Registrar to continue with this process within the envelope of the approved programme budget for 2015 and the maximum number of established posts and approved positions.<sup>2</sup>

The *ReVision* team submitted all the reports on the review of the structure and staffing of the Registry, on schedule, at the end of March. The Registrar took the decisions concerning the recommendations, as outlined in this report. The decisions taken by the Registrar on the structure and staffing of the Registry resulted in a total number of posts that is well within the envelope as mandated by the Assembly and provide the potential for additional cost savings. The Registrar has delivered a system that is able to drive synergies and savings, as intended.

Following the decisions taken by the Registrar, legal and operational steps, requiring action particularly on the part of the Human Resources Section, are necessary for the implementation of the proposed new structure.

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\* Previously issued as CBF/24/24.

<sup>1</sup> *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Thirteenth session, New York, 8-17 December 2014* (ICC-ASP/13/20), vol. II, part B.2, para. 94.

<sup>2</sup> *Official Records ... Thirteenth session ... 2014* (ICC-ASP/13/20), vol. I, part III.A, resolution ICC-ASP/13/Res.1, sub I, para. 2.

## I. Introduction

1. At its twelfth session, the Assembly of States Parties (“the Assembly”) authorized the Registrar to reorganize and streamline the Registry’s organizational structure within the envelope of the approved programme budget for 2014 and the maximum number of established posts and approved positions.
2. The Registrar’s aim throughout the *ReVision* process has been to achieve maximum synergies, economies of scale and flexibility, sustainable in the long term, so as to create a restructured Registry that functions effectively and efficiently and is better able to absorb fluctuations in workload. This was therefore a right-sizing exercise. The focus of the *ReVision* project was thus not to generate significant cost savings but, rather, to achieve the above project goals within the envelope of existing resources. The Registrar has achieved these goals by means of the decisions on structural changes and adjustments outlined below. Registry functions will now be organized and structured so that they deliver cost-effective high-quality services in a timely manner.
3. This report presents the Registrar’s decisions on the new structure of the Registry, taken on the basis of the recommendations of the *ReVision* team. The decisions taken by the Registrar address the structure and staffing of the Registry. The *ReVision* team will finalize the more detailed reports (on workflow and work processes, systems and databases, communication, coordination and cooperation, among others) in April 2015 and is expected to complete its final report on the Registry before the end of June 2015.

## II. Vision on new structure

4. The vision under which the Registry’s new structure was developed is based on the following objectives:
  - (a) to develop a strong managerial structure for the Registry, including a central role for the Immediate Office of the Registrar (IOR) and the creation of small but effective immediate offices of the Directors of the three Registry divisions with a strong focus on strategic issues;
  - (b) to limit the number of reporting lines to the Registrar;
  - (c) to strengthen the legal function within the Registry;
  - (d) to separate the Budget and Finance Section into a Budget Section (BS) and a Finance Section (FS);
  - (e) to place the Security and Safety Section (SSS) within a new Division of Management Services (DMS);
  - (f) to strengthen the Human Resources Section (HRS) in particular in the area of organizational development;
  - (g) to move the information and communication technology functions of the Registry from the former Common Administrative Services Division (CASD) to a new Division of Judicial Services (DJS) and transform the existing Information and Communication Technology Section (ICTS) into an Information Management Services Section (IMSS);
  - (h) to strengthen the translation and interpretation services of the Registry, and all other language-related services, within a new Language Services Section (LSS);
  - (i) to create a new Division for External Relations (DER), comprising the Victims and Witnesses Section (VWS), the Press Information and Outreach Section (PIOS), the Cooperation and External Relations Section (CERS) and the field offices;
  - (j) to strengthen the new Press Information and Outreach Section (PIOS) and increase its focus on the Court’s website and social media and on outreach;
  - (k) to concentrate all Registry services related to external relations (with, for example, the Assembly, non-States Parties, non-governmental and international organizations) and State cooperation; and

- (l) to reorganize the field offices so as to provide stronger management functions in the field under a Head of Registry Services, supported by a multidisciplinary team dealing with outreach and victims as well as dedicated resources for administration, security and witness support.
5. These objectives, as well as more detailed aspects of the project vision, will be elaborated on at the appropriate places in this report.
6. It must be noted that the present report does not include any decisions in relation to the future of the present Counsel Support Section (CSS), Office of Public Counsel for Defence (OPCD), Victims Participation and Reparation Section (VPRS) and Office of Public Counsel for Victims (OPCV). Any recommendations or decisions on these four offices are subject to prior decision by the plenary of judges on the Regulations of the Court. As such, the start of the Phase 4 review of these offices has been postponed, pending the outcome of the discussions on the possible creation of a single Victims Office and a single Defence Office.

