



Comprehensive Report on the Reorganisation of the Registry of the International Criminal Court

August 2016

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List of abbreviations and acronyms

ASG	Assistant Secretary-General
ASP	Assembly of States Parties
Assembly	Assembly of States Parties to the Rome Statute
AV	Audio-visual
BCSU	Building and Court Security Unit
BS	Budget Section
CASD	Common Administrative Services Division (now DMS)
CAU	Country Analysis Unit
CBF	Committee on Budget and Finance
CCO	Chief Custody Officer
CMS	Court Management Section
Committee	Committee on Budget and Finance
CPU	Coordination and Planning Unit
CSS	Counsel Support Section
DCS	Division of Court Services (now DJS)
DEO	Division of External Operations
DJS	Division of Judicial Services (formerly DCS)
DMS	Division of Management Services (formerly CASD)
DMT	Division Management Team
DPU	Disbursement and Payroll Unit
DS	Detention Section
DSA	Daily Subsistence Allowance
EASP	Enhanced Agreed Separation Package
EBLF	Employee Benefit Liabilities Fund
ECOS	Electronic Court Management System
EOSS	External Operations Support Section
ERP	Enterprise Resource Planning
ERSCU	External Relations and State Cooperation Unit
FMU	Facilities Management Unit
FOIU	Field and Operational Interpretation Unit
FOS	Field Operations Section
FS	Finance Section
FTE	Full-Time Equivalent
GRGB	Geographical Representation and Gender Balance
GRULAC	Group of Latin America and Caribbean Countries
GS-OL	General Service (Other Level)

GS-PL	General Service (Principal Level)
GSS	General Services Section
GTA	General Temporary Assistance
HQ	Headquarters
HRS	Human Resources Section
ICC	International Criminal Court
ICTY	International Criminal Tribunal for the former Yugoslavia
ICTS	Information and Communication Technologies Section (now IMSS)
ILOAT	International Labour Organization Administrative Tribunal
IMSS	Information Management Services Section (formerly ICTS)
IOR	Immediate Office of the Registrar
IPSAS	International Public Sector Accounting Standards
ISO	Information Security Office
IU	Interpretation Unit
LASS	Legal Advisory Services Section (now LO)
LO	Legal Office (formerly LASS)
LSS	Language Services Section (formerly STIC)
LTU	Logistics and Transportation Unit
NGO	Non-governmental organization
OD-DEO	Office of the Director – Division of External Operations
OD-DJS	Office of the Director – Division of Judicial Services
OD-DMS	Office of the Director – Division of Management Services
OIA	Office of Internal Audit
OMT	Office Management Team
OPCD	Office of Public Counsel for the Defence
OPCV	Office of Public Counsel for Victims
OTP	Office of the Prosecutor
P	Professional
PAU	Planning and Administration Unit
PIDS	Public Information and Documentation Section (now PIOS)
PIOS	Public Information and Outreach Section (formerly PIDS)
PwC	PricewaterhouseCoopers
RMT	Registry Management Team
RPE	Rules of Procedure and Evidence
SAP	Enterprise Resource Planning System
SMT	Section Management Team
SPCU	Security Policy and Compliance Unit
SSS	Security and Safety Section

STIC	Court Interpretation and Translation Section (now LSS)
STL	Special Tribunal for Lebanon
TFV	Trust Fund for Victims
TPU	Translation and Programming Unit
TRU	Terminology and Referencing Unit
TSTU	Translation Support and Terminology Unit
TVEU	Travel, Visa and Entitlements Unit
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Emergency Fund
USG	Under Secretary General
VPRS	Victims Participation and Reparations Section
VWS	Victims and Witnesses Section (formerly VWU)
VWU	Victims and Witnesses Unit (now VWS)
WEOG	Western European and Others Group
WHO	World Health Organisation

Foreword by the Registrar

For a number of years in the lead-up to the reorganisation of the Registry, there was a collective and widespread understanding that organisational change was necessary and long overdue. Reports by the Committee on Budget and Finance, findings by internal auditors, external experts, feedback from the other Court organs and Registry clients and surveys of the Registry staff all pointed to this need. When I ran for the position of Registrar at the International Criminal Court, I pledged to the Judges to undertake a thorough review of the Registry's functioning. In November 2013, soon after my election, the Assembly of States Parties also formally recognised the need to reorganise the Registry and authorised me to do so.

The project was called *ReVision* to reflect the underlying assumption that restructuring would be undertaken with strategic consideration of the Registry's long-term needs and *vision*. Following completion of the *ReVision* project in June 2015, and about a year into implementation of the introduced changes, it is now fitting to provide a comprehensive and holistic overview of both the process and the outcomes of the reorganisation.

As detailed in this report, the new Registry will function more efficiently and effectively than in the past. Although Sections whose workload is closely dependent on prosecutorial and judicial developments, in particular those dealing with witnesses and language services, may need additional resources when faced with an increase in workload, no major growth is expected in the overall Registry structure as the Registry is fit-for-purpose for years to come.

While the report deals with many different aspects of the reorganisation, I believe it demonstrates that the reorganisation successfully met two essential criteria: cost-effectiveness and fairness. The Registry has been transformed into a new structure – within the budgetary confines of the previous structure – and yet with capability to perform better, including the ability to better cope with a greater workload with a limited increase in resources. For instance, the reorganisation has allowed the Registry to reduce the increase in security staffing in the Court's new premises, from 24 to 16 staff, by creating a more flexible security workforce. Another notable example is the strengthening of decision-making in the field in terms of victim and witness protection, which has allowed the Registry to maintain the same level of travel budget for this purpose for three years in a row, 2015-2017, despite a significant increase of 150 persons in the Court's protection programme and associated workload over this period. The reorganisation has also brought about a number of non-quantifiable benefits, such as strengthened management, improved internal communication and centralised services in various areas, which are all detailed in this report.

As for the fairness and impartiality of the process, 21 reorganisation-related appeal cases by staff members have so far been lodged before the Court's Appeals Board. In 19 of these cases, or 90 per cent, the Board has recommended the appeals be dismissed. This is a rather encouraging sign as it demonstrates that the rights of staff members were fully respected in the process of the reorganisation.

Some challenges remain. At the time of writing, almost one quarter of all Registry positions in the new structure are vacant as a combined result of the restructuring, which led to the departure of a number of staff and the creation of new or modified positions, and the decision to fill these positions gradually in the course of 2016 to generate savings. This means that the Registry is operating at sub-optimal levels, significantly lower than those before the reorganisation and, as such, cannot provide all services, or at least, not at adequate levels, to its clients or further develop its new structure.

Indeed, there have been delays in the delivery of transcripts, delays in and postponements of missions to the field, which have sometimes delayed investigations and proceedings. In this transitional period, the Registry has also been temporarily supported by other organs to deal with workload, which assistance has been greatly appreciated. The achievements of the reorganisation and the improved capacities of the new Registry will nonetheless become increasingly visible as the Registry gradually reaches its envisaged staffing levels towards the end of 2016 and early 2017, and once all the reforms are firmly in place.

The search for efficiencies, of course, is an ongoing process and in some respects the end of *ReVision* has marked the beginning of that pursuit. The majority of recommendations made by the *ReVision* team pertained not to the Registry's organisational structure but to improvements in processes, workflows and the general functioning of the Registry. These have been translated into short-, medium- and long-term objectives. Some have been already introduced but many others are still to be implemented. Due to the high number of vacant posts, progress in this area has also been relatively limited thus far but once the Registry has returned to its envisaged, normal staffing level, more efforts will be directed towards organisational development.

In this regard, the Registry will also continue to work closely with the other organs of the Court to find synergies, wherever possible, in the spirit of a one-Court principle and for the sake of the efficient functioning of the Court as a whole.

I would sincerely like to thank the current and the former President and Presidency, the Prosecutor and Deputy Prosecutor, States Parties, the Committee on Budget and Finance, as well as civil society, for their support, trust and patience throughout the process. I would also like to thank the *ReVision* team for their incredible work and dedication to the project, making the crucial recommendations on the basis of which I and the senior Registry management were able to take the necessary decisions. I am also grateful to the *ReVision* Project Board for their important role in overseeing execution of the project, as well as to the Staff Union Council for their feedback and assistance in putting in place a policy and legal framework which ensured that staff were heard and their rights fully respected.

Indeed, my special gratitude goes to all Registry staff for their understanding, patience, commitment and collaboration throughout the reorganisation. This was a most challenging time for them, as uncertainty about job prospects left many staff anxious and distressed. However, several measures introduced – including the conversion of a number of temporary positions into established posts and the strengthening of the Human Resources Section to better serve the institution and its staff – are expected to contribute to improved staff welfare in the future.

I hope that all those interested in the process and outcome of the Registry's reorganisation will find this report useful and will be reassured that the new Registry will indeed be a more efficient and effective service provider to all those who rely on it.

Herman von Hebel

Registrar



August 2016

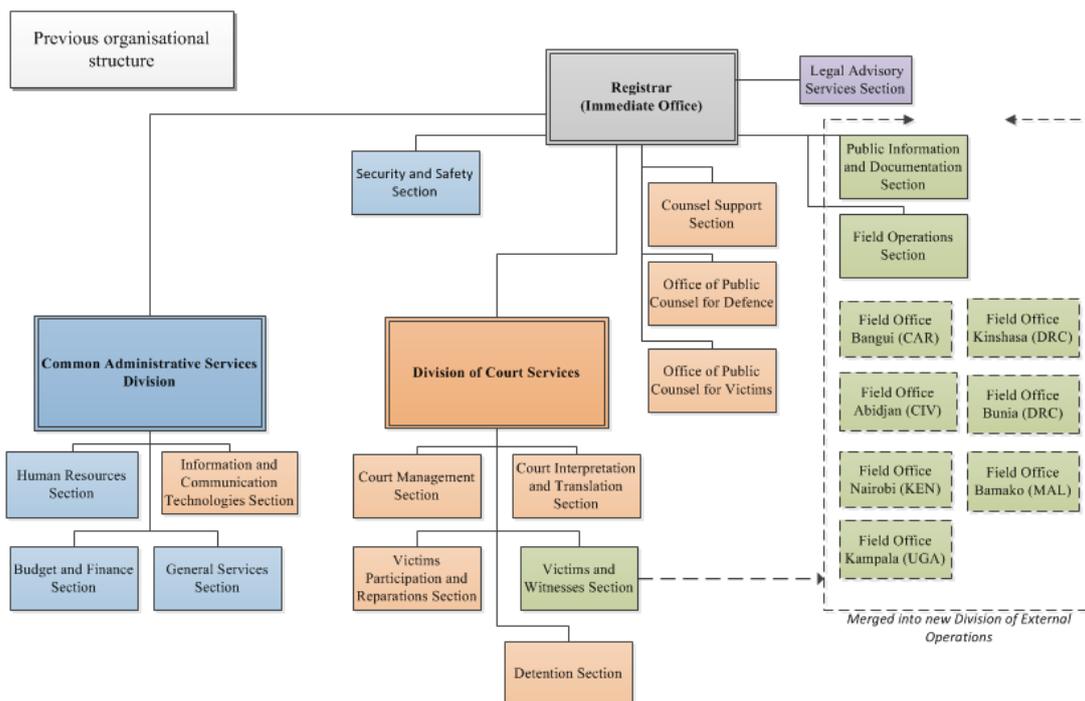
Executive summary

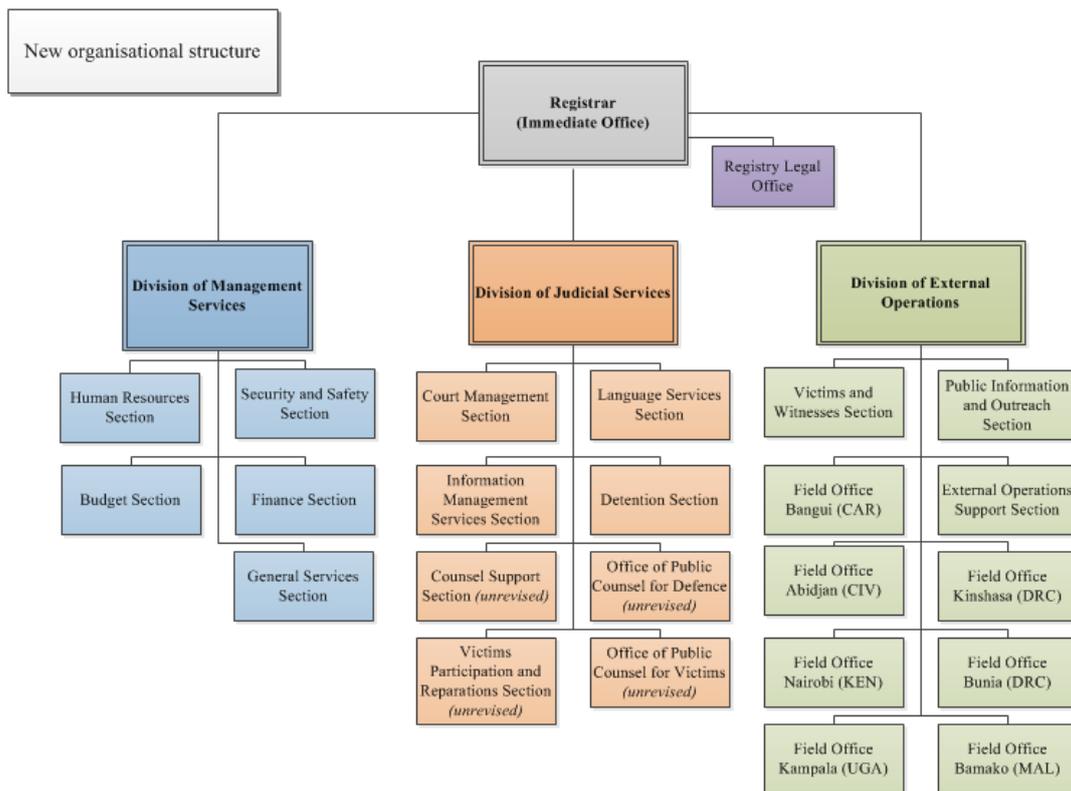
A. Purpose of the report and role of the Registry

The present report provides a comprehensive and holistic overview of the Registry’s reorganisation in order to allow the Committee on Budget and Finance (“the Committee”), the Assembly of States Parties to the Rome Statute (“the Assembly”), external auditors, the other organs of the Court and others benefitting from Registry services, including defence and their counsel, victims participating in the proceedings and their legal representatives, as well as civil society and the general public, to gain a more thorough insight into the various aspects of the reorganisation.

The Registry is the largest organ of the Court, responsible for the non-judicial aspects of the administration and servicing of the Court. This includes three key areas of responsibility and activity. The Registry provides *administrative services* to the other organs of the Court and all other major programmes in relation to human resources, budget, finance, procurement, facilities management, travel and transportation. It also provides a safe and secure environment for all those working in or visiting the Court. Providing *support to judicial activities* is the second central role of the Registry. As a neutral service provider, the Registry supports investigative, prosecutorial and judicial activities through, among other things, court management and eCourt tools, facilitation of victims’ participation in proceedings, court interpretation and translation services, information management services, and management of the detention facilities. Finally, the third main cluster of the Registry’s responsibilities pertains to *external operations*. This includes facilitating adequate judicial cooperation with States regarding Chambers’ requests; concluding various cooperation agreements with States, such as those on the relocation of witnesses; providing support to and protection of victims and witnesses; informing the general public on judicial and other Court developments; providing outreach activities in the affected communities; and facilitating the Court’s operations in the field.

B. Previous and new organisational structure of the Registry





C. Registry-wide changes and achievements as a result of the reorganisation

While the majority of changes and achievements arising out of the reorganisation of the Registry can be fully appreciated at the level of each Registry Section, as outlined below in part D of the Executive Summary, five general Registry-wide changes and achievements can be identified:

1. Streamlined and balanced Registry high-level structure

The new Registry structure is more streamlined and balanced compared to the previous structure. As illustrated above, the previous Registry structure consisted of two Divisions, namely the Common Administrative Services Division and the Division of Court Services, as well as seven separate Sections and Offices that reported directly to the Immediate Office of the Registrar. This led to more reporting lines to the Registrar than necessary, preventing him from exercising his strategic role. At the same time, such an unbalanced high-level structure in which a number of Sections were not part of any Division gave rise to isolationist and excessively narrow approaches and hampered Registry-wide synergies.

The new organisational structure of the Registry consists of three Divisions, namely (1) the Division of Management Services, which is effectively a modified Common Administrative Services Division; (2) the Division of Judicial Services, which is a modified Division of Court Services; and (3) the Division of External Operations which,

although a newly-created division, has effectively consolidated all Registry external operations functions previously dispersed throughout the Registry. In the new structure, outside the Registrar's Immediate Office, only three Directors and the Chief of the Legal Office report directly to the Registrar. This allows the Registrar and the Directors of the three Divisions to focus on strategic issues, while Section Chiefs and Unit Heads are able to devote more time to operational section- or unit-specific issues. At the same time, the incorporation of previously detached Sections into one of the three Divisions improves coordination and cooperation within the Divisions and the Registry as a whole, facilitating intra-Registry synergies and ensuring a cohesive Registry approach in all of its areas of responsibility and activities.

2. Lighter and more effective structure at the Unit-level as a result of several mergers

Functions were merged in several areas, allowing for a reduction in the number of Units in the Registry at Headquarters from 46 to 39, and lightening the overall Registry structure. Such measures were also intended to increase flexibility in the allocation of resources and to stimulate greater efficiency and output by avoiding duplications and promoting better coordination and planning. For instance, the total number of Units in the Language Services Section has been brought down from seven to five. The Human Resources Section now comprises only two Units, down from the original four. Within the new Finance Section, four Units performing the finance function have been merged into two.

3. Strengthened strategic leadership, with clearer roles and responsibilities

The new Registry has a strong Registry Management Team (RMT), which oversees and drives the executive management of the Registry. The RMT is the Registry's highest-level forum to inform, advise and assist the Registrar on strategic decisions, policies and major operational challenges. It is composed of the Registrar, the three Directors, the Chief of the Registry's Legal Office, and the Chief of Staff of the Immediate Office of the Registrar. Decision-making is centralised and coordinated. In each Division, regular meetings take place of a Division Management Team, consisting of the Director and the Chiefs of all Sections under her or his responsibility. The same management architecture exists at the Section level, where Section Chiefs convene regular Section Management Team meetings with their Heads of Units and other relevant staff within the Section. The roles and responsibilities within each Section have been clarified and/or redefined with a view to removing overlaps and streamlining and refocusing operations. The roles of the Immediate Office of the Registrar and the offices of the Directors have been redefined to focus mostly on strategic guidance and leadership.

4. Additional necessary functions performed

The previous Registry was unable to perform a number of important functions, leading to operational gaps or activities being carried out in a fragmented and inefficient manner. The revised Registry successfully addresses such deficiencies and fills the necessary operational gaps, while remaining within the same pre-organisation budgetary limits. For instance, an important organisational development function has been added to the Human Resources Section, with focus on training, performance management and development of HR policies. The establishment of a separate Budget Section strengthens the organisation's budget function and will ensure Court-wide budget planning and budget process. The creation of a Judicial Information Management Unit in the Court Management Section will ensure that all judicial information is efficiently managed, disseminated and stored in eCourt. Previously, no section was in charge of information management and archiving, as the former Information and Communication Technology Section focused primarily on technology. To cater for this function, the new Information Management Services Section was established by merging some existing sections. Furthermore, a Country Analysis Unit, within the External Operations Support Section, was created to serve as a centralised focal point for general information gathering and analysis regarding situation countries and other areas, which is crucial for supporting the operations of a number of Registry Sections, other Court organs and Registry clients.

5. Rationalised operations in various areas

Registry workflows and processes have been streamlined, removing unnecessary procedural layers. This includes a reduction in bureaucracy, a clearer definition of decision-making authority, and more efficient use of resources, IT solutions, systems and databases, which lightens the workload of staff. One example is the focus of the Court Management Section on strengthening and developing the eCourt system. Within the same Section, in the light of the fact that court proceedings may not take place on a daily basis, Court Reporters are cross-trained to assist in a broader range of activities, such as court records processing, editing and distribution of transcripts and archiving. Furthermore, a number of administrative positions which performed only secretarial functions were redefined to include some substantive functions benefitting from current technological solutions, such as agenda-keeping. Policy gaps have been identified and are being covered, including through the creation and standardisation of SOPs. Recurring HR management and staff morale issues are being addressed, including performance management, training, and more generally, staff well-being.

D. Overview of Section-specific changes and achievements

1. Immediate Office of the Registrar

Smaller immediate office with exclusively strategic role. The previously complex structure of the Immediate Office of the Registrar (IOR), consisting of the Registrar and ten staff with a mix of strategic and operational functions, led to a sub-optimal use of resources within IOR. The number of staff members has been reduced from ten to five, excluding the Registrar. The role of the IOR is exclusively strategic.

Reduced and streamlined reporting lines to the Registrar. In the previous structure, the Registrar had 18 reporting lines. This included ten staff members from the IOR and eight other direct reports, namely the Director of the Common Administrative Services Division (CASD), the Director of the Division of Court Services (DCS), the Chief of the Public Information and Documentation Section (PIDS), the Chief of the Security and Safety Section (SSS), the Chief of the Field Operations Section (FOS), the Chief of the Legal Advisory Services Section (LASS), the Head of the Office of Public Counsel for the Defence (OPCD), and the Head of Office of Public Counsel for Victims (OPCV). The number of direct reporting lines to the Registrar was unsustainable and prevented the Registrar from exercising his strategic role. In the new structure, the number of reporting lines to the Registrar has been reduced from 18 to nine. This includes five staff members from the smaller IOR and only four additional direct reports, namely the Directors of the three Registry Divisions and the Chief of the Legal Office. All other Sections that used to report directly to the Registrar now report to one of the three Directors. This enables the Registrar to focus on high-level policy issues, setting strategic priorities for the Registry, managing relations with the other organs, and strengthening the accountability of senior staff.

2. Legal Office

The Legal Office is the legal authority of the Registry. Registry legal functions used to be distributed across different Registry Sections, with no single Section having a coordination role. This meant that the Registry was unable to guarantee a uniform and coordinated legal opinion, which led to substandard Registry legal advice and inconsistency and exposed the Court to liability. The Legal Office has now become the central authority within the Registry for all legal issues arising within the Registry, including issues relating to judicial proceedings, legal issues pertaining to staff, and the preparation and conclusion of various agreements with States and other stakeholders. The Legal Office is responsible for following judicial proceedings, in court and in written submissions, together with the Court Management Section (CMS) of the Division of Judicial Services (DJS). This means that the Registry is now able to maintain a stronger and more coherent legal position. A limited number of Registry legal functions remains outside the Legal Office, such as in the Victims and Witnesses Section (VWS) and the Victims Participation and Reparations Section (VPRS), because the legal

function in these Sections is so closely linked to their operational requirements that, on balance, it is more efficient for them to maintain those functions.

Development of a legal network. In areas where the Registry's legal functions remain outside the Legal Office, further Registry-wide coordination and cooperation is made possible through the establishment of a legal network of dedicated legal resources/officers within Registry. This enables greater flexibility, consultation, and cross-training among legal experts, which again will serve to ensure the provision of more consistent, coordinated and higher-quality filings and other legal information to the Chambers and all those who rely on Registry services.

Reduced and more strategic Director's office. The functional inadequacy of some of the Sections under the Director's responsibility frequently resulted in the Director's office having to deal with operational issues that should have been dealt with at Section level. The office has been slightly reduced in size in order to reflect its greater strategic and diminished operational role, while the relevant Sections, in particular Human Resources, Budget, and Finance, have been strengthened.

**3. Office of
the Director
of
Management
Services**

Incorporation of the Enterprise Resource Planning System (SAP) team. The team, whose task is to develop IT tools for all administrative functions, was redeployed from the former Information and Communication Technologies Section to the Office of the Director of Management Services. This ensures that SAP-related systems meet most effectively the business needs of the Registry in all administrative functions. In other words, the organisation's business needs in terms of enterprise resource planning are determined and met through the end-users of these systems: the Director and the various Sections under her or his responsibility.

Incorporation of the Occupational Health Unit. The former Health and Welfare Unit belonging to the Human Resources Section has been reshaped into the new Occupational Health Unit which now reports directly to the Director to ensure that this crucial aspect of staff management relations receives proper guidance and control.

**4. Human
Resources
Section**

More coherent and efficient Section structure. The previous Human Resources Section (HRS) structure consisted of four Units covering the following areas of operations: staffing; staff administration; learning and development; health and welfare; and policy and legal issues. However, coordination and integration of the activities to ensure a holistic approach between the different HRS Units was limited. This led to overlaps, conflicting roles and practical problems. In the new structure, HRS has been reduced from four Units to two: the Operations Unit and the Organisational Development Unit. The leaner structure ensures that fewer staff are involved in decision-

making which leads to faster and more efficient provision of HR services.

Strengthened HR policy framework. There was an overwhelming lack of policies both in terms of the administration of benefits and entitlements and in more strategic areas concerning recruitment, training and development, performance management, internal mobility and flexible working hours. This gap has led to real or perceived inconsistencies and unequal treatment of staff, exposing the Court to possible litigation and thus financial costs. The new Organisational Development Unit focuses on the development of a complete and coherent set of HR policies, creating predictability and transparency in HR activities, with a clear set of rights and obligations for all staff.

Strengthened performance management. No resources had been dedicated to designing and implementing effective performance management within the organisation. Yet, a rigorous performance management system is crucial for ensuring both accountability within the organisation and recognition of good performance. Adequate performance management serves, in the first instance, to encourage and consolidate positive performance among staff, as well as to contribute towards staff development, morale and welfare in general. However, if necessary, performance management can also be a useful tool for addressing issues of underperformance. In the new structure, the performance management function is strengthened through a dedicated post.

Centralised and strengthened training and development function. Human resources for training and development, particularly at the strategic level, were limited and insufficient. Little was or could be done to promote an appropriate organisational culture, to develop managers or to ensure realistic workloads for staff so that they feel challenged and appreciated. A further hindrance was the fact that the training budget was decentralised within different Registry Sections. Now, the training function and budget are centralised within HRS, which is responsible for coordination to ensure effective and targeted training for all Registry staff. This will produce synergies both within the Registry and the Court. Although specialised outsourced training will still be required, focus will be placed on in-house training in order to maximise the use of the Court's own resources.

HRS as central point for all staff and staff-related issues. The payroll processing function, that was within the Finance Section, was redeployed to the Human Resources Section, creating efficiencies in the process in terms of staffing. By bringing all operational HR matters – including job design, recruitment, on-boarding, administration of benefits and entitlements, payroll and pension – under a single senior HR manager, activities have been better integrated, resulting in efficiencies and improved service delivery.

5. Budget Section

Strengthening and centralising the core budget function. The previous setting, with a combined Budget and Finance Section, did not allow for an effective strategy on funds usage, and there was a lack of analysis of value from previous investments. The establishment of a separate Budget Section strengthens the organisation's budget function and allows it to exercise new roles. In particular, the new Budget Section has a broadened scope of activities covering not only budgeting but also planning and monitoring activities. As such, the budget cycle takes into account strategic planning and risk management activities in addition to purely budget-related activities. The budget cycle also includes a thorough review of the implementation of budgeted activities through monitoring, evaluation and forecasting activities. This enables the Section to bring deeper analysis to budget discussions and reviews, and ensures that the Registry's resources are adequately prioritised and used most efficiently.

6. Finance Section

More coherent Section-level and Unit-level structure. Splitting the Budget and Finance Section into two distinct Sections has allowed the new Finance Section to focus on finance-specific activities and to provide quality finance services to the Court. Furthermore, consolidating closely related functions, the Treasury and Accounts Units have been merged into a single Unit, which offers economies of scale. As payroll and disbursement are both expense accounts and relate to the same activity, namely handing out money, a combined Disbursement and Payroll Unit has assumed responsibility for this function.

More efficient work processes. There was insufficient specialisation of tasks as some functions, such as disbursement, were performed by all Section staff. There was also a high degree of non-compliance of Certifying Officers with deadlines and tasks (e.g. to create service entry sheets and close trips), which meant that 80 per cent of disbursement staff time was spent on reminding Certifying Officers and their administrative assistants to perform the necessary financial administrative tasks. The Finance Section now operates in specialised sub-teams, with production-line work for each type of action. At the same time, greater emphasis has been placed on training Certifying Officers and holding them accountable for delays, in order to reduce the amount of time spent on 'reminder' activities, seeking follow-up and clarifications. This has all led to better use of existing resources and improved performance.

7. General Services Section

Increased responsibilities in the permanent premises. The General Services Section (GSS) was one of the Sections considered to be functioning well, with a high degree of efficiency and flexibility. However, the Section had to adjust to the Court's new premises which entailed increased responsibilities, for example, in relation to financial planning, use of information systems, maintenance of grounds, operating additional courtrooms, use of a visitor restaurant, as well as the use of conference facilities. This remains valid even if

a number of maintenance activities are to be outsourced, as currently envisaged. These increased responsibilities were successfully assumed by the Section while remaining within the same staffing levels.

Increased responsibility in relation to the new field-operating model. With the redesign of the Field Operations Section into the External Operations Support Section, GSS also assumed new responsibilities in relation to (i) field facilities management, i.e. capital investment (rent/purchase) in Field Offices and preventative and corrective maintenance; and (ii) field fleet management, i.e. capital investment, administration, distribution and maintenance of vehicles in the field. Although these additional functions meant, in principle, an increased workload for GSS, placing them within GSS reduced the need for the Section to coordinate field activities through FOS. Such a streamlined process relieved the burden on the Section and allowed the additional functions to be absorbed.

More coherent Section structure conducive to better management and efficient scheduling. In the previous structure of the Security and Safety Section, two separate Units dealt with security and safety on the Court premises, one was planning and scheduling and the other was executing the relevant tasks. The revised structure has a single unit, the Building and Court Security Unit, responsible for both. This facilitates the planning of work and staff communication.

Greater focus on policy and compliance matters. The Section had no dedicated resources for policy and compliance matters. The newly-created Security Policy and Compliance Unit, as the name suggests, now allows adequate focus in this regard. This Unit coordinates security policies which serve as the framework for operational activities and ensures compliance with widely accepted safety and security standards and practices.

8. Security and Safety Section

More flexible workforce and more even workload distribution. The previous structure included a number of Security Support Assistants (G-2) not qualified to perform the same functions as other security officers at the G-3 level and above. In times of staff shortages due to unfilled vacancies and leave or other absences, this led to a very inflexible workforce and, combined with inefficient scheduling, to uneven workload distribution. To address this issue, the new structure has no Security Assistants but, instead, a greater pool of Security Officers. While the move to larger and single-occupied premises required a significant increase in SSS staffing, the creation of a more flexible workforce enabled the Registry to reduce that increase, as detailed below in part E(1)(a) of the Executive Summary.

Redeployment of two former SSS units in the light of Registry-wide changes. The Field Support Unit, while officially still within SSS, is embedded within

the External Operations Support Section in the Division of External Operations. This was necessitated by the strong operational links of this Unit to the work of the field offices. The former Information Security Unit was moved to the new Information Management Services Section, within the Division of Judicial Services, to create efficiencies due to the Unit's predominant IT component, and to strengthen the Court's capacity to deal with increasing challenges in the area of information security.

9. Office of the Director of Judicial Services

Operational tasks brought to Section-level allowing greater strategic focus. Operational matters – in which the Director's Office used to be heavily involved – are now delegated to the relevant Sections and their performance is monitored by the Director. This ensures that the Director is able to concentrate on high-level strategic and policy issues while the Sections are empowered to assume adequate responsibility within their operational remits.

Clarified roles in relation to State cooperation function and legal function. Whereas in the past the Office performed the State cooperation function, all such tasks have now been centralised within the External Operations Support Section, Division of External Operations. In addition, the Office's legal role has been reduced since the Registry Legal Office is now in charge of coordinating and directing the preparation of legal submissions, which increases the speed and quality of Registry legal submissions.

10. Court Management Section

Consolidated eCourt-related functions. Previously, eCourt-related functions were split between the Court Management Section, which had substantial judicial information systems-related tasks, including in relation to the management of ECOS, eFiling, and transcript tools, and the former Information and Communication Technologies Section, which was in charge of the eCourt function. This stood in the way of possible synergies and optimal use of eCourt functionalities. The eCourt function has now been consolidated in CMS within the newly-created Judicial Information Management Unit. All judicial records and information is managed by CMS as the custodian of the Court's case files. This strengthens the substantive functionalities of the eCourt system, allowing for better use by Judges, parties and participants to the proceedings and others, and creates opportunities for further development.

Clearer responsibilities in monitoring of and follow-up to courtroom developments. Responsibilities have been clarified in relation to adequate monitoring and follow-up of in-court developments that require a Registry response. Courtroom Officers have been assigned a greater role, and are now in charge of all operational matters arising in the case, both in and outside the courtroom. They are also responsible for alerting the Registrar and the relevant Sections about developments in the courtroom that require their action, in collaboration with the Legal Office.

11. Detention Section

No major problems identified. The previous organisational structure of the Detention Section was considered adequate. Staffing levels were considered appropriate and reporting lines workable.

Lighter and more coherent internal structure through Unit mergers. The former Court Interpretation and Translation Section consisted of seven Units, with little coordination on the horizontal level and a bottleneck in the common reporting line to the Chief. This fragmentation led to unnecessary involvement of the Chief of Section in many operational decisions at Unit level, and the Chief being unduly burdened with performance management tasks regarding a great number of staff. In the new structure, two Units dealing with translation support have been merged into one, namely the Translation Support and Terminology Unit, while two previously separate Units dealing with interpretation have been merged into a single Interpretation Unit. This lighter and more coherent structure relieves some of the reporting pressure from the Chief of Section, while empowering mid-level managers.

12. Language Services Section

Comprehensive provision of interpretation services. Previously, two separate Units dealt with different aspects of interpretation services. The Interpretation Unit provided interpretation services for judicial and non-judicial (conference) events. The Field and Operational Interpretation Unit identified, selected and recruited field interpreters who were either used for OTP/Registry requirements in the field or for other Registry projects. Their merger into a single Interpretation Unit has brought the provision of interpretation services under one common manager, ensuring a comprehensive approach. Merging these two aspects of interpretation also allows for synergies in the long term as the process of identifying, recruiting, testing, and managing both freelance and field interpreter pools is standardised.

Strengthening of “translator – client” relationship. Within the Translation Units, revisers and head revisers were supposed to undertake no other work than revision of drafts provided by the respective Units’ translation staff, in addition to limited own translation assignments. The Section’s Translation and Programming Unit (TPU) coordinated and monitored client requests for translation and the production of translated documents, thus avoiding any direct interaction between (head) revisers and clients. However, in practice, the Head of TPU exercised administrative oversight only within TPU and had no substantive quality control of translation products and other relevant operational tasks, or any capacity to influence the output of the Translation Units. In the new structure, direct client contact and coordination has been brought to the (head) revisers of the respective Translation Units. This renders communication more direct and effective and cuts out time-consuming administrative layers. Heads of Translation Units have been empowered to assume additional managerial and client-handling roles, while being directly responsible for the output of their Unit. This approach renders collaboration

between the Language Services Section and its clients more effective and contributes to more timely translations.

13. Information Management Services Section

IMSS as the central Section for information management. No single Section in the previous Registry structure performed the crucial role of information management and archiving. The focus of the former Information and Communications Technology Section was primarily on information technology, and as such was somewhat inadequate. The newly-established Information Management Services Section (IMSS) has consolidated previously fragmented functions of information technology services by merging the ICTS, the Library and the Information Security Office of the Security and Safety Section. Crucially, primary focus is laid on information management and the related support services. As such, IMSS provides a combination of non-technological features alongside traditional information and communication technology services. On account of its strategic importance for the conduct of judicial proceedings, IMSS was redeployed from the Division of Management Services to the Division of Judicial Services. This redeployment will assist in the much-needed further development of the Court's capacities in terms of eCourt. Strengthening of information management in general will ensure better control over short- and long-term maintenance of the relevant information.