### III. A strong managerial structure

7. On the basis of the analysis and recommendations of the *ReVision* team, the Registrar has decided to develop a strong managerial structure for the Registry. The Immediate Office of the Registrar will play a central role in this structure. In addition, a Registry Management Team (RMT) has been created, consisting of the Registrar, the present two (and future three) directors and the Legal Counsel. A Chief of Staff, to be created within the Immediate Office of the Registrar, will act as the Secretary to the RMT. The Directors will have small immediate offices, which will support them in the strategic management of their divisions. In each division, a Division Management Team (DMT), consisting of the Director and the chiefs of all sections under his or her responsibility, will meet regularly. The same management architecture will exist at the section level, where section chiefs will convene regular Section Management Team (SMT) meeting with their heads of unit and other relevant staff within the section.
8. The Registrar and the directors have agreed on the distribution of a number of executive management functions in the organization. These relate to other, organization-wide integrating and unifying functions that bind the Registry together, including key strategic and control functions, such as the setting of organizational objectives and strategic priorities, policy making, strategic resource planning, inter-organ affairs, and crisis management. It furthermore includes organizational performance management, audit compliance, internal communication, and risk management. The One Registry principle is – from the Registry’s perspective – a basis for the effective application of the One Court principle.
9. The IOR supports the Registrar in the provision of strategic leadership, coordination and guidance to all Registry divisions and sections as well as in the management and supervision of the Registry, including by facilitating the flow of information to and from the Registry divisions. The IOR further supports the Registrar in his executive functions, as well as in the maintenance of consistency, through the coordination of all executive functions delegated elsewhere within Registry. The IOR also carries out effective high-level coordination, on behalf of the Registrar, with partners within the Court as well as with external stakeholders, in relation to the Registrar’s representational role.
10. A system of cascading delegation of authority will be implemented from the Registrar to the directors and from the directors to section chiefs. Delegation of authority will be combined with clear parameters for decision-making, clear accountability and a rigorous performance management system. An effective system for the flow of information must be put in place, as well as an information-sharing system. The overall aim in revising the management structure is to empower managers in the Registry to take responsibility for running their respective organizational units; take decisions within their delegated authority; achieve results; and manage their human and financial resources themselves. With empowerment comes accountability. Managers will be held accountable for output and outcomes, for the proper management of resources entrusted to them and for

compliance with regulations, rules and policies. Accountability should be ensured primarily, but not exclusively, through the performance management system.

11. Within the new structure of the Registry, under the leadership of the Registrar, the RMT will be responsible for overseeing the performance of all the executive functions.

#### **IV. Limitation of reporting lines to the Registrar**

12. Under the existing organizational structure of the Registry, a large number of sections report directly to the Registrar. This has led to an excessive burden of work falling on the Registrar. In the new structure, apart from the three directors, only the Legal Counsel will report directly to the Registrar. This is a result of the need to ensure strong and coordinated legal support for the Registry as a whole. All other sections will report to one of the three Directors.

#### **V. Strengthening of coordinated legal support**

13. The Legal Office is responsible for coordinating all legal activities within the Registry and ensuring the Registry has a uniform legal approach to all administrative, judicial and external activities. The Legal Office will ensure that the Registry speaks with one legal voice under the Court's legal framework. As set out in that framework, it is envisaged that the Legal Office will play a prominent role in the functioning of the Registry in the future. The prominence of this office is due to the central role of the Court's judicial proceedings. At the heart of those proceedings are Court filings and as such, the Legal Office will play a central role in relation to the production, coordination and review of those filings. The Legal Office will set up a legal network encompassing all legal staff within the Registry. The network will serve as an information-sharing and peer-consultation platform.