Integration of information security within IMSS. There was a gap and lack of cooperation between ICTS and the Information Security Office (ISO) of the Security and Safety Section, even though they worked on closely related matters. For instance, the activities of the ISO became increasingly technical, providing technical solutions such as encrypted devices and mobile signal jamming to clients in and outside the Registry. Yet this area fell squarely within the domain of ICT operations. At the same time, there was a need to strengthen the Court's information security capacity in the light of the many and increasing challenges in this area. Integration of the Information Security Office Unit from the Security and Safety Section to IMSS greatly assists in resolving the previous deficiencies as it facilitates interaction and cooperation within the same Section. This will allow the Court to adequately address its needs in terms of information security.

14. Division of Judicial Services: unrevised offices

Four Registry offices – all within the Division of Judicial Services – have not been revised. These are the Victims Participation and Reparations Section, the Counsel Support Section, the Office of Public Counsel for the Defence and the Office of Public Counsel for Victims. The organisational design proposed by the Registry envisaged the merger of the four entities into two, namely a Victims' Office and a Defence Office. This would require amendments to the mandates of the latter two offices, as stipulated in the Regulations of the Court. The Registry has put these proposals on hold.

15. Office of the Director of External Operations

Establishment of the new Division and the Director's Office, ensuring high-level coordination and strategic direction. Previously, Registry functions in the area of external operations were highly dispersed with no overall structure. Within the Immediate Office of the Registrar, there were several positions dealing with external relations and State cooperation. Dedicated human resources for State cooperation were also within the Office of the Director of Court Services and within the Field Operations Section. The Victims and Witnesses Section was within the Division of Court Services and reported to its Director, even if most of the challenges in relation to victims and witnesses were in the field and not in the courtroom. The Public Information and Documentation Section did not fall under any Division but reported directly to the Registrar. This fragmentation frustrated the effective performance of these functions, as it led to inconsistencies, confusion and a lack of overall strategic direction. The newly-created Division concentrates all Registry external operations under one strategic leadership, located within the Office of the Director. In terms of cooperation, these operations relate to both mandatory cooperation under Part 9 of the Rome Statute and voluntary cooperation, such as conclusion of agreements on witness relocation. Consolidation of the Registry's external operations within a single Division boosts coordination and cooperation between the relevant Registry Sections, ensures consistency in operations, and maximises the use of existing resources. Through her/his direct contacts with State representatives, the Director plays a crucial role in securing agreements with situation countries, States Parties and international organisations in support of Court proceedings, including on witness protection, relocation and support for field operations, based on substantive feedback from the relevant Sections under the Director's authority.

Better management and oversight of field operations. In the previous structure, there was no effective management and oversight of field operations at Headquarters as there was no dedicated senior manager to oversee the substantive work of all Field Offices and ensure a consistent and holistic approach across all field operations. In the new structure, the Director is the first reporting officer to all Field Offices, ensuring proper management and oversight of all field operations, providing strategic guidance and a holistic and consistent Registry approach across all Field Offices.

16. External Operations Support Section

Coordinated and strengthened external relations and State cooperation function. As mentioned, in the previous Registry structure, a number of positions dealing with external relations and State cooperation were spread over different parts of the Registry, including the Immediate Office of the Registrar, the Office of Director of Court Services, and the Field Operations Section. This produced overlaps and inefficiencies and a lack of clarity as to internal processes when dealing with cooperation requests involving complex legal issues. At the same time, staffing resources were grossly insufficient to deal with the workload. The Registry was unable to adequately react to

cooperation requests or proactively identify cooperation opportunities in practical and tangible ways. Requests for cooperation and assistance by the Chambers were transmitted, sometimes with a delay, but there was little capacity to effectively follow up on these requests and obtain the required cooperation. Regarding the freezing of assets, the limited human resources were dedicated to drafting requests and follow-up, leaving no time for strategic planning and engagement with key stakeholders on this matter. It was not possible to ensure adequate access to the resources of the accused or convicted persons that could be used for legal aid and, potentially, reparations. In summary, in the areas of mandatory and voluntary cooperation – both of which are crucial for the successful execution of the Registry’s mandate in supporting judicial activities – the Registry was able at best to perform routine tasks in “damage control” mode as a result of a decentralised, uncoordinated and insufficiently staffed Registry external relations and State cooperation function. The newly-created External Relations and State Cooperation Unit (ERSCU) within the External Operations Support Section (EOSS) has consolidated three aspects that were performed previously in the Registry – external relations, mandatory cooperation stemming from Part 9 of the Rome Statute and voluntary forms of cooperation, such as witness relocation agreements – but now in a centralised and coordinated way, with additional staffing to enable the Unit to perform at the minimally optimum level. This will ensure that Registry adequately performs its external relations and State cooperation function, which is essential for supporting the Court’s judicial activities.

More coordinated support to the Field Offices, better mission planning and crisis management support. Field Office support was inadequate. In the absence of effective control over staff and resources in the field by a senior manager on the ground, the former Field Operations Section had to micro-manage the field offices from Headquarters. This was neither feasible nor advisable. Furthermore, mission planning and implementation of mission activities were not organised in such a way as to allow for effective prioritisation of missions and a general overview of all missions taking place in situation and non-situation countries. Not all mission plans were formalised and processed through a single focal entity. Likewise, the absence of up-to-date crisis management procedures created a dangerous gap in the Court’s capacity to provide adequate logistical and coordination support in the event of a crisis. These issues have been successfully addressed through the redesigned and strengthened Coordination and Planning Unit (CPU). Firstly, the CPU’s role has changed and increased significantly in relation to Field Office support. In the new structure, since Field Offices function much more independently and with increased responsibilities, they need greater support from Headquarters than they used to receive from the former FOS. This very support is provided by the CPU, as the focal point within Headquarters for all questions from the Field Offices. It involves support in both day-to-day operations of the Field Offices and in long-term coordination and planning. It ranges from logistical to administrative and any other support that may be required by the Field Offices,

all of which is provided from or through the CPU, in coordination with the relevant Sections at Headquarters. Secondly, CPU has assumed a greater coordination role within the Registry and the Court in relation to mission planning as it is now responsible for coordinating all missions world-wide, and not just those in the field, as was the case in the past. Lastly, because of its central role in all operational support, the CPU has been assigned responsibility for the design and implementation of coordinated crisis management practices, initially within the Registry, and potentially, Court-wide.

Strengthened and coordinated information collection and analysis.

Resources dedicated to information collection and analysis were also dispersed. The Security and Safety Section, for instance, provided security analysis, which frequently required the consideration of socio-political factors. The Field Operations Section gathered various types of information for the purposes of cooperating with stakeholders in the field, such as the United Nations and its missions, whose support is essential for the effective operation of the Court. Furthermore, staff in other Sections were often informally involved in or had to carry out their own analysis on an ad hoc basis, absent a central analysis Unit. Within the Immediate Office of the Registrar, staff dealing with external relations and State cooperation collected and analysed their own information for the purpose of their work, but without sufficient resources or expertise to do so properly. The fact that there was a significant overlap in information collection and analysis – in that different Registry staff still had to address the full spectrum of security and socio-political considerations from their own perspectives – meant that Registry resources were used most inefficiently. Crucially, this highly decentralised information collection and analysis function produced sub-optimal or even inadequate analyses. Senior management, in particular, was unable to rely on integrated analyses of security and political trends, for instance in relation to situation countries, and was therefore unable to adequately assess the implications for operational planning and implementation. The Court has a duty of care towards its staff, an obligation to ensure that they are able to work in a safe environment and are protected against various risks, as well as a duty of care towards its assets. Yet, due to sub-optimal information collection and analysis, opportunities and risks were frequently not identified sufficiently in advance and the safety and security of the Court's staff and assets could not be ensured in a timely and adequate manner. The incident in June 2012 concerning the detention of four of the Court's staff members in Zintan, Libya, for several weeks, as well as the slow and inadequate reaction to it, were partly due to the lack of timely and sufficiently comprehensive information analysis. Incidents of this type not only cause grave risk to the Court's staff and its assets, but also expose the Court to liability for its failure to exercise its duty of care. The creation of a Country Analysis Unit (CAU) ensures coordinated, comprehensive and high-quality information collection and analysis, which is essential for the successful preparation and implementation of the Court's operations. At the same time, through the CAU, analyst resources are used

more efficiently and the Court is able to meet its duty of care to its staff and assets.

In comparing the Registry's CAU with OTP's Situation Analysis Section of the Jurisdiction, Complementarity and Cooperation Division, it is worth noting that they analyse different types of information, sometimes on the same but frequently on different countries and regions, for different purposes and for different actors. OTP's mandate requires OTP-specific analysis focused on the relevant legal criteria stipulated in the Rome Statute, which includes a significant focus on countries under preliminary examination. On the other hand, the Registry CAU focuses primarily on the analysis of security and socio-political dynamics. CAU does not focus on countries under preliminary examination but mainly on situation countries and their regions. This is necessary for the successful implementation of virtually all Court activities in the field, from witness protection to outreach activities or field missions. Furthermore, this analysis is required by and provided to all Registry clients to whom the Registry provides its neutral services, including the defence, victims' representatives and, when requested, Chambers, as well as other parts of the Registry. For reasons of confidentiality and conflict of interest, most Registry clients cannot rely on the OTP's analysis, nor would the OTP's analysis be suited to their needs.

**17. Victims
and
Witnesses
Section**

Better communication with the field. Although the Victims and Witnesses Unit plays an important role in relation to assistance and support to witnesses who appear in court proceedings in The Hague, the major challenges for VWS lie in the protection and support of witnesses in the field. This includes issues in relation to protection and support within situation countries, but also in relation to securing relocation countries for interim or long-term resettlement. As such, the previous structure in which VWS belonged to the Division of Court Services, was not optimal in that communication within Divisions at Headquarters and with the field was not sufficiently developed and was regularly compartmentalised. The incorporation of VWS into the newly-established Division of External Operations allows the Director of the Division of External Operation to act as the main liaison between VWS and the Field Offices, while ensuring a holistic and consistent approach across the many and varied Registry activities in the area of external operations.

Strengthened VWS capacity in the field. VWS field staff had no decision-making authority over specific cases, but relied heavily on staff at Headquarters, which led to complicated and slow decision-making. This also had significant implications for VWS travel costs. Under the previous structure, VWS staff from Headquarters were frequently required travel to the field to meet with victims and witnesses in order to conduct assessments of their readiness to testify, to review specific cases in relation to the protection of and support to victims and witnesses, address any problems as they arise, and manage individual victim and witness cases generally. Under the new

structure, the Section has more staff working in the field than at Headquarters, while VWS field staff now operate with higher responsibilities. They have the capacity to manage cases locally, with clarity in ownership of cases, accountability, supervision and reporting lines. This has allowed for routine decision-making on case management to be carried out in the field, which means faster and more considered assistance and protection provided to the victims and witnesses. This also produces savings in reduced travel costs of Headquarters staff to the field, as detailed below in part E(1)(a) of the Executive Summary.

Greater focus on securing relocation agreements with States. The Chief of the Victims and Witnesses Section was heavily involved in both managerial and operational issues, and was able to devote only limited time to pursuing relocation agreements, even though these are crucial for the effective implementation of the Registry's mandate, especially in the light of the growing number of witnesses appearing before the Court and in need of support and/or protection. Redeployment of VWS to the new Division of External Operations also enables the Director of the Division to take a strong lead on the negotiation and conclusion of relocation agreements with States. In the light of the significant costs involved in prolonged witness protection, this may lead to long-term savings and efficiencies.

More coherent VWS structure based on situation teams. The previous internal structure of VWS offered little flexibility to adapt to fluctuations in court schedules and protection needs on the ground, resulting in an uneven workload distribution. Functioning in silos – according to three separate VWS functions: protection, support and operations – resulted in a lack of cooperation between the Units and duplication of work. The new internal structure uses the Section's resources more effectively, finding synergies between previously separate functions and centralising them within one strong section. In particular, the new Section is organised in teams, headed by a team leader, for each situation country. They are multi-disciplinary teams, providing support, protection and operational services simultaneously.

Improved analytic capacity. The analytic function of VWS is fundamental to the core business of providing protection to persons at risk and was underdeveloped in the previous structure, with insufficient staffing levels. A specialized VWS Case Development team has been retained and strengthened in the new structure. The team works closely with the External Operations Support Section's Country Analysis Unit within the Division of External Operations.

18. Public Information and Outreach

Strengthened outreach, both at Headquarters and in the field. Reaching out to the victims and the communities affected by the crimes which are under the Court's judicial determination is essential for the delivery of justice to those for

Section

whom the Rome Statute was established. While the Public Information and Outreach Section (PIOS) had, over the years, formulated a variety of strategy documents, largely due to insufficient resources, a number of set objectives still remained to be put into practice. Thus, additional resources have been added to the Outreach Unit at Headquarters to strengthen the Court's capacity to develop outreach strategies and policies in a centralised way for all situations before the Court. These strategies are then implemented by the field staff, where there is a Registry field presence, or by the Outreach Unit itself in situation countries where the Court lacks a field presence. In situation countries with a field presence, outreach field staff operate in cohesive teams alongside staff dealing with victim participation. This improves coordination among staff and produces efficiencies in that it allows flexibility in dealing with shifting priorities and workload increases. More experienced professional staff are required to perform these functions than was the case in the past. As such, outreach capacity is strengthened both at Headquarters and in the field.

Strengthened public affairs, particularly in online communication. There was insufficient clarity on how best to promote the visibility of the Court and how to develop appropriate messages and engage in discussions about the Court. The Court was often confronted with damaging political comments or misinformation in situation countries and elsewhere to which it was unable to react in a timely or adequate manner to clarify the facts and the Court's position. This problem was linked to limited staffing resources, and was most noticeable in the area of on-line communication. The Court's website was not adequate in terms of design or content, nor was it well-suited to mobile devices. Social media were not sufficiently used. A growing number of journalists, academics and stakeholders were subscribing to the social media of third parties in order to obtain the latest information on judicial developments and the Court in general, frequently in the absence of sufficiently innovative or interesting information released by the Court itself. In the new structure, the Public Affairs Unit has been reinforced, mainly in relation to the Court's website and for the development and implementation of a social media and online communications strategy. PIOS can now take a stronger role in devising a plan for the use of these tools for the benefit of the Court, such as in the provision of general information about the Court, judicial developments, relevant outreach activities and so forth. Crucially, PIOS is better equipped to react in a timely and appropriate manner to the Court's need to clarify its position to much broader audiences. The strengthened public affairs function may translate into other tangible benefits for the Court, including mobilising relevant actors and audiences in States not yet party to the Rome Statute to join the Rome Statute system or reaching out to underrepresented regions regarding career opportunities at the Court.

Streamlined and lighter PIOS structure. The Audio-Visual Unit is now placed directly under the Chief of Section rather than under the Head of Outreach due to the Unit's importance and the fact that it provides services not only to

outreach, but also to the other Units of the Section, other Registry Sections and indeed to the entire Court. This allows the Chief to prioritise the Unit's work and deal with conflicting requests from different clients. Furthermore, the Library was redeployed from PIOS to the Information Management Services Section, while the legal function within PIOS has been moved to form part of the centralised and strengthened Registry Legal Office.

19. Field Offices

Stronger Registry representation through a Chief of Field Office. The old structure of the Field Offices did not allow for a clear and visible presence of the Registry and the Court in the field, thereby hampering the development and maintenance of adequate relations with national authorities, international governmental organisations, NGOs, media, civil society groups and the general public. This meant that for many exchanges with the relevant counterparts in the field, Registry staff from Headquarters were required to travel to the field, which both impeded the timely execution of the relevant operations and led to unnecessary travel and thus unnecessary travel costs. The position of Chief of Field Office (P-5) has been introduced in the new structure, but it is effectively established in a particular Field Office only once that Field Office is fully operational during the most intensive phase of pre-trial and trial activities, with the Chief covering sometimes more than one Office simultaneously. The Chief of Field Office represents the Registrar in the situation country or countries and plays a leading role in developing effective relationships with government authorities, diplomatic missions, national and international organisations, NGOs, press, media and civil society to support Registry and Court operations in various areas, including those pertaining to diplomatic, protocol and consular, judicial and operational cooperation. Such high-level representation ensures that Chambers' requests for judicial or operational cooperation are dealt with more efficiently and in a more timely manner, since the Chief is able to swiftly address any need that may arise in these contexts. This also significantly reduces the need for travel from Headquarters and thus produces savings, as detailed below in part E.

Strengthened field management and control over field operations under the Chief of Field Office. Field Office managers had no managerial role or control with respect to the work of the field staff, other than local administrative and logistical staff, notably cleaners and drivers. Registry staff in the Field Offices reported to their respective Sections at Headquarters. This prevented effective management of and control over the field staff, even at the most basic managerial level, and created fertile ground for potential abuse of authority by staff members. One example is the case of the sexual abuse of four individuals under the Court's protection programme by a staff member in the Democratic Republic of the Congo which came to light in 2013. The establishment of positions of Chiefs of Field Offices, at the peak of a Field Office cycle, ensures effective management of staff and field resources and more effective control over field operations generally. All staff in the field will report directly to the

Chief of Field Office, with the sole exception of staff dealing with witness support. As the manager of all field staff, the Chief of Field Office is responsible for managing and coordinating all Registry operations and services on the ground. Bearing in mind the limited resources of each Field Office, efficiencies will be achieved in the management of the Registry's human and financial resources through the proper planning and prioritisation of field needs by the Chief. Strengthened management and control over field staff also greatly minimise the risks of the possible abuse of authority by field staff. When the Field Office is not at the height of its activities and when staffing levels in the field are low, such as during the early stage when activities relate mostly to OTP investigations, the Office is managed by an Administration and Operations Officer (P-3) to whom the relevant field staff report.

More flexible and coordinated field workforce. The work of a Field Office depends greatly on the stage of investigative or judicial activities and therefore fluctuates according to concrete needs. With the field staff specialised in only one area, as was the case previously, fluctuations in the nature and intensity of work could not be adequately addressed. Furthermore, the structural separation of field staff by function led to lack of coordination among the field staff, as well as lack of coordination at Headquarters. In the new structure, outreach and victims' participation/reparation field staff operate in teams. They are all authorised to perform both outreach and victims' participation/reparation functions, as needed. This provides greater flexibility in dealing with changes in the nature and level of activities in the field, depending on investigative and judicial developments, and represents the most efficient use of the Court's resources in the field while at the same time improving coordination of field activities. Empowerment of the Chief of Field Office is instrumental in leading these teams and in ensuring that strategies are now undertaken within common and coordinated effort and that field resources are used most effectively.

E. Summary benefit-cost analysis

1. Benefits

The benefits of reorganisation include: (a) *long-term financial benefits* which allow the Registry to carry out the same activities with fewer resources; (b) *one-time financial savings* resulting from the staggered implementation of the new structure in 2016; (c) *important and necessary additional functions* performed by the revised Registry, made possible within pre-existing resources; (d) *efficiencies through centralised Registry services*, which increase coordination and cooperation within the Registry; (e) *efficiencies through the creation of a more flexible workforce*, enabling the Registry to better address shifting priorities and increase its capacity to absorb additional workload; and (f) efficiencies due to the Registry's continued *organisational development* on issues identified through the reorganisation.

**(a) Long-term
financial benefits**

Two types of long-term financial benefits arising out of the Registry's reorganisation can be identified: (i) savings and efficiencies in staffing costs as a result of the reduced number of positions within the *ReVision* exercise set budgetary envelope and reduced staffing increases in security; and (ii) efficiencies in travel costs as a result of the new structure and strengthening of the Field Offices.

**(a)(i) Savings and
efficiencies in
staffing costs in
2016**

In the course of the Registry's reorganisation, the new Registry structure, assessed against the financial resource requirements for 2015, was reduced from 560.4 established posts and approved positions to a total of 550 posts. This reduction created savings of €443.8 thousand, compared to the previous Registry structure. For 2016, this comes very close to **€450 thousand** based on the applicable 2016 salary scale.

Furthermore, had the Security and Safety Section not been reorganised, the Registry would have requested an additional eight posts for securing the permanent premises, or **€534.2 thousand**, based on the 2016 salary scale. As mentioned above in part D.8., the previous separation of security staff into Security Assistants and Security Officers prevented the staff from being interchangeable. The abolishment of the posts of Security Assistants and, in their place, the creation of a larger pool of Security Officers has created a more flexible workforce and, together with a better rotation and shift system, has allowed the Registry to reduce increases in staffing requirements. Overall staffing increases were nonetheless needed to secure the larger single-occupant premises, compared to the Court's interim premises where building security was shared with Eurojust, thus allowing for economies of scale.

The financial savings and efficiencies of the reorganisation in 2016 in terms of staffing costs amount to **€984.2 thousand**, based on the 2016 salary scale. These are *long-term* savings and efficiencies that reoccur annually, since the reduction of the envelope and the reduced increase in staffing levels form part of the new Registry structure.

**(a) (ii) Efficiencies
in travel costs in
2016**

Restructuring of the Field Offices will produce efficiencies, or reductions in increases, in travel from Headquarters to the field. This is particularly the case for: travel of Victims and Witnesses Section staff; and travel of Registry staff dealing with external operations and field support.

In the previous structure, as mentioned above in part D.17., VWS staff from Headquarters were frequently required to travel to the field to meet with victims and witnesses in order to conduct assessments of their readiness to testify, and to review and manage cases generally, because VWS field staff had no decision-making authority. Under the new structure, VWS staff in the field have increased responsibilities and the capacity to manage cases locally, which significantly reduces the need

for Headquarters VWS staff to travel to the field. These structural changes in VWS have led to a reduction in travel requirements by approximately **40 per cent on a yearly basis**. This has allowed VWS to maintain virtually the same travel budget since 2015 (€1,086.1 thousand approved), both in the approved 2016 budget (€1,086.1 thousand) and proposed 2017 budget (€1,076.9 thousand), despite a significant increase of 150 persons in the Court's protection programme and associated workload over this period. For the 2016 budgetary year alone, had the new VWS structure not been in place, the Section would have been obliged to request the additional €1.0 million for DSA and travel expenses.

The second area where efficiencies in travel are expected is the Registry's external operations and field support. As mentioned in part D.16., due to the lack in the past of a Registry representative in the field, such as a Chief of Field Office, a high number of missions were required from Headquarters to the Field Offices to perform various Registry functions, including those related to the execution of co-operation requests by the Chambers, liaising with the national authorities of the situation country, the United Nations, and representatives of State Parties generally. At the same time, Headquarters staff dealing with the functioning of and support to the Field Offices were frequently required to travel to the field in order to control and monitor the standards of support provided by the Field Offices to Registry clients, and to oversee the allocation of resources in the field. In the new structure, the number of Registry missions from Headquarters for the purpose of external operations and field support will be reduced by around **30 to 40 per cent**. This is because the Chief of Field Office – in the offices where such function is established, when needed – has a strong representational role and will be delegated a number of Registry functions from Headquarters. At the same time, there is a significantly reduced need for Headquarters staff dealing with field support to travel to the field since the Chief manages the Field Office and ensures directly, and on a more continuous basis, that Field Offices provide adequate support to the Registry clients and that field office resources are used most efficiently.

While efficiencies in 2016 in relation to travel of Registry external operations staff are limited, due to the establishment of new working methods and staggered implementation of the new structure, projected *yearly* efficiencies, or reduced increases, of 30 to 40 per cent in the travel costs of Registry external operation staff from Headquarters and staff dealing with field support may be expected in the future.

(b) *One-time financial savings in 2016 through*

All vacant posts resulting from the reorganisation within the new Registry structure of 550 established posts are being gradually filled in the course of 2016. This will generate savings and reduce the increase in

staggered implementation

the Registry's 2016 budget, as decided by the Assembly in November 2015, on the Committee's recommendation and following consultation with the Registrar. Total savings from staggering the implementation of the new Registry structure amount to **€3,400 thousand**. These *one-time* savings would not have been possible had the Registry not undertaken the reorganisation which resulted in a number of vacant posts.

Financial savings and efficiencies in 2016 alone

Thus *financial savings and efficiencies of the reorganisation for 2016* alone amount to **€5,384 thousand** (€984 thousand in staffing costs; €1,000 thousand in travel costs of VWS staff and Registry staff dealing with external operations and field support; and €3,400 thousand as a result of staggered implementation).

(c) Additional necessary Registry functions with pre-existing resources

Serious functional gaps were identified, in that the Registry was unable to perform necessary functions in a number of areas, even though these functions were crucial for more effective and efficient functioning of the Registry. The new Registry structure allows the Registry to undertake a number of such important additional and previously unaddressed functions. This has been achieved while staying within the limits of the set budgetary envelope of established posts and approved positions. In other words, in addition to financial savings and efficiencies, the new Registry is also able to deliver additional and long overdue services with the same resources.

These additional functions are outlined under each relevant Section and include: (i) Registry executive management; (ii) staff development and training; (iii) performance management; (iv) legal and policy development; (v) budgetary strategy, projection and monitoring; (vi) external operations high-level coordination, strategic direction and management; and (vii) representational role and management of Field Offices.

(d) Efficiencies through centralisation of Registry services

Efficiencies have also been achieved by centralising a number of services previously dispersed across the Registry, thus enhancing coordination and increasing output.

They include centralisation of: (i) Registry legal functions; (ii) information security; (iii) the eCourt function; and (iv) Registry external operations, including in the areas of external relations and State cooperation, as well as information collection and analysis.

(e) Efficiencies through creation of flexible workforce

Registry staff have been diversified, allowing for flexibility in addressing shifting priorities and increasing the Registry's capacity to absorb workload increases. This includes: (i) the Registry legal workforce; (ii) the security workforce; (iii) the court management

workforce; (iv) the victims and witnesses support workforce; and (v) outreach and victims participation staff in the field.

(f) Efficiencies through organisational development

Lastly, many recommendations made by the *ReVision* team pertained not to structural changes but to processes, workflows and the general functioning of each Section individually, as well as the Registry as a whole. Based on these recommendations, the Registrar made a number of decisions which have been translated into organisational development objectives for each Section, in the short, medium and long term.

A number of Registry-wide themes can be identified. They include: (i) further clarifying the roles of different Sections/Offices/Units and avoiding the potential for gaps and overlaps; (ii) addressing gaps in legal and policy frameworks; (iii) streamlining internal workflows; (iv) ensuring stronger and more constant engagement of senior managers in performance management; (v) improving internal communication and decision-making; (vi) improving cooperation between the Sections/Offices/Divisions; (vii) identifying and following up training needs; (viii) more effective use of IT tools and databases; (ix) improving staff morale; and (x) developing effective performance and workload indicators.

By identifying these general – and a number of Section-specific – organisational development objectives, the reorganisation has also enabled the Registry to focus its development on the most urgent needs, once all the structural and staffing changes have taken place.

2. Costs of reorganisation

Costs of reorganisation include: (a) the costs of the *ReVision* process in the amount of **€1,075 thousand**, which includes the costs of the *ReVision* team (€443 thousand in 2014 and €317 thousand in 2015), the Human Resources Task Force (€191 thousand) and external consultants (€12 thousand in 2014 and €112 thousand in 2015); and (b) the costs of Enhanced Agreed Separation Packages in the amount of **€5,101 thousand**. Of the latter amount, €1,713 thousand was paid out of savings in the Registry's regular 2014 and 2015 budgets, while €3,387 thousand was allocated from the employee benefit liabilities fund. The total costs of reorganisation thus amount to **€6,176 thousand**.

Benefit-cost conclusion

In sum, **eighty-seven (87) per cent** of the total costs of reorganisation are already offset by the first two categories of the reorganisation's benefits, namely financial savings and efficiencies in the course of 2016 alone (€5,384 thousand). This is excluding a number of **other benefits and efficiencies of the reorganisation that are difficult to quantify**, such as those pertaining to additional and necessary functions performed by the Registry or improved coordination and communication.

Since there are no further reorganisation costs, the **benefits of the Registry’s reorganisation as of 2017 already outweigh the investment made and translate into tangible and significant long-term efficiencies and savings**. These are difficult to quantify not only because a number of them are by nature non-quantifiable, but also because the exact amount of those quantifiable benefits is dependent on the nature and level of activities that the Registry and the Court will be required to perform in the coming years.

Nonetheless, if **quantifiable long-term benefits only in SSS and VWS** were to be taken into account – in relation to a more flexible security workforce and strengthened VWS decision-making in the field respectively – together with an overall leaner Registry structure, this would suggest minimum savings – or reductions in increases – of **€1,98 million per year**. This would apply to any future year where the Registry’s activities are comparable to the 2016 level. For any year with increased or decreased activities compared to the 2016 level, savings or reductions in increases would also be proportionally higher or lower.

F. Reorganisation in figures

	<p>15 <i>ReVision</i> team members and 7 members of the <i>ReVision</i> Project Board, from all regional groups and with equitable gender balance.</p> <p>81 per cent of Registry staff participating in the May 2014 survey called for change in the Registry, and 59 per cent found change in organisational structure “necessary”. Only 4 per cent did not find it necessary.</p>
<i>ReVision</i> team and project	<p>18 detailed reports produced by the <i>ReVision</i> team containing observations and recommendations on the functioning of each of the Registry’s Sections, totalling over 1010 pages; 529 recommendations were made to the Registrar as part of the functional review at the Section-level alone.</p> <p>About 70 per cent of <i>ReVision</i> team recommendations pertained to improvements in processes and workflows, whereas the remaining 30 per cent related to proposals on structural and staffing changes.</p>
Reorganisation “envelope”	<p>The previous Registry structure of 560.4 established posts and approved positions was redesigned into 550 posts within the new Registry.</p> <p>With total staffing costs of €42,495.7 thousand in the Registry after the reorganisation, the Registry remained within the envelope set by the Assembly in the amount of €42,939.5 thousand, producing a saving of €443.8 thousand.</p>

**Impact on
Registry staff**

120 staff members were affected by the reorganisation. 113 staff members were affected immediately because the profile of their job was either deemed unnecessary in the new structure or needed to undergo a substantial change; a further seven staff members were affected as a result of the so-called “reduction exercise” whereby the number of staff holding the same-type of position needed to be reduced due to operational requirements in the new structure.

Of 120 affected staff members, **61** took the separation package, while the remaining **59** staff members decided to be priority candidates for Registry posts resulting from the reorganisation.

Of **59** priority candidates, in both the Professional and General Service categories, **53** candidates or **89.83 per cent** were successful in securing new posts within the Registry resulting from the reorganisation – **26** out of 29 candidates who held Professional-level positions, and **27** out of 30 candidates who held General Service-level positions.

30 GTA positions were converted to established posts.

21 reorganisation-related appeal cases by staff members have been lodged before the Court’s Appeals Board (as of 30 July 2016). The Appeals Board has issued reports in all of the 21 cases, recommending in favour of the staff members in **2** cases and recommending in favour of the Registrar’s decisions in the other **19** and thus recommending that their appeals be dismissed. Of these, **20** cases have been dismissed by the Registrar in his final decisions while one is awaiting a final decision.

**Geographical
distribution**

Reorganisation led to the following changes in terms of geographical distribution of Professional staff: minus **17** WEOG, minus **3** Eastern Europe, minus **2** Asia-Pacific, minus **1** GRULAC and no change for the African group.

Over the period that the reorganisation started affecting the Registry staff, and also taking into consideration non-reorganisation-related Registry recruitments, geographical distribution of regional groups in the Registry from 30 April 2015 to 30 June 2016 has led to increased representation of **Africa** from 14.73 per cent to **16.20 per cent** (target 13.19 per cent); **Asia-Pacific** from 6.20 per cent to **7.75 per cent** (target 18.37 per cent); and **Eastern Europe** from 8.53 per cent to **9.86 per cent** (target 8.09 per cent); while it led to decreased representation of **WEOG** from 62.02 per cent to **59.15 per cent** (target 42.60 per cent); and **GRULAC** from 8.53 per cent to **7.04 per cent** (target 17.74 per cent).

**Gender
balance**

Reorganisation led to **16** fewer male staff members, and **7** fewer female staff members in the Professional category.

Within the P-3 to P-5 range, reorganisation led to **10** fewer male staff members compared to **2** fewer female staff members. The fact that male staff members were five times more negatively impacted within this range has had a beneficial effect on the female-male ratio among staff at these levels, favouring female staff who have been traditionally underrepresented within the higher range of the Professional category.

Over the period that the reorganisation started affecting the Registry staff, and also taking into consideration non-reorganisation-related Registry recruitments, gender balance overall has remained almost unaltered, from **50.30** per cent of Registry female staff in the Professional category as of 30 April 2015 to **50.29** per cent as of 30 June 2016.

**End of
reorganisation**

With **63** posts, more than half of which are located in the field, the Victims and Witnesses Section was the Registry's largest Section resulting from the reorganisation.

Out of **18** revised Sections and Offices in the Registry, **10** saw a total decrease in the number of staff, **4** remained at the same staffing levels or experienced an increase of up to one post, while **4** were increased by more than one post.

13 Registry Sections now have a high capacity to absorb future workload increases, **3** have moderate capacity – the Court Management Section, the Information Management Services Section, and Field Offices – while only **2** Sections – the Victims and Witnesses Section and the Language Services Section – have a limited capacity to absorb such increases. The latter are highly dependent on the level of investigatory, prosecutorial and judicial activities.

**Post-
reorganisation**

Only **4** Sections received additional established posts *after* the reorganisation – **27** posts in total, due to the post-reorganisation requirements linked to the permanent premises and increased workload. The Sections concerned are: the General Services Section (3 posts), the Security and Safety Section (16 posts), the Public Information and Outreach Section (2 posts), and Field Offices (7 posts).

G. Timeline of main developments

Pre-reorganisation

2004-2009	The Registry's structure grows each year, as the Court receives first referrals by States Parties in 2004, followed by first warrants of arrest issued in July 2005, first pre-trial hearings in 2006, and the initiation of the first trial in January 2009. The Registry Sections develop and grow in response to the increased activities but without benefiting from a Registry-wide organisational vision or review.
4-12 Sep 2007	The Committee on Budget and Finance , at its eleventh session, notes that the Field Offices had grown rapidly, "mostly in an unplanned manner as the Court responded to immediate pressures". The Committee welcomed the Court's intention to review the operations of field offices and to put in place a more strategic policy direction.
31 May 2010	The Office of Internal Audit announces the findings of its Audit of the Registry's Organizational Structure for Field Operations identifying numerous deficiencies, including the existence of "functional silos and no overall authority in the field structure" , as well as Registry's "[r]educed relevance due to the lack of a Registry representative in the field ".
22-31 Aug 2011	The CBF notes, during its seventeenth session, that it is " concerned with the organizational structure of the Registry , where there appeared to be a proliferation of senior positions that reported directly to the Registrar" and recommends a review of the organizational structure of the Court with a view to streamlining functions, processes and corresponding structures.
23-27 Apr 2012	The Committee, at its eighteenth session, recalls its recommendation that the Court undertake a thorough evaluation/review of its organizational structure.
5 Apr 2013	PricewaterhouseCoopers (PwC) , the company engaged by the Court as consultants to produce a report as a result of CBF recommendations, confirms that the Registry is over-complex and in need of restructuring , but does not propose solutions.
18 Apr 2013	New Registrar , Herman von Hebel, is sworn in; he identified the reorganisation of the Registry as a top priority.
22-26 Apr 2013	The CBF , in response to the PwC report, at its twentieth session, notes that changes to the organisational structure of the Court would require discussions and conclusions on several levels, including, among others, defining a new organisation chart for the various departments and teams.