#### **VI. Division of Management Services, strengthening the role of the Director**

14. The DMS consists of the Budget Section, the Finance Section, the Human Resources Section, the General Services Section (GSS) and the Safety and Security Section. Some changes have taken place in the organization of the DMS: (i) the Budget and Finance Section used to be one section but has been split into two separate sections, (ii) the former Information and Communication Technology Section has been transformed into an Information Management Services Section and moved to the renamed Division of Judicial Services, (iii) the Safety and Security Section used to report directly to the Registrar and is now part of the DMS.

15. Within this Division, the Director plays a dual role of providing crucial support for the functioning of the organization as a whole and ensuring adherence to the applicable administrative framework. He or she is responsible for maintaining a holistic, well-integrated and coordinated approach to the Division's aims and activities. The Director has to create synergies among the Division's sections in the delivery of management services. In addition to his or her substantive responsibilities, as a member of the RMT, the Director participates in the decision-making on key strategic and policy issues in the Registry as a whole. The Director will be responsible for a number of executive functions, such as strategic resource planning, organizational performance, and acting as focal point for risk management and audit recommendations.

#### **VII. Separation of budget and finance functions**

16. Under the direct supervision of the Director, the Budget Section will ensure that the Registry puts in place adequate services to support all organs and activities of the Court while guaranteeing the best value for money in the fulfilment of the Court's objectives and mandate. The Budget Section provides effective, timely, accurate budgeting and control services to the Court as well as budget and forecast information and reports to management,

the Committee for Budget and Finance (“the Committee”) and the Assembly. The Budget Section will play a central role in relation to strategic resource planning. The Section will work in close cooperation with the Finance Section.

17. Under the direct supervision of the Director, the Finance Section will ensure that the Registry puts in place adequate financial services to support all organs and activities of the Court. The Finance Section will provide effective, timely, accurate and transparent financial services which meet clients’ needs while continuously evaluating work practices to ensure constant improvement.

### **VIII. Safety and Security Section**

18. While in the previous Registry organizational structure, the Safety and Security Section reports directly to the Registrar, it will now become part of the Division of Management Services. On the basis of recommendations from the *ReVision* team, a number of measures have been taken to make more efficient use of staff resources. This will also ensure a more modest increase in staffing requirements when the Court moves to its new premises.

### **IX. Strengthening of the Human Resources Section**

19. The traditional separation between a recruitment unit and a staff administration unit will be abolished, and they will be merged into one unit, thereby creating synergies between closely related functions. In addition, an Organisational Development Unit (ODU) will be created dedicated to offering a coordinated approach to performance management, learning and development and the development and implementation of human resources policies. Furthermore, HRS will take over the payroll function from the Finance Section, although the Finance Section will retain a financial control function in relation to the implementation of payroll.

### **X. Division of Judicial Support Services, strengthening the role of the Director**

20. The Division of Judicial Support Services will consist of the following sections: Court Management Section (CMS), Information Management Services Section, Language Services Section, Detention Section (DS), Counsel Support Section and Victims Participation and Reparations Section. In addition, and for administrative purposes, the Director oversees the functioning of the Office of Public Counsel for the Defence, and the Office of Public Counsel for Victims. As noted above, the latter two offices, together with the CSS and the VPRS, currently fall outside the scope of the *ReVision* Project’s Phase 4 analysis. As such, the start of the Phase 4 review of these sections and offices has been postponed, pending the outcome of the discussions on the possible creation of a single Victims Office and a single Defence Office and, importantly, a decision by the plenary of judges on amendments to the Regulations of the Court.

21. The Office of the Director will provide strategic leadership and coordination for the sections within the Division, oversee the Court’s judicial proceedings in accordance with the sections’ mandates, coordinate the implementation of Court decisions among the relevant Registry sections and interact with the different actors in proceedings (e.g. chambers, participants and other stakeholders). The Director of the DJS will play a key role in the management of the Registry, particularly in relation to its judicial support functions. Within the new organizational design of the Registry, the Director will provide strategic leadership, delegate operational responsibilities to the sections under his authority and participate actively in the RMT.

22. The Registrar has decided to create a Judicial Information Management Unit (JIMU) within CMS. A number of positions with responsibility for the eCourt system which are currently in the ICTS will be moved to the JIMU. This will ensure that the implementation and further development of the eCourt system will be driven from the perspective of the end user of eCourt rather than from an IT perspective.

23. In this context it should also be noted that a temporary post of Project Manager will be created to oversee an inter-organ strategy on the further development and implementation of the eCourt system, including the development of a Court-wide data base of the Court's case law. It is expected that development and implementation of this project will take at least two years. The Project Manager will work closely with the chiefs of both CMS and the IMSS.

## **XI. The transformation of the Information and Communications Technology Section into the Information Management Services Section**

24. A decision has been taken to merge the former ICTS with the Library (originally located within the former Public Information and Documentation Section) and the Information Security Office (originally located within SSS) into a new Information Management Services Section, with a strong focus on information management from an end-user rather than an IT perspective. The *ReVision* team undertook a very detailed and thorough analysis of the existing staffing and working methods and made detailed proposals, supported by the Registrar, aimed at a more effective use of resources and potential for increased output.

## **XII. Strengthening of the Language Services Section**

25. The former Court Interpretation and Translation Section (STIC) will become the new Language Services Section. The effective functioning of LSS has a great impact on the expeditiousness of judicial proceedings. It was necessary to strengthen the capacity of LSS in the area of English and French translation, with the creation of additional Reviser positions. Furthermore, direct contact between revisers and translators will be enhanced in order to ensure stronger accountability for the quality and quantity of translations.

## **XIII. The creation of a new Division dealing with external relations and cooperation issues**

26. The creation of the Division of External Relations was decided upon in July 2014, on the basis of recommendations resulting from the *ReVision* team's Phase 2 analysis. The Division will consist of the Victims and Witnesses Section (VWS), the Press Information and Outreach Section, a new Cooperation and External Relations Section and the Court's field offices. The Division was created with a view to ensuring greater coordination and enhanced consolidated strategic leadership for all Registry functions that have an impact on and can influence the Registry's and the Court's external image and the support of stakeholders for the Court's operations. As such, with the creation of this Division, greater coordination and synergies are ensured between public information, outreach, diplomacy and State cooperation activities, thus improving their performance. The new Division will enhance the field presence and operations of the Court and facilitate all field coordination and support activities, positioning these functions more prominently and strategically within the structure of the Registry.

27. The Division will be led by a Director, who will be responsible for building it up and ensuring its proper functioning. This Director will focus on the strategic management of the Division; operational responsibilities will be delegated to the sections under his or her responsibility. The Director will also be required to be an active and effective member of the RMT.

28. The Victims and Witnesses Section, formerly known as the Victims and Witnesses Unit, was one of the first sections that underwent *ReVision* Project Phase 4 analysis. On the basis of the recommendations of the *ReVision* team, synergies have been created between previously separate functions relating to protection, support and operations. In the new structure an integrated approach has been taken, ensuring effective support and protection of witnesses on a country-focused basis. The VWS will focus on having more staff working in the field, rather than operating from Headquarters.

29. The Press Information and Outreach Section, formerly known as the Public Information and Documentation Section, will also be strengthened. This Section plays a crucial role in the public image of the Court worldwide. More resources will be allocated to the Section in order to strengthen its capacity to develop and implement effective outreach strategies as well as to administer the Court's new website and social media communication strategies.

30. The newly created Cooperation and External Relations Section will comprise three units: an External Relations and State Cooperation Unit (ERSCU), a Country Analysis Unit (CAU), and a Field Coordination and Support Unit (FCSU). The ERSCU will coordinate all external relations with States Parties, the Assembly and other relevant stakeholders, such as non-States Parties international and non-governmental organizations and think-tanks. The Unit will also deal with the implementation of all requests for State cooperation required under chapter IX of the Rome Statute. The CAU will group together all staff performing different analysis functions, such as those related to security, media, and political as well as direct intelligence. By bringing these staffing resources together, synergies will be created among the different analysis functions, thereby enhancing the quantity and quality of analysis provided and better informing the Court's strategies and operations. The FCSU will provide the field offices with managerial, practical and logistical support and will include a coordination function for the planning of missions to the field.