9-19 Sept 2013 **The Committee**, at its twenty-first session, **welcomes the intention of the Registrar to optimise the organisational structure** of the Registry, to enhance its efficiency and improve the services provided, leading to further savings.

ReVision Project: from initiation to closure

20-28 Nov 2013 **The Assembly of States Parties**, at its twelfth session, **authorises the Registrar to reorganise and streamline the Registry’s structure** within the envelope of the approved programme budget for 2014 and the maximum number of established posts and approved positions.

January 2014 The Registrar **recruits the first members of a ReVision team** to look into the Registry’s organisational structure and functioning in order to make recommendations; the Registrar also **establishes a ReVision Project Board** that will oversee the overall implementation of the project.

Jan-Mar 2014 **Terms of Reference** and an **Overall Plan** for the *ReVision* project are developed based on, among other things, the PwC report.

14 Mar 2014 Inaugural Meeting of the **ReVision Project Board** is held during which the Board **approves the Project Plan**.

April 2014 During the April 2014 meeting, the Registrar submits to the CBF an “**Overview of planned activities**” setting out the proposed reorganisation of the Registry, along with an oral presentation.

12-23 May 2014 Comprehensive **survey of Registry staff** is conducted by the *ReVision* team; 81 per cent of the participating staff call for change.

24-25 June 2014 A **two-day retreat of the Registrar, Directors and Section Chiefs** is organised, aimed at discussing proposed models for the Registry’s new high-level structure.

15 July 2014 Registrar makes a **presentation to the Court’s Judges** on the proposed new high-level structure of the Registry, which includes the **creation of a new Division focusing on external operations**, consolidating previously fragmented Registry functions.

17 July 2014 At its second meeting, the **ReVision Project Board meets and approves the new high-level structure** of the Registry, including the creation of a new Division.

18 July 2014 At a town hall meeting, the **Registrar announces to all staff** the new **three-pillar structure** of the Registry.

August 2014 **The ReVision team starts a detailed review of all Registry functional areas** in the context of the new high-level Registry structure; the review continues until March 2015.

19 Aug 2014	‘Principles and Procedures applicable to Decisions Arising from the ReVision Project’ are adopted by the Registrar after consultation with the Staff Union Council. Their purpose is to provide a complete set of procedures and clarify rights and obligations of both staff and management in relation to the decisions stemming from the reorganisation.
28 Aug 2014	The Registrar addresses field staff in Bunia and Kampala via video conference in relation to ReVision and other issues, and answers questions from the Field Offices.
15 Sept 2014	The Registrar updates the States Parties on the status of the ReVision project in a meeting convened by the President of the ASP, Ms Tiina Intelmann.
8 Oct 2014	The Registrar reports to the CBF on the new high-level structure, including the envisaged structural re-design of the Court’s Field Offices and the proposed consolidation of all victim-related functions into a new Victims Office, and all defence support functions into a new Defence Office.
13 Oct 2014	The Registrar makes a presentation to the Court’s Judges on the status of the ReVision Project.
15 Oct 2014	The Registrar meets with a group of NGOs, led by the Coalition for the International Criminal Court , and presents the plans for the reorganisation.
30 Oct 2014	The Registrar provides an update on the ReVision project to the Hague Working Group .
17 Nov 2014	During the twenty-fourth Diplomatic Briefing to the States , the Registrar focuses on the progress made and plans for the Registry’s reorganisation.
8-17 Dec2014	At its thirteenth session, the Assembly of States Parties “[a]cknowledges the continued efforts of the Registry to reorganize and streamline the Registry’s organizational structure and authorizes 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” .
10 Dec 2014	On the margins of the Assembly’s thirteenth session in New York, the Registrar meets with a number of NGOs , led by the Coalition for the International Criminal Court, concerning the establishment of the Victims and Defence Offices in the Registry . During this meeting, an idea is born to organise an expert conference on this topic with the participation of all relevant stakeholders within and outside the Court.

5 Mar 2015	The Registrar has the first “brown-bag” lunch with a small group of Registry staff members , the first in a series of informal lunches with Registry staff in order to get direct feedback on the reorganisation and work in general.
23-24 Mar 2015	Expert Conference on the Establishment of the Victims Office and Defence Office is held at the Court, organised by the Registry.
26 Mar 2015	During the twenty-fifth Diplomatic Briefing to the States , the Registrar provides an update on the Registry’s reorganisation.
31 Mar 2015	ReVision team finalise all their recommendations , which include a comprehensive proposal for the Registry’s new structure at the level of each Section and each individual position, also known as “Phase 4” of the ReVision project.
9-10 Apr 2015	The Registrar, together with the Registry Directors and in consultation with the Section Chiefs, decides on the entire Registry structure , adopting most of the ReVision team’s recommendations and making some adjustments to the proposals.
15 Apr 2015	The ReVision Project Board meets and approves completion of Phase 4 of the ReVision Project, or the functional review of each Registry Section.
16 Apr 2015	The Registrar updates the Court’s Judges on the decisions made in the context of the ReVision project.
20-28 Apr 2015	Final decisions are presented in individual meetings with each Registry Section , as well as via video-link with the field offices , in French-speaking and English-speaking situation countries separately.
20-24 Apr 2015	For the CBF’s twenty-fourth session, the Registrar submits his ‘Report on the review of the organizational structure of the Registry’ , detailing the outcomes of Phase 4 of the ReVision project and his decisions. The Committee acknowledges that, from the information provided, the “ReVision project would comply with the Assembly’s requirement” that it stay “within the envelope of the 2015 approved programme budget and the maximum number of established posts and approved positions”.
23 Apr 2015	The Registrar delivers a presentation on the decisions made to the Executive Committee of the Office of the Prosecutor , consisting of the Prosecutor, the Deputy Prosecutor and OTP’s most senior management.
26 May 2015	The Registrar makes a presentation to the Group of African States Parties in relation to the possible impact of the reorganisation on geographical distribution among Registry staff , at the request of the Chairman of the Group.

26 May 2015 The Registrar provides an update on the *ReVision* project to the **Hague Working Group**.

1 June 2015 **The Registry Human Resources Task Force is established** to assist in the transition with, among others, the preparation of work surveys, the classification of posts and liaison with external classifiers, recruitment of priority candidates and support to the staff members affected by the reorganisation.

10 June 2015 **NGO roundtable is held at the Court**, during which the Registrar provides an update on the reorganisation.

12 June 2015 **Several aspects of the Principles and Procedures** applicable to Decisions Arising from the *ReVision* Project are **amended and re-circulated**, at the request of the Staff Union Council and in order to regulate previously unforeseen issues.

22 June 2015 The Registrar meets with and provides an update on the reorganisation to the **Latin American and Caribbean Group** of States, at the Embassy of Mexico.

23 June 2015 **The Final *ReVision* report** is submitted to the Registrar by the *ReVision* team, marking the end of the *ReVision* Project.

3 July 2015 The Registrar meets with and provides an update on the reorganisation to the **Western European and Others Group** of States and to the **Eastern European Group** of States, at the Embassy of Norway.

13 July 2015 The *ReVision* **Project Board approves the closure of the *ReVision* Project**.

14-15 July 2015 The CBF's resumed twenty-fourth session is held, for which the Registrar submits the '**Report of the Registry on the outcome of the *ReVision* process**'; the Registrar also makes a **presentation to the CBF** on *ReVision*.

At that same resumed twenty-fourth session, the CBF notes that the new Registry structure consists of **550 established posts**, which amounts to €42.5 million, down from €42.9 million. The Committee also notes that **“any additional workload or other requirements that were not included in the 2015 approved budget are not part of the *ReVision* exercise and need to be treated separately”**.

Implementation of the new Registry structure

1 July 2015 **The new Registry structure and new reporting lines are put in place**, with the exception of Field Offices, which are awaiting the appointment of the Chiefs of Field Offices.

Early July 2015 All **staff members are informed** whether or not their post is to be abolished. This is followed by the issuance of vacancy announcements and relevant recruitments, starting with recruitments involving **priority candidates** – that is Registry staff whose positions were abolished and who decided to apply for newly-created posts resulting from the reorganisation.

August 2015 Discussions on **organisational development**, based on the *ReVision* team's recommendations and the Registrar's decisions, are initiated; these do not relate to structure and staffing but to improvements in processes, workflows and general functioning.

7 October 2015 **Recruitments involving priority candidates are finalised.**

November 2015 Around **25 per cent of Registry established posts are vacant** as a result of the departure of a number of staff and due to **staggered implementation** of the new Registry structure; these posts are being **gradually filled in the course of 2016** in order to produce savings that would reduce budget increases for 2016.

18-22 April 2016 For the **CBF's twenty-sixth session**, the Registry submits **three reports relating to the *ReVision* project and its implementation**: an explanation on staggered implementation of the new Registry structure; benefit-cost analysis of the Registry's reorganisation; and an explanation on the role, structure and value of the External Operations Support Section.

July 2016 and ongoing **Implementation of the new structure is at its peak** in that the majority of recruitment processes for vacant posts in the Registry have been initiated with a number of them finalised; however, the vacancy rate for established posts in the Registry remains high due to the high number of posts being filled by internal candidates.

It is however projected that the new Registry structure will be at around 12 per cent vacancy rate by the end of 2016, and **will return to its standard vacancy rate of 10 per cent by July 2017.**

Efforts in **organisational development** continue as the Registrar, Directors and Section Chiefs define implementation action plans on the short-, medium- and long-term objectives for their respective offices and Sections. Major achievements can however be expected only once the Registry is back, or almost back, to its full and normal staffing level.

I. Purpose and structure of the report

1. The present report provides a comprehensive and holistic overview of the Registry's reorganisation in order to allow the Committee on Budget and Finance, the Assembly of States Parties to the Rome Statute, the other organs of the Court and others benefitting from Registry services, including defence and their counsel, victims participating in the proceedings and their legal representatives, as well as civil society and the general public, to gain a more thorough insight into the various aspects of the reorganisation.

2. At its fourteenth session, the Assembly took note of the Registry's *ReVision* process. More concretely, it noted that the "full implications of that process, including its financial implications both in the short-term and the long-term, would be the object of further clarifications to the Committee on Budget and Finance at its twenty-sixth session", and looked forward to "being duly informed about the impact ensuing from the new structure, both in terms of its capacity to absorb increases in the workload and tangible efficiencies attained" and "request[ed] the External Auditor to conduct a full assessment of the *ReVision* process, including its cost, its impact and its implementation".¹ To this end, for the Committee's twenty-sixth session, the Registry submitted a number of reports relating to the *ReVision* project and its implementation.² The information provided to the Committee at the time forms part of this report.³

3. Throughout 2015, the Registry received – and whenever possible responded to – a number of queries from the Committee, representatives of States Parties, non-governmental organisations, Court staff and other interested parties. The issues ranged from the effect of the reorganisation on the efficient provision of services to the Chambers and other Registry clients, the impact on Registry staff, including their rights during the process, the impact on geographical distribution and gender balance in the Registry, to the amount of financial packages given to departing staff members and many other issues. By providing a comprehensive and holistic overview of the Registry's reorganisation, the Registry also aims to address these other issues.

4. The following part, Part II, offers an overview of the *Registry's reorganisation in a chronological context*: why the reorganisation was necessary; the mandate for the reorganisation and its legal basis; the financial envelope of the exercise; relation to the 2016 budget; the main objectives of the reorganisation; an explanation of the process; the impact on geographical distribution and gender balance; and the way forward in relation to organisational development and the staggered implementation of the new Registry structure.

5. Part III presents a *Benefit-cost analysis* including: long-term financial benefits generated by the reorganisation; one-time financial savings; additional necessary Registry functions performed with pre-existing resources; efficiencies through the centralisation of Registry services; efficiencies through the creation of a flexible workforce; efficiencies through organisational development; financial costs of the reorganisation, including the costs of the *ReVision* team and the costs of

¹ *Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Fourteenth session, The Hague, 18-26 November 2015* (ICC-ASP/14/20), vol. I, part III, ICC-ASP/14/Res.1, part J, para. 13, adopted on 26 November 2015.

² This includes the *Explanation to the Committee on Budget and Finance on staggered implementation of the new Registry structure; Benefit-cost analysis of the Registry's reorganization*; and the *Explanation to the Committee on Budget and Finance on the role, structure and value of the External Operations Support Section in the Registry*.

³ In particular, chapter II.H(ii) on Staggered implementation of the new Registry structure; Part III on Benefit-cost analysis; and chapter IV.P on the External Operations Support Section.

enhanced agreed separation packages paid to staff members; and a summary benefit-cost analysis which shows that the total costs of reorganisation are almost entirely offset in 2016 and then outweighed by the financial benefits as of 2017 and in the years thereafter.

6. Part IV is a detailed *Section-by-Section overview*, describing the main problems identified during the reorganisation in each and every Section of the Registry, and the structural and other solutions introduced to address these problems. It is particularly through these improvements that the Registry will be able to provide more efficient and effective services to the other organs of the Court and all its clients. Previous and revised structure and staffing tables for each Section are provided, and the impact on each position noted. Furthermore, staffing implications are summarised for each Section, with information on the Section's capacity to absorb any post-reorganisation workload increases. Any additional positions requested and approved in the Registry's 2016 budget *after* the reorganisation are also explained. Lastly, Part V offers some concluding remarks.

II. Reorganisation in a chronological context: from *necessity, to mandate, financial envelope, goals, process, impact on geographical representation and gender balance, and the way forward*

A. Why was reorganisation necessary?

7. After eleven years of the Court's existence, a detailed review of the Registry's functioning was needed. The Registry's structure, which was agreed upon in the Court's very early years, had grown tremendously, without ever benefitting from a comprehensive organisational review.

8. This was particularly the case of the Registry's field operations. In its report on its eleventh session of September 2008, the Committee on Budget and Finance:

noted that the field offices of the Court had grown rapidly over the past two years, mostly in an unplanned manner as the Court responded to immediate pressures. With the field offices now becoming a semi-permanent part of the Court's structure, the Committee welcomed the Court's intention to review the operations of field offices and to put in place a more strategic policy direction.⁴

9. Furthermore, in May 2010, the Office of Internal Audit, in its Audit of the Registry's Organizational Structure for Field Operations, found that there were "significant structural and operational shortcomings" in the organisational structure of the Registry in the field.⁵ It is useful to quote these findings in full as they closely coincided with the problems subsequently identified by the *ReVision* project. The Office of Internal Audit found the following major deficiencies:

- Lack of coherence, cooperation, communication and oversight of field functions due to *functional silos and no overall authority in the field structure*.
- Reduced relevance due to the *lack of a Registry representative* in the field.
- Unclear roles, responsibilities and authority due to poorly defined job descriptions and inadequate guidance documents which contributes to reduced accountability.

⁴ *Official Records ... Seventh session ... 2008* (ICC-ASP/7/20), vol. II, part B.2, para. 85.

⁵ Audit of the Registry's Field Operations - Organizational Structure, 31 May 2010, Audit Project number. OIA.08-A09, page 12, emphasis added.

- Understaffing [...] which has resulted in excessive workloads, reduced quality of support, and limited capacity to cover staff leave, training, etc, or to respond to surges in operations such as new missions.
- Inefficient business processes which further contributes to understaffing.
- Duplication of administrative tasks which has resulted from functional silos and manual processes.
- Underdeveloped reporting and performance indicators which reduces planning and monitoring controls, and accountability.⁶

10. The Office of Internal Audit concluded that:

Management should review the field operations structure in headquarters for opportunities to *merge support and substantive field-related Registry functions* and consider developing a *single organizational unit for field operations*. The consultants who reviewed the field operations in 2008 also noted potential opportunities for consolidating field operations functions in headquarters.⁷

11. At the same time, the pressure was growing for the Registry to review its organisational structure not just in the field but in its entirety. At its seventeenth session in August 2011, the CBF noted that it was “concerned with the organizational structure of the Registry, where there appeared to be a proliferation of senior positions that reported directly to the Registrar.”⁸ The Committee further recommended that:

the Court undertake a thorough evaluation/review of its organizational structure with a view to streamline functions, processes and corresponding structures, reduce span of control where necessary, identify responsibilities that could be delegated and rationalize lines of reporting.⁹

12. At its eighteenth session in April 2012, having considered the Report of the Court on its organizational structure and having noted that the Court’s report “did not specifically address”¹⁰ the issues the Committee had previously requested from the Court, the CBF:

recalled its recommendation that the Court undertake a thorough evaluation/review of its organizational structure with a view to streamlining functions, processes and corresponding structures, reducing spans of control where necessary, identifying responsibilities that could be delegated and rationalizing lines of reporting.¹¹

13. In response, the Court engaged PricewaterhouseCoopers (PwC) as consultants, to provide their advice on these issues. PwC findings are equally worth quoting in full as the problems identified by PwC also coincided with the problems subsequently identified by the *ReVision* project team. PwC found that:

[T]here is also a rather high degree of internal complexity in [the Registry’s] organizational structure. Within the Registry 44 units including the field offices exist as part of division/sections. Because of the nature of the work of the Registry, there is a high degree of interdependence between the sections. In total the Registrar has 13 direct reports. The span of control of the Registrar is therefore rather high. [...] As a consequence of the reporting lines

⁶ Audit of the Registry's Field Operations - Organizational Structure, 31 May 2010, Audit Project number. OIA.08-A09, page 12, emphasis added.

⁷ Audit of the Registry's Field Operations - Organizational Structure, 31 May 2010, Audit Project number. OIA.08-A09, page 15, emphasis added.

⁸ *Official Records ... Tenth session ... 2011* (ICC-ASP/10/20), vol. II, part B.2, para. 45.

⁹ *Official Records ... Tenth session ... 2011* (ICC-ASP/10/20), vol. II, part B.2, para. 46.

¹⁰ *Official Records ... Eleventh session ... 2012* (ICC-ASP/11/20), vol. II, part B.1, para. 29.

¹¹ *Official Records ... Eleventh session ... 2012* (ICC-ASP/11/20), vol. II, part B.1, para. 29.

within the Registry, in which some chiefs of section report to the Registrar and others are hierarchically subordinate to a Head of division, horizontal coordination seems difficult to achieve which makes resolving differences or conflicts difficult.¹²

14. In response to the PwC report, the CBF noted in its report following its twentieth session in April 2013 that:

[...] changes to the organizational structure of the Court would require discussions and conclusions on several levels, including:

- (a) Defining a new organization chart for the various departments and teams;
- (b) Ensuring the involvement and accountability of management;
- (c) Maintaining work capabilities at a high level of efficiency;
- (d) Defining tasks associated with the strategic plan, and
- (e) Ensuring that directorates and sections take ownership of the objectives assigned to them.

Changes must be based on resource allocation, an essential condition for this project to succeed. The appointment of a new Registrar provides an opportunity to drive through reforms of this nature.¹³

15. In parallel with these findings, the Registry was increasingly expected to provide more, and more efficient, services to the other organs of the Court as a result of a continued and gradual growth in judicial and prosecutorial activities. Yet as the Registry was operating sub-optimally, the other organs, and the Office of the Prosecutor in particular, could not rely fully on the Registry services. This, in turn, forced them to look for their own internal solutions in the absence of a Court-wide approach (e.g. promulgation of OTP-only HR policies which led to unequal treatment of staff; or the creation of organ-specific, rather than Court-wide, IT solutions and information databases).

16. Change was demanded by Registry staff themselves. In a comprehensive survey conducted by the *ReVision* team from 12 to 23 May 2014, in which 60 per cent of all Registry staff participated, 81 per cent of participants called for change in the Registry. More specifically, 59 per cent of participating staff members believed that a “change in organisational structure” was “necessary”, 37 per cent were neutral on this question, while only 4 per cent saw no reason for organisational change. A number of essential features relating to working methods and processes were highlighted as urgently requiring improvement. The areas receiving most criticism were the areas which were subsequently addressed during the reorganisation, such as work processes and workflows, communication and information, teamwork, leadership, human resources management, staff morale and resources.

17. The CBF, external experts, internal auditors, other Court organs and the Registry staff themselves have all pointed to the need for a fundamental review of the Registry’s structure, its working methods and its functioning in general.

¹² See ‘Report on the organizational structure of the Court -PricewaterhouseCoopers Consultancy on ICC Organizational Structure’ CBF/20/21, paras. 17, 18. See the report of PricewaterhouseCoopers on the organisational structure of the Court of 5 April 2013, ICC-ASP/12/18, 5 June 2013, pp. 17 *et seq.* See also ICC-ASP/13/16, Report of the Court on the organizational structure, 23 May 2014.

¹³ *Official Records ... Twelfth session ... 2013* (ICC-ASP/12/20), vol. II, part B.1, paras. 63 and 64.

B. Mandate and legal basis

18. The Registrar's authority – and responsibility – for the reorganisation stems from the Rome Statute which stipulates that the Registrar is “the principal administrative officer of the Court”, exercising his or her functions “under the authority of the President of the Court”.¹⁴

19. Furthermore, the Registry's reorganisation was specifically authorised by the Assembly of States Parties, upon recommendation by the Committee on Budget and Finance.

20. At its September 2013 meeting, following the Registrar's presentation of a proposed outline for a comprehensive review of the Registry, the CBF:

[...] noted and welcomed the intention of the Registrar to optimize the organizational structure of the Registry with a view to enhancing its efficiency and improving the services provided, which would lead to further savings.

[...] recommended that the Registrar be granted the authority to reorganize and streamline the Registry on a provisional basis, within the limits of the approved budget and the maximum number of established posts and approved positions.¹⁵

21. Consequently, at its twelfth Session, in November 2013, the Assembly:

[a]uthorize[d] 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.¹⁶

22. In December 2014, at its thirteenth Session, the Assembly reiterated this mandate and extended it for another year, in almost identical terms. The Assembly:

[a]cknowledg[d] the continued efforts of the Registry to reorganize and streamline the Registry's organizational structure and [a]uthorize[d] 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.¹⁷

C. Financial envelope of the ReVision exercise: definition and boundaries

23. 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 authorised to review and streamline the Registry's organisational structure: (i) the approved Registry programme budget for 2015, which amounted to €65.02 million; and (ii) the maximum number of established posts and approved positions.¹⁸ With regard to the second criterion, the previous Registry, as approved by the Assembly, consisted of 496 established posts, which amounted to €37.3 million, and 65.4 FTE in GTA positions, financed within

¹⁴ Rome Statute, Article 43(2).

¹⁵ *Official Records ... Twelfth session ... 2013* (ICC-ASP/12/20), vol. II, part B.2, paras. 82 and 83.

¹⁶ *Official Records ... Twelfth session ... 2013* (ICC-ASP/12/20), vol. I, part III, ICC-ASP/12/Res.1, Section H, para 3.

¹⁷ *Official Records ... Thirteenth session ... 2014* (ICC-ASP/13/20), vol. I, part III, ICC-ASP/13/Res.1, Section I, para 2.

¹⁸ *Official Records ... Twelfth session ... 2013* (ICC-ASP/12/20), vol. I, part III, ICC-ASP/12/Res.1, Section H, para. 3 (see also *ibid.*, Section A, para. 1 for the original Registry budgetary envelope, as amended in the subsequent resolution *infra*).

the approved €5.64 million for GTA and other staff resources.¹⁹ The total approved budget envelope for 2015 for staff and other staff costs in the Registry thus amounted to €42.94 million. The Registrar ensured that decisions stemming from the ReVision project were fully within these boundaries, as illustrated below. A number of GTA-funded positions were transformed into established posts as they had performed long-term functions for a number of years, that would continue to be needed for a foreseeable future.

Registry Staffing	<i>USG</i>	<i>ASG</i>	<i>D-2</i>	<i>D-1</i>	<i>P-5</i>	<i>P-4</i>	<i>P-3</i>	<i>P-2</i>	<i>P-1</i>	<i>Total P-staff and above</i>	<i>GS-PL</i>	<i>GS-OL</i>	<i>Total GS-staff</i>	<i>Total staff</i>
Previous	-	1	-	3	17	38	64	61	6	190	16	289	305	560.4
Plus 65.4 GTA-FTE														
Revised	-	1	-	3	19	43	83	86	5	240	15	295	310	550
<i>Difference</i>														-10.4

Registry staffing costs	Professional Staff	General Service Staff	Other Staff Costs	Total²⁰
Previous	€20,136.3	€17,160.5	€5,642.7	€42,939.5
Revised	€25,444.6	€17,051.2	-	€42,495.7
<i>Difference</i>	€5,308.3	(€0,109.3)	(€5,642.7)	(€443.8)

24. An overview of changes, per Section, is provided below. The rationale for these changes is detailed in Part IV.

Registry	2015 approved posts and established positions (ReVision envelope)			2015 revised structure of 550 established posts	Difference
	Established	GTA-FTE	TOTAL		
Immediate Office of the Registrar	11	-	11	6	-5
Legal Office	7	-	7	8	+1
Office of Director -Division of Management Services	4	-	4	12	+8
Human Resources Section	22	4	26	25	-1
Budget Section	24	3.5	27.5	6	-4.5
Finance Section				17	
General Services Section	41	1	42	42	0
Security and Safety Section	85	2.7	87.7	56	-31.7
Office of Director -Division of Judicial Services	5	-	5	4	-1
Court Management Section	26	2.8	28.8	33	+4.2
Detention Section	5	-	5	5	0
Language Services Section	48	4.5	52.5	49	-3.5
Victims Participation and Reparations Section	16	9	25	16	-9
Counsel Support Section	9	-	9	10	+1
Office of Public Counsel for the Defence	5	-	5	5	0
Office of Public Counsel for Victims	10	1.5	11.5	12	+0.5

¹⁹ €1.1 million of which corresponded to temporary assistance for meetings, overtime and consultants. Furthermore, Office of Internal Audit (OIA) was within the Registry's Major Programme up to 2015 and thus was technically within the envelope. However, the OIA now has a separate programme and is thus taken out of the envelope calculations.

²⁰ Based on the 2015 salary scale.

Information Management Services Section	54	6	60	55	-5
Office of Director -Division of External Operations	N/A	N/A	N/A	3	+3
External Operations Support Section, former Field Operations Section	39	14.1	53.1	23	-30.1
Victims and Witnesses Section	50	12.3	62.3	63	+0.7
Public Information and Outreach Section	34	4	38	24	-14
Field Offices	N/A (<i>field staff under different Sections and not under a single sub-programme</i>)	N/A	N/A	76	+76 (<i>nominal increase, but effective decrease from previous combined total of 86; see chapter IV.S below</i>)
TOTAL	495	65.4	560.4	550	-10.4

25. The final staffing level within the reorganisation is 551, including the post of Staff Council Officer (P-4)/President of Staff Council, which is within the Registry’s programme budget for administrative purposes only and is unfunded, thus having no impact on the budgetary envelope of the ReVision exercise.

26. It should also be noted that the restructuring was carried out based on the assumptions of the 2015 budgetary and workload levels. The Committee on Budget and Finance, at its resumed twenty-fourth session, “took note that any additional workload or other requirements that were not included in the 2015 approved budget are not part of the ReVision exercise and need to be treated separately.”²¹

27. Any additional workload or requirements that had not been anticipated in the 2015 approved programme budget were considered in the context of whether the new Registry structure would be able to absorb such additional workload and requirements. As such, the reorganisation *did* take into account future needs linked to the move to the permanent premises and potential workload increases, and, as detailed below, contained the Registry’s resource growth. Indeed, had the restructuring not taken place, in certain areas, such as security, the Registry would have been forced to request more staffing resources for 2016 than it did.²² However, given the move to the much larger, permanent premises at the end of 2015 and an increase in judicial and prosecutorial activities in 2016, there was an unavoidable need for additional resources in the Registry after the reorganisation.²³

28. Finally, the financial costs of *undertaking* the reorganisation, such as the costs of the ReVision team and the funds that were required for enhanced agreed separation packages were not considered as part of the financial envelope of the ReVision exercise. The total costs and funding of the enhanced agreed separation packages are outlined in chapter III.C below, but it is useful to provide an explanation here of why the Registry took such a position.

29. The Assembly’s definition of the budgetary envelope did not explicitly stipulate whether the costs of “carrying out” the reorganisation needed to be included within the set overall budgetary limits. In the Registry’s view, nonetheless, including the costs of *undertaking* the reorganisation

²¹ *Official Records ... Fourteenth session ... 2015* (ICC-ASP/14/20), vol. II, part B.2, para 10.

²² See chapter IV.S.(vi), paras. 331-333.

²³ See chapter II.D, paras. 32-37.

within the budgetary envelope would have been contrary to the spirit of the envelope as it would have effectively amounted to a significant reduction of that envelope – a reduction that was not contemplated by the Assembly at the time. The costs of undertaking the reorganisation are one-off costs, while the budgetary envelope is not time-limited. If the total costs of undertaking the reorganisation, which amount to €6.17 million as detailed in chapter III.G, were to be included within the envelope, this would mean that the revised Registry staffing would be *permanently* reduced by this amount.

30. In other words, while the costs of undertaking the reorganisation are actual expenses, staffing costs in the context of the budgetary envelope are the *boundaries* within which the reorganisation needed to take place. The Registry was, from the beginning of the *ReVision* process, guided by this understanding of the budgetary envelope, as excluding the actual costs of undertaking the reorganisation.

31. In its report on the work of its twenty-fourth session, the CBF acknowledged that, based on the information before it, the *ReVision* project “would comply with the Assembly’s requirement that it stays ‘...within the envelope of the 2015 approved programme budgeted and the maximum number of established posts and approved positions’”.²⁴ The Committee made a similar observation at its resumed twenty-fourth session in July 2015.²⁵

D. Post-reorganisation: additional positions needed after the reorganisation in 2016 due to the move to permanent premises and increased workload

32. After the reorganisation, a number of additional positions were needed to cater for new circumstances in 2016, namely: (a) the Court’s new permanent premises; and (b) increased workload.

33. With regard to the first factor, as of 2016, the Court was no longer a tenant of a rental property, but became the owner of its permanent premises, which led to different responsibilities and increased costs. The Court also moved from co-occupant status, having shared the facilities with EUROJUST, to being the sole occupant of the new building. This meant that it could no longer benefit from cost-sharing of common spaces, including reception, the cafeteria and security operations. Furthermore, the new building is larger than the previous interim premises, with more extensive public and open spaces, thus requiring higher maintenance and security and increased reception services.

34. Secondly, after the reorganisation, there were requirements in 2016 linked to the increases in the Court’s and Registry’s activities which consisted of two elements. One was the projected increase in judicial activities from one to four cases being at the stage of court proceedings. This had an impact on requirements in, among others, court management, language services, and the Victims and Witnesses Section. The second workload increase element was linked to new and intensified operations in the field, including operations in the newly-opened situation countries such as Mali or new cases in pre-existing situation countries, such as the Central African Republic.

²⁴ *Official Records ... Fourteenth session ... 2015* (ICC-ASP/14/20), vol. II, part B.1, para. 75.

²⁵ *Official Records ... Fourteenth session ... 2015* (ICC-ASP/14/20), vol. II, part B.2, para. 10.

35. Of 27 established posts created after the reorganisation, 16 were in the Security and Safety Section²⁶, three in the General Services Section²⁷, two in the Public information and Outreach Section²⁸, and six were in the field²⁹. Furthermore, one post was transferred from another major programme to the Registry.³⁰

36. In addition, 25.9 GTA-FTE positions were approved in the Registry 2016 programme budget to cater for the increase in judicial activities, which had an impact on requirements in the areas of security, general services, courtroom management, language services, support to witnesses and victims, defence and field offices.

37. The additional established posts and GTA positions would have been necessary even had the reorganisation not taken place. In fact, in a number of areas, such as security, the Registry would have had to request more staffing resources had the reorganisation not taken place, as its operations were organised less efficiently.³¹

E. Main objectives of the reorganisation

38. The main objective of the *ReVision* project was to develop a structural and managerial framework that would enable the Registrar to optimise the Registry's performance, while reflecting a renewed Registry vision, mission and values. Broadly speaking, the overall aim was to introduce measures to improve the Registry's functioning and output and to identify factors adversely affecting the Registry's performance. The focus of the project was therefore to create a Registry able to perform more efficiently and effectively within the envelope of existing resources and, within reason, to absorb additional workload.

39. This overarching goal was translated into eight guiding principles or objectives for the Registry's organisational design.³² These were:

- (a) "One Registry" in "one Court", including solid strategic executive management that sets the direction and objectives and carries out essential control functions;
- (b) Strong management teams;
- (c) Integrated field management, with clear delegation of authority from the Registrar downward to multidisciplinary teams in the field;
- (d) Client service, as a key element of the Registry's vision of being a service provider;
- (e) Empowerment with accountability, including the establishment of a comprehensive corporate policy and control framework;
- (f) Consolidated functions of the Registry to avoid duplication;

²⁶ One Security Systems Officer (GS-OL) and 15 Security Officers (GS-OL).

²⁷ One Associate Facilities Officer (P-2), one Facilities Services Clerk (GS-OL), and one Facilities Technician (Buildings) (GS-OL).

²⁸ Two Receptionists (GS-OL).

²⁹ Bangui, Central African Republic: Chief of Field Office (P-5), Field Officer (Victims and Outreach activities (P-)); Abidjan, Cote d'Ivoire: Field Officer (Victims activities) (P-3), Field Assistant (Victims) (GS-OL); Kampala, Uganda: Field Officer (Outreach) (P-3), and Field Security Officer (P-3).

³⁰ Associate Project Administrator (P-2) was transferred from the Project Director's Office, MP VII-1, to the General Services Section.

³¹ See chapter IV.H(vi), paras. 331-333.

³² See for further detail "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", ICC-ASP/14/18, 4 May 2015, paras. 7-11.

- (g) Effectiveness and efficiency, including more flexibility and ability to absorb fluctuations in workload; and
- (h) Manageable number of direct reports throughout the reporting structure.

40. In parallel with the development of a new structure, the reorganisation focused on aspects of *how* the Registry operates, i.e. processes, systems, communication and working methods, in order to identify possible improvements and subsequent efficiency gains. Indeed, the majority of recommendations by the *ReVision* team to the Registrar were made in this field, and they formed the basis for further organisational development, which is discussed in chapter II.H.

41. In addition, new ‘Vision, Mission and Values Statements’ for the Registry were developed. These, together with the above design principles, informed ensuing considerations and the Registrar’s ultimate decisions regarding the Registry’s new organisational design.

F. Outline of the process

- (i) Project initiation, *ReVision* team and *ReVision* Project Board

42. Following authorisation by the Assembly of States Parties to reorganise and streamline the Registry, the Registrar recruited an advance review team who started working in January 2014. The team consisted of three core external members, namely the Project Director, a Change Facilitator and a Project Legal Advisor, all with extensive experience in the functioning of various other international courts and tribunals.

43. The Project Director was responsible for the design, overall management and delivery of the *ReVision* project, and reported directly to the Registrar. He had prior experience as, among other things, acting Deputy Registrar, the Chief of the Office of the Registrar and Head of the Office for Legal Aid and Detention at the International Criminal Tribunal for the former Yugoslavia (ICTY). The Project Director had also headed the Planning Team for a new ad hoc tribunal to be created by the European Union.

44. The Change Facilitator assisted the Project Director in developing data gathering tools and approaches, facilitated meetings and discussions on matters falling within the project’s scope, and analysed data collated. He had previously worked as head of office of the Association of Defence Counsel at the ICTY, was part of the advance team that set up the Special Tribunal for Lebanon (STL), and had worked as Chef de Cabinet of the Defence Office at STL.