31. The structure of the field offices will also undergo substantial change. As observed before, the present structure of the field offices currently follows a compartmentalized approach to the work in the field and lacks the required levels of coordination. In the new structure, most field offices will be headed by a Head of Registry Services (P-5), who will report directly to the Director of the DER. The Head of Registry Services will be assisted by an Administrative and Operations Officer (P-3). Furthermore, each office will have a Field Security Officer (P-3) and staff working in a multidisciplinary team focusing on outreach and victims issues. Finally, each office may have one or more VWS staff members reporting directly to the Chief of VWS but coordinating, for administrative purposes, with the field office's Head of Registry Services. Apart from the VWS staff, all other staff in the field will report to the field office's Head of Registry Services.

#### **XIV. The envelope of the approved programme budget for 2015**

32. At its thirteenth session, the Assembly renewed its authorization to the Registrar to continue to reorganize and streamline the Registry's organizational structure "within the envelope of the approved programme budget for 2015 and the maximum number of established posts and approved positions".<sup>3</sup> The Registrar has thus ensured that all decisions he has taken stemming from the *ReVision* recommendations are fully within the boundaries of the limits agreed upon by the Assembly for this exercise.

33. The Assembly agreed on two criteria for the purpose of establishing the outer limits of the envelope on the basis of which the Registrar was authorized to reorganize and streamline the Registry's organizational structure: (i) the approved Registry programme budget for 2015, which amounts to €65.02 million; and (ii) the maximum number of established posts and approved positions. With regard to the second criterion, the Registry's staff, as approved by the Assembly, consists of 496 established posts, which amount to €37.3 million, and 65.4 FTE in GTA positions, financed within the approved €5.6 million for GTA and other staff resources (€1.1 million of which correspond to temporary assistance for meetings, overtime and consultants). The total approved budget for 2015 for staff and other staff costs in the Registry amounts to €42.9 million.

34. Notably, the decisions of the Registrar have been taken on the basis of the Registry's structure as approved for the purposes of the 2015 programme budget and consistent with the estimated levels of activity on which that budget is based. Any additional workload or other requirements that have not been anticipated in the 2015 approved programme budget

<sup>3</sup> *Official Records ... Thirteenth session ... 2014* (ICC-ASP/13/20), vol. I, part III.A, resolution ICC-ASP/13/Res.1, section I, para. 2.

are not part of this exercise and need to be treated separately, as additional requirements that the Registrar may present as part of its proposed programme budget for 2016. Having said this, it is anticipated that the new structure will allow the Registry to contain its resource growth through material synergies. Such synergies will lead to a substantially reduced level of increments in comparison with what would have been required had there been no change in the structure.

## **XV. Transition and organisational development**

35. Now that all decisions in relation to the *ReVision* Project have been taken, there is a need to focus on their effective and timely implementation. A transition process will be put into place which will include all measures that are necessary to ensure a full implementation of the structural decisions of the Registrar. On the basis of the Registrar's decisions, Directors and Chiefs of sections will have the responsibility of developing work surveys for all new and changed positions within their division or section. They will be supported by HRS, which has already created a temporary task force to guide and implement the transition process in the coming months. The task force comprises staff from HRS, temporarily recruited specialists in work surveys and recruitment and external classifiers, and its members will be dedicated to the transition process for the next few months.

36. Staff surveys will have to be completed by mid-May. The surveys will be sent to the external classifiers, who are expected to provide their feedback, at the latest, by mid-June. HRS and the section chiefs will then be able to spend the rest of June 2015 preparing pending final decisions by the Registrar. With this ambitious but necessary timeframe, it is envisaged that all staff will have certainty about their position prior to 1 July 2015. By then, all staff will be formally notified as to whether their position will remain the same or has undergone substantial change. The aim is also to ensure, within realistic limits, that the recruitment of internal priority candidates is implemented within a very strict timeframe.

37. The transition process will have to be tailored to the individual needs of each section, given that some sections will be significantly involved in the move to the new premises. The section chiefs, under the leadership of the Directors, will receive all the support they require to enable their sections to transition from the current structure and staffing to the new structure and staffing, as approved by the Registrar. While the Registrar's policy decisions on structure are final, his decisions on staffing will be provisional in part, since they will entail work surveys and reclassification for some posts.

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