45. The Project Legal Advisor assisted the Project Director with legal aspects of the project, particularly those relating to HR management and the application of administrative and financial rules and regulations within the organisation. He was a qualified barrister, with prior experience of representing both staff members and the administration before the UN dispute tribunal.

46. The three core members were initially joined by five Registry staff. From November 2014 until finalisation of the project in June 2015, the number of internal staff of the Court assisting in the project on a full-time or part-time basis increased to nine.

47. In constituting the team, due regard was given to equitable geographical distribution and gender balance.

ReVision Team	Nationality	Gender	Status
Project Director	Bulgaria	M	Member (external)
Change Facilitator	Netherlands	M	Member (external)
Project Legal Advisor	Ireland	M	Member (external)
Human Resources Advisor (also Chief of Human Resources, Registry)	Denmark	F	Member (internal)
Communications Advisor (also Head of the Outreach Unit, Registry)	Colombia	F	Member (internal)
Project Support Manager	France	M	Member (internal)
Judicial Support Liaison	Togo	M	Member (internal)
Administrative Assistant	UK	F	Member (internal)
Associate Legal Officer	Germany	F	Temporary member (external)
Associate Legal Officer	Kenya	F	Temporary member (external)
Junior Administrative Assistant	Bulgaria	F	Temporary member (external)
Project Support	UK	M	Temporary member (internal)
Project Support	Netherlands	M	Temporary member (internal)
Legal Officer	Germany	M	Temporary member (internal)
Communications Advisor	Iran	M	Temporary member (internal)

48. In addition to a number of interim reports delivered at different stages of the reorganisation, the *ReVision* team produced 18 detailed reports containing observations and recommendations on the functioning of each of the Registry's Sections, totalling over 1010 pages. In total, 529 recommendations were made to the Registrar as part of the review of the Registry Sections.

49. A Project Board, with representatives of different organs of the Court, parties to the proceedings, States Parties and external experts, was set up in January 2014. The role of the Project Board was to oversee the execution of the *ReVision* project and to advise and support the Registrar in the overall direction and management of the project. The board provided high-level guidance and approved the project plan. Since the project was delivered in several phases, the board approved the opening and closing of each phase, verifying that the project was on track.

50. The Project Board was chaired by the Registrar and was composed of seven members according to the following design:

- (a) Three members on behalf of users and clients (i.e. the Assembly of States Parties, the Presidency/Chambers, and the Office of the Prosecutor);
- (b) a Defence counsel with significant experience before ICTY, SCSL, and STL;
- (c) The President of the Staff Union Council; and
- (d) Two members with leadership experience in an international judicial institution and/or extensive experience in one or more of the Registry functions.

51. In determining the composition of the Project Board, the Registrar duly took into account equitable geographical representation and gender balance.

Project Board member	Position	Nationality	M/F
Binta Mansaray	Registrar, the Special Court for Sierra Leone and the Residual Special Court for Sierra Leone	Sierra Leone	F
Vesela Mrđen Korać	Ambassador of Croatia to the Netherlands	Croatia	F
Eugene O'Sullivan	International Counsel	Canada	M
Kaoru Okuizumi	Deputy Chief, Criminal Law and Judicial Advisory Service, Department for Peacekeeping Operations, UN	Japan	F
Fabricio Guariglia	Director of the Prosecutions Division, Office of the Prosecutor, International Criminal Court	Argentina	M
Lyn Parker	Chef de Cabinet, Immediate Office of the President, Presidency, International Criminal Court	UK	M
John Lester	President of the Staff Union Council, International Criminal Court	UK	M

52. Meanwhile, terms of reference and an overall plan for the review process were established in early 2014, based on, among other things, the PwC report and an extensive staff survey. The Project Plan was put to the *ReVision* Project Board in March 2014 and approved. The Presidency of the Court at the time also received a briefing from the Registrar and the *ReVision* project Director.

53. Independently of the *ReVision* project, at the request of the President of the ASP and the Board of Directors of the Trust Fund for Victims (TFV), the *ReVision* team also looked into the organisational structure and operations of the Secretariat of the Assembly of States Parties and the TFV respectively, and produced separate reports with their recommendations to the respective requesting bodies.

(ii) Process and methodology of the *ReVision* project

54. Broadly speaking, the *ReVision* team reviewed the Registry's functioning and made recommendations at two levels: (a) adequacy of the Registry's *structure*, including the distribution of functions and reporting lines; and (b) *non-structural issues*, such as work processes and workflows; systems and databases; communication, cooperation and coordination; regulatory framework; human resources management; and staff morale.

55. Following the set-up of the project, including the establishment of the Project Team and Project Board, and the adoption of the Project Plan, which constituted Phase 1, a further four phases ensued:

- (a) PHASE 2 (Registry Foundation and Organisational Design): review of existing information; development of detailed surveys for Registry staff and clients and analysis of all data gathered; a review of Registry functions and structure; and the development of proposals for a new organisational structure of the Registry.
- (b) PHASE 3 (Immediate Change Measures): identification of urgent measures considered necessary to tackle Registry-wide operational or managerial issues, which could be implemented swiftly without any structural changes.

- (c) PHASE 4 (Functions Performance Review): a detailed review of the Registry performance in each functional area (i.e. broadly covering the Registry Sections and Units); observations and findings were laid down in detailed recommendations and advice given to the Registrar and Section Chiefs.
- (d) PHASE 5 (Project Closing): final stage of the project, which entailed the formulation of final observations and recommendations, including on Registry-wide issues, as well as findings on matters outside the scope of the project which required attention.

56. The *ReVision* team also developed a methodology for evaluating Phases 2, 3 and 4. At the start of the project, the *ReVision* team identified the main risks for each phase and then monitored the implementation of the phases in order to discuss and undertake, if necessary, alternative or remedial actions.

57. When undertaking Phases 2 and 4, the *ReVision* team gathered relevant existing documentation from previous exercises and reviews of the Registry structure and functions conducted by external consultants, external auditors, the Office of Internal Audit, as well as reports from the Committee on Budget and Finance, and various Registry and Court documents used in budgeting and human resources processes. The team also examined closely the Registry's functions and sub-functions as per the Court's legal texts.

58. Furthermore, this was complemented by the analysis of data collected through several questionnaires. In addition to a number of smaller specialised questionnaires, two detailed major questionnaires were designed and conducted to obtain feedback and input on the performance of the Registry from both Registry staff members and key Registry stakeholders.

59. The *ReVision* team undertook extensive consultation with all staff in all Registry Sections, including field staff. Feedback was solicited and provided on key aspects of the reviews – from the identification of issues, to proposals for changes and testing of proposals. This was done in group and individual meetings with staff. Efforts were made to ensure that every staff member had the opportunity to talk to the *ReVision* team, including field office staff, and to provide (anonymous) feedback in different forms and formats.

60. The *ReVision* team also sought the views of other stakeholders, in particular OTP and the Presidency, on proposed changes that could have an impact on their operations, including with a view to ensuring synergies among the organs. Furthermore, parties and participants to court proceedings were consulted on matters concerning them (e.g. detention; court management and language services). External experts were consulted on some specialised areas, such as security, analysis, media handling and court management, and their feedback was incorporated into the suggested solutions as appropriate.

61. In terms of communication with staff in relation to the possible impact on them of the reorganisation, a range of activities and resources was put in place. This included a dedicated bi-lingual *ReVision* Intranet portal providing information about the project and periodic updates, as well as the possibility of sending anonymous feedback, questions or concerns to the *ReVision* team. In addition, the *ReVision* team organised several information sessions and numerous individual and group meetings where staff questions were answered. Regular bi-weekly consultations were also held with the Staff Union Council.

62. In addition to the information provided by the *ReVision* team, the Registrar provided staff with regular updates, through town-hall meetings and by email, on the different stages of the restructuring and the possible impact on the staff. In early March 2015, the Registrar introduced regular informal lunches with a small group of Registry staff members per session in order to better and more directly understand staff concerns about the reorganisation and work in general.

63. The Registrar also regularly updated the *ReVision* Project Board, the President and the Presidency on the progress of the reorganisation. He briefed the Judges on a number of occasions, and regularly briefed the Prosecutor.³³ Furthermore, he provided regular updates to the States Parties³⁴ and the Committee on Budget and Finance.³⁵ He also held a number of individual meetings with the States Parties.

(iii) Registrar's decisions on the *ReVision* team's recommendations

64. One of the Registrar's first decisions was that concerning the Registry's high-level structure, as part of Phase 2 of the reorganisation exercise.

65. The *ReVision* team developed three alternative organisational models of the Registry's structure in such a way as to facilitate a comparative debate, highlighting the strengths and weaknesses of the different models. The three models were discussed in detail at a two-day retreat attended by the Registrar, the Registry Directors and Section Chiefs in June 2014. Consensus among the participants was reached on the following requirements for a more efficient and effective Registry:

- (a) Establishment of a third Division consolidating all field and external operations, as well as State cooperation activities;
- (b) Strengthening of strategic leadership functions, with a strong focus on executive functions such as strategic resource planning, policy development, internal communication, organisational performance and crisis management;
- (c) Revamping of field offices with empowered Chiefs of Offices supported by a multidisciplinary team on the ground and centralised field coordination at Headquarters;
- (d) Focus on information management driven by the Court's core business (judicial activities) thereby shifting away from an IT-driven approach to a business-led approach supported by IT.

66. Following the retreat, further discussions were held among the Registrar, Directors and Section Chiefs, as well as between the Registrar and the *ReVision* team in order to refine the approach

³³ Briefings to the Judges were made on 15 July 2014, 13 October 2014, and 16 April 2015. On 23 April 2015, the Registrar delivered a presentation to the Executive Committee of the Office of the Prosecutor, consisting of the Prosecutor, the Deputy Prosecutor and OTP's most senior management. The Registrar also briefed the Prosecutor during their regular bilateral meetings.

³⁴ Briefings to the Hague Working Group were made on 30 October 2014 and 26 May 2015. Furthermore, on 15 September 2014, the Registrar provided an update to the States Parties in a meeting convened by the President of the Assembly, Ms Tiina Intelmann. On 17 November 2014 and 26 March 2015, during the twenty-fourth and twenty-fifth Diplomatic Briefings respectively, the Registrar addressed the States Parties in relation to the *ReVision* project. The Registrar also addressed separately two regional groups: the group of African States in relation to the possible impact of the reorganisation on geographical distribution on 26 May 2015, at the request of the Chairman of the Group, and the Latin American and Caribbean Group on the *ReVision* project generally on 22 June 2015.

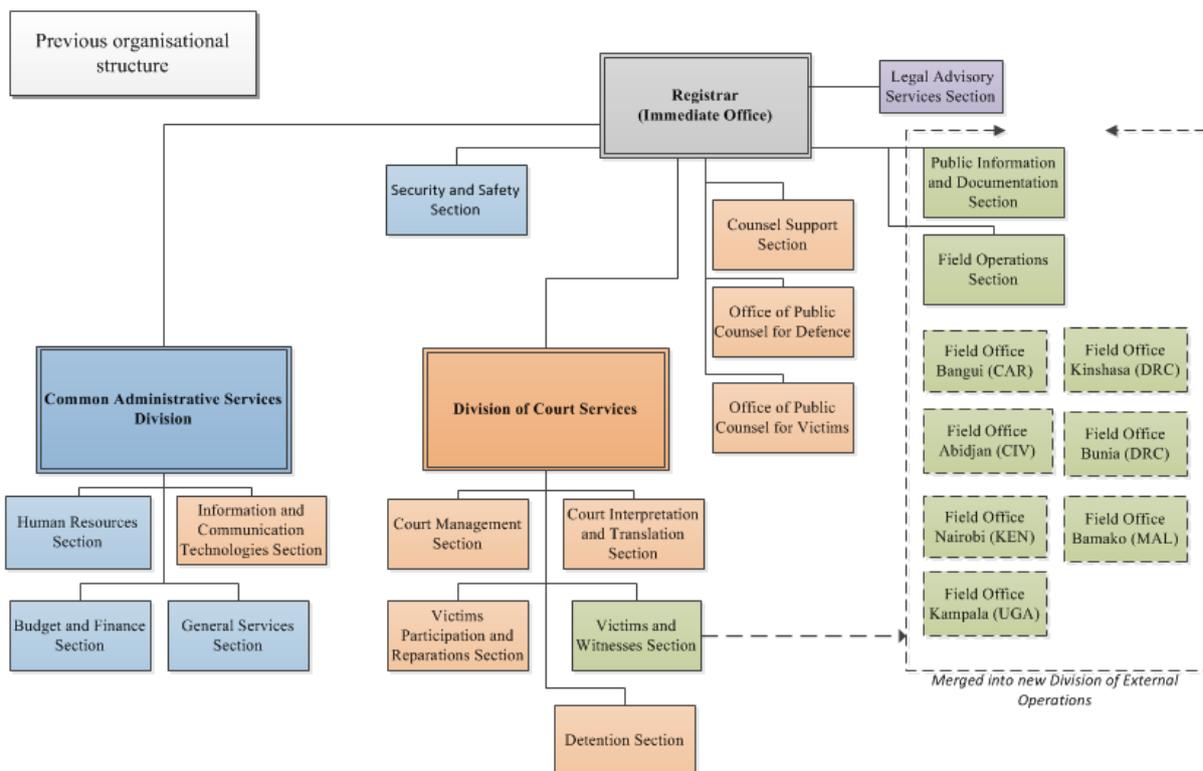
³⁵ An overview of reporting to the Committee on Budget and Finance is provided in Part I.G of the Executive Summary, within the Timeline of main developments.

and develop a concrete proposal for the new Registry structure. This led to a single proposal of a three-pillar structure of the Registry, consisting of three Divisions – Division of Management Services (DMS), Division of Judicial Services (DJS), and Division of External Operations (DEO).³⁶

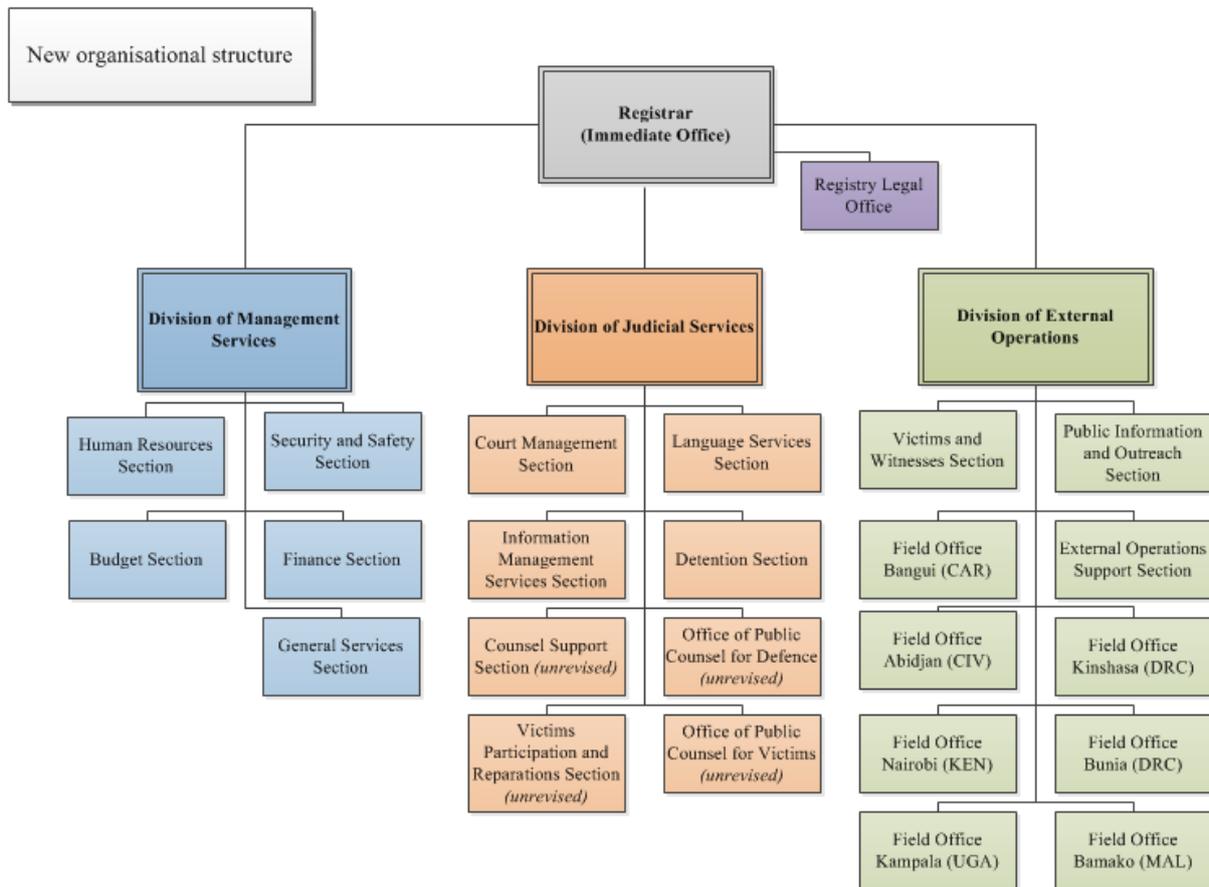
67. Within this proposal, the DMS was effectively a slightly modified version of the previous Common Administrative Services Division (CASD), with, as detailed later, two notable changes: the former Information and Communication Technologies Section within CASD would be transformed into an Information Management Services Section and redeployed to the DJS, while the Safety and Security Section, which used to report directly to the Registrar, would be placed within the DMS.

68. Similarly, the Division of Judicial Support was a somewhat modified version of the previous Division of Court Services (DCS). In addition to the proposal for the DJS to include the Information Management Services Section, the Victims and Witnesses Section would be redeployed to the DEO.

69. Finally, the newly-created Division of External Operations would consolidate all Registry functions in the areas of State cooperation, victim and witness protection and relocation, public information, outreach, and field operations that were already performed within the Registry but without an overarching structure. As such, in addition to a very small Director’s Office, the Division would consist of the External Operations Support Section, the Victims and Witnesses Section, the Public Information and Outreach Section and the Field Offices.



³⁶ Initially referred to as the Division of External Relations.



70. In addition to the new structure, the proposal also included the creation of a Registry Management Team (RMT) which would oversee and drive the executive management of the Registry as the Registry’s highest-level forum, to inform, advise and assist the Registrar on strategic decisions, policy and major operational challenges. The RMT would be composed of the Registrar, the three Directors, the Chief of the Registry’s Legal Office, and the Chief of Staff of the Registrar’s Immediate Office. In each Division, a Division Management Team (DMT), consisting of the Director and the Chiefs of all Sections under her or his responsibility, would meet regularly, and the same management architecture would exist at the section level, where Section Chiefs would convene regular Section Management Team (SMT) meetings with their Heads of Unit and other relevant staff within the Section. Such a cascading delegation of authority, from the Registrar to all Directors, Section Chiefs, Unit Heads and indeed all staff, would ensure well-coordinated and holistic execution of the Registry’s mandate.

71. The proposed three-pillar model of the new Registry was then presented to the Judges of the Court on 15 July 2014 for their questions and feedback. The model was then put forward to the ReVision Project Board on 17 July 2014 and approved. The Registrar presented the new structure to all Registry staff in a town hall meeting on 18 July 2014.

72. Between August 2014 and March 2015, a detailed review was carried out of all Registry Sections (Phase 4), culminating in a number of reports and recommendations. On 9 and 10 April 2015, during a two-day consultation and decision-making session, the Registrar, together with the Registry Directors and in consultation with the Registry Section Chiefs, decided on all the remaining

Section-specific recommendations pertaining to the Registry's structure at the level of individual posts, adopting around 90 per cent of the recommendations made by the *ReVision* team but also making adjustments as necessary.³⁷

73. The Registrar subsequently held meetings with all the Sections in order to personally communicate his decisions to staff and explain the main rationale behind such decisions. He also spoke to the field staff via a video-link. The Registrar informed the *ReVision* Project Board and the Presidency of the outcome of the reorganisation, and submitted a report to the CBF for their meeting of 15 July 2015.

(iv) Implementation of decisions on the new Registry structure

74. Following the decisions on the new Registry structure, which now consisted of 550 established posts, detailed job surveys were made for all new or modified positions, based on the recommendations of the *ReVision* team and the Registrar's decisions. For modified positions, it was necessary to determine whether the changes in the job description amounted to a "substantial change". If there was no substantial change, the staff member occupying that position would continue in that same position. However, if there had been a "substantial change" in the position, the position was abolished and a new, or rather materially different, position was created.

75. The evaluation of substantial change was determined first by an internal classification expert. Where there appeared to be substantial changes between the previous post and the new one, the file was sent to an external classification expert for evaluation. The Registrar considered the expert evaluation as binding.

76. In total, 120 staff members³⁸ were affected by the Registry's reorganisation in that the positions they held in the previous Registry structure were abolished, leading to notice of termination of their contracts. This was because these positions had either been found unnecessary in the new Registry structure or had undergone a substantial change.

77. The process of post abolition and subsequent recruitment was governed by the 'Principles and Procedures applicable to decisions arising from the *ReVision* Project' (Principles) which the Registrar adopted and circulated on 19 August 2014 after having sought legal advice and subsequent to extensive consultation with the Staff Union Council.³⁹ The Staff Regulations already make provision for the separation of a staff member from the Court, if the needs of the service require the abolition of the post or reduction of staff.⁴⁰ However, the Principles outlined practical relevant HR procedures in the context of *ReVision* in order to ensure that decisions affecting staff members were implemented in a fair and transparent manner and with full respect for staff members' contractual rights and entitlements. The Principles were prepared on the basis of best practices in other international organisations, including UNFPA, WHO and UNICEF. In addition, they took into account the

³⁷ The April session was limited to structural recommendations so that they could be taken into account in the budget exercise, while the majority of the *ReVision* recommendations relating to relevant processes relating to *how* the Registry operates were discussed as of May 2015.

³⁸ The figure of 120 is slightly higher than the figure of 113 communicated to the Committee on Budget and Finance at its resumed twenty-fourth session and other audiences in the Registry's Q&A documents. This is because an additional seven staff members were subsequently affected as a result of a reduction exercise whereby the number of positions of a particular profile needed to be reduced.

³⁹ Printed in ICC-ASP/13/26, 28 October 2014, Annex II.

⁴⁰ Regulation 9.1(b)(i).

jurisprudence of the International Labour Organisation Administrative Tribunal, United Nations Dispute Tribunal and United Nations Appeals Tribunal.⁴¹ At the request of the Staff Union Council, and in order to regulate certain issues unforeseen at the time of drafting, some amendments were made to the Principles on 13 June 2015.⁴²

78. In accordance with the Principles, all affected staff members whose posts were to be abolished were given two options: either to take an Enhanced Agreed Separation Package (EASP) or to apply for newly-created positions resulting from the reorganisation as a “priority candidate”.

79. The EASP was based on the Staff Rules but also offered additional benefits. More concretely, the terms of the enhanced agreed separation package were as follows:

- (i) Payment of the standard termination indemnity to which a staff member would ordinarily be entitled as provided under staff rule 109.2 (g);
- (ii) Payment of an increase of 50 per cent pursuant to staff rule 109.2 (l) for agreed terminations, and
- (iii) Exceptional payment of an additional sum of three months’ salary, including allowances and post adjustment.

80. In addition, staff received a payment in lieu of the individual notice period as provided for in the staff member’s terms of appointment.⁴³ A period of Special Leave Without Pay pursuant to staff rule 105.3 (b) (vii) could have been granted.⁴⁴

81. Staff members who agreed to an EASP were required to sign a waiver of their right to appeal any administrative decision related to any matter contained in the separation indemnity. Even if they had opted for this indemnity, they would still be able to apply for any position at the Court but as an external rather than a priority candidate.⁴⁵

82. Alternatively, a staff member who had been notified of the abolition of her or his post was able to choose to become a “priority candidate”. To ensure the highest standards of fairness, efficiency, competency and integrity in the employment of staff, it was decided that all new positions created as a result of the *ReVision* project would be filled through a competitive process and that priority candidates would be considered first.⁴⁶ Only if no priority candidate had been found qualified and suitable for a particular position would other candidates be considered.⁴⁷

83. Where the number of positions of the same profile within a section was reduced in the new structure, the staff occupying these positions participated in a selection process in order to determine whose positions would be abolished. This selection process, also referred to as a ‘reduction exercise’, ensured that the most suitable staff members were retained within the organisation. The staff members who were not successful in this selection process were notified and were entitled to become priority candidates for other positions within the Registry created as a result of the *ReVision* project.

⁴¹ The case law of the International Labour Organization Administrative Tribunal in particular was extensively researched.

⁴² Information Circular *ReVision* Principles and Procedures, 13 June 2015. Amendments included a more detailed explanation of the procedure and timeframe in relation to opting for an enhanced agreed separation package (para. 17), a more detailed explanation of the use of a period of Special Leave Without Pay in the context of the enhanced agreed separation packages (para. 18(iv)), and a more detailed procedure for reduction of positions with generic job profiles (para. 42).

⁴³ See staff rule 109.2(f).

⁴⁴ See para. 18 of the Principles, ICC/INF/2014/010, 19 August 2014.

⁴⁵ *Ibid.*, paras. 20-21.

⁴⁶ *Ibid.*, paras. 33 *et seq.*

⁴⁷ *Ibid.*, para. 40.

84. A minimum of 120 days' notice was given to staff members whose positions were to be abolished. Staff members had 45 days in which to decide whether to take an EASP or to become a priority candidate, starting from the day on which the first vacancy announcements arising from the reorganisation were advertised internally, which was on 10 July 2015.

85. If a staff member had opted for the status of a priority candidate but did not secure a new position, they would still receive a standard termination indemnity as provided in the Staff Regulations and Rules. They would not receive the enhanced portions of the indemnity, meaning the additional 50 per cent of the standard separation indemnity and three months' salary.

86. If a staff member has taken the EASP and has been employed again by the Court within 12 months of accepting the enhanced separation indemnity, they have been required to repay, on a pro-rated basis, the 50 per cent of the separation indemnity and three months' salary portion. In other words, they could retain the separation indemnity guaranteed by the Staff Rules but they were required to return the enhanced portions of the total indemnity.

87. The Principles also provided for support to staff members affected by decisions made as part of the *ReVision* project. This included confidential counselling services; advice to help staff consider their options and make informed decisions (for example, in relation to pension, health insurance, visa and tax issues etc.); career transition workshops; training of affected staff to enable them to better meet qualifications for suitable positions within the Court, including, for example, language training and training in IT tools; and the provision of information with useful links and contact persons.⁴⁸

88. Furthermore, in order to facilitate the transition from the previous to the new Registry structure, the Registrar established an HR Task Force consisting of dedicated external and internal members, including two External Classification Experts, an Internal Classification Coordinator, a Recruitment Specialist, a Career Transition Support Officer, a Task Force Coordinator, and a Task Force General Assistant. The main role of the HR Task Force was to process all priority candidacy recruitments by early October 2015, but their role also entailed classification of new posts resulting from the restructuring, providing support to the staff members whose positions were abolished both in terms of priority recruitment and calculation of enhanced agreed separation packages, as well as support to the hiring managers with recruitment procedures.

89. In 2014 and 2015, the Registry also used the services of external consultants, Mannet, whose focus was change management and the organisational development of the new Registry. They provided procedural input on the *ReVision* recommendations and supported the Registrar in preparation for and implementation of the reorganisation-related decisions, such as with the organisation of decision-making retreats for Registry senior management. They also provided coaching and advice to the Registrar, the Directors and Section Chiefs to assist them with organisational change.

90. As of 30 July 2016, there have been 21 reorganisation-related appeal cases before the Court's Appeals Board. The Appeals Board has issued reports in all of the 21 cases, recommending in favour of the staff members in two cases and recommending dismissal in the other 19. Of these 21 cases, 20 have been dismissed by the Registrar in his final decisions and one is awaiting his final decision.

⁴⁸ *Ibid.*, para. 47.

91. Of the 120 affected staff members, 61 staff members took the EASP, while the remaining 59 staff members decided to be priority candidates for Registry positions resulting from the reorganisation.

92. Recruitment processes involving priority candidates were concluded by 7 October 2015. Of 59 priority candidates, both in the Professional and General Service categories, 53 candidates or 89.83 per cent were successful in obtaining new positions within the Registry resulting from the reorganisation. This includes 26 successful candidates, out of 29 candidates who held Professional-level positions, and 27 successful candidates, out of 30 candidates who held General Service-level positions.

93. In other words, the vast majority of Registry staff affected by the reorganisation who sought to stay within the Registry were able to do so. This demonstrates that the Registry's reorganisation was not about the individuals occupying the positions, but about putting in place the right *structures*, working methods and processes that would enable the Registry to function more efficiently and effectively. At the same time, this attests to the fact that the Registry recognised the experience, knowledge and skills of these staff members, who now continue to contribute to the work of the Registry but in new or somewhat modified, and organisationally more adequate, roles.

G. Impact on geographical distribution and gender balance

94. Of 120 affected staff members whose positions were abolished, 55 were in the Professional category and 65 in the General Service category. Of the 55 Professional staff members, 44 held established posts and 11 held GTA positions. For the purpose of calculating geographical representation of States Parties to the Rome Statute and the regional groups, account is taken only of Professional staff on established posts. However, since GTA positions were either abolished or converted into established posts during the reorganisation, decisions on GTA positions impacted the geographical distribution and gender balance in the same way as decisions on established posts. Hence, while for the sake of full transparency, geographical and gender breakdown in relation to 11 staff members occupying GTA positions which were abolished is provided,⁴⁹ established posts and GTA positions are considered together in the analysis that follows.

95. To properly understand the impact of the reorganisation on geographical distribution and gender balance among Registry staff, it is necessary to assess the relevant figures for each of the three main stages during which the Registry staff were affected, notably:

- (i) 55 Professional staff members whose posts/positions were *abolished*;
- (ii) 26 Professional staff members who took the *EASP*; and
- (iii) 29 Professional staff members who were *priority candidates* for posts resulting from the reorganisation.

96. It is important to be mindful of the varying and limited degree to which the Registry could affect the outcomes of each of these stages. In the first place, the new Registry structure was

⁴⁹ Of the 11 GTAs, one P-4 was from Eastern Europe, seven P-2s from WEOG, one P-2 from Asia-Pacific, one P-2 from Africa, and one P-1 from Asia-Pacific; in terms of gender distribution, one P-4, one P-2 and one P-1 were female, while eight P-2s were male.

determined based on the operational needs of the organisation and, as such, did not and could not take into account any criteria relating to personnel, including those relating to geographical origin and gender. The *ReVision* project's structural recommendations were strictly based on workload and work process indicators.

97. The same absence of control relates to the second stage and the decision of the affected staff members as to whether to take the EASP or to become priority candidates for the positions resulting from the reorganisation. This was a personal decision for each of the affected staff members. This stage had a profound and direct impact on geographical distribution and gender balance since those taking the EASP separated from the Court immediately, whereas the priority candidates had an opportunity to remain within the reorganisation.

98. It was only at the stage of recruitment of priority candidates that the Registry could, and did, exert some control aimed at improving geographical representation and gender balance among Registry staff. According to the established policy framework, this meant constituting recruitment panels with due regard to geographical distribution and gender balance. Furthermore, affected staff members and hiring managers were provided with guidelines on priority recruitment, which included a provision for the consideration of, among other things, gender and geographical representation, if a situation arose in which two or more priority candidates were found to be equally suitable at the completion of the selection process.⁵⁰

99. During the priority recruitment stage, the Registrar reminded all Directors and Section Chiefs of the need to ensure full compliance with the applicable standards and principles relating to geographical distribution and gender balance on several occasions, including during the meetings with all Registry Directors and Section Chiefs on 7 September 2015 and on 21 September 2015.⁵¹

(i) 55 Professional category staff members affected

100. Only the abolishment of posts at P-5 level and below has affected Registry staff. The only Registry post abolished above P-5 level, namely that of the Deputy Registrar (D-1), had been vacant before the reorganisation started, upon the completion of the Deputy Registrar's mandate on 16 October 2013. The post remained vacant in order to allow for its inclusion in the *ReVision* process and the consideration of Registry staffing needs in the new Registry structure. The abolition of this vacant post allowed for the creation of the post of the Director of External Operations (D-1), making the reorganisation's impact thus neutral in terms of staffing changes at the D-1 level.

101. The table below provides an overview, per level, of geographical distribution of the 55 affected staff members. The vast majority of affected staff came from the WEOG regional group of States, followed by the African Group.

⁵⁰ Staff Members' Guide to Priority Recruitment, Item 13.

⁵¹ The Registrar requested the hiring managers to "pay special attention to geographical representation and gender balance". Minutes of Registry Section Chief Meeting of 21 September 2015.

Geographical distribution of affected Registry Professional staff							
	P-5	P-4	P-3	P-2	P-1	TOTAL	%
WEOG	2	6	6	17	0	31	56.36%
Africa	1	3	3	4	0	11	20.00%
Asia-Pacific	1	0	1	3	1	6	10.91%
Eastern Europe	1	3	1	0	0	5	9.09%
GRULAC	0	1	1	0	0	2	3.64%
TOTAL	5	13	12	24	1	55	100%

102. In terms of the impact of the reorganisation on gender balance, almost two thirds, or 65.45 per cent, of all affected staff members in the Professional category were male. More male staff members were affected than female staff members at every level, other than P-1. Given the long-standing underrepresentation of female staff members both within the Registry and at the Court, this was a welcome – albeit uncontrolled – outcome in that it opened an opportunity to address the underrepresentation of female staff members at higher levels at a later stage of recruitment for new posts.

Gender distribution of affected Registry Professional staff							
	P-5	P-4	P-3	P-2	P-1	TOTAL	%
Male	4	7	9	16	0	36	65.45%
Female	1	6	3	8	1	19	34.55%
TOTAL	5	13	12	24	1	55	100%

(ii) 26 Professional category staff members who took Enhanced Agreed Separation Packages

103. Of 55 affected staff members in the Professional category, 26 took the Enhanced Agreed Separation Package. While, as mentioned above, this was a stage of individual staff member decision-making over which the Registry had no control, the vast majority of Professional staff members who left the Court at this stage were from WEOG States, followed by the African Group. A full breakdown is provided below.

Geographical distribution of Professional Staff who took EASP							
	P-5	P-4	P-3	P-2	P-1	TOTAL	%
WEOG	1	3	3	9	0	16	61.54%
Africa	1	2	1	1	0	5	19.23%
Asia-Pacific	1	0	0	0	0	1	3.85%
Eastern Europe	1	2	0	0	0	3	11.53%
GRULAC	0	1	0	0	0	1	3.85%
TOTAL	4	8	4	10	0	26	100%

104. In relation to gender distribution, the vast majority of staff members who took the EASP in the Professional category were male. This was the case at every level, other than P-4 level where there was an equal number of male and female staff members taking the EASP. This was another, although non-controllable, variable that would, as summarised below, contribute to the reorganisation – despite this not being its objective – having a positive impact on gender balance within the Registry.

Gender distribution of Professional Staff who took EASP							
	P-5	P-4	P-3	P-2	P-1	TOTAL	%
Male	3	4	3	9	0	19	73.08%
Female	1	4	1	1	0	7	26.92%
TOTAL	4	8	4	10	0	26	100%

(iii) 29 staff members as priority candidates: 26 successful, three unsuccessful

105. The table below compares 26 *successful* priority candidates with their pre- and post-recruitment levels. The focus on successful candidates gives an understanding only of the changes between the levels as, for instance, a staff member who held a P-2 position and obtained a P-3 position would lead to reduced geographical representation at the P-2 level but also to increased representation at the P-3 level. The total number of post-reorganisation posts in the Professional category below is higher than the total number of pre-reorganisation posts because six staff members who held General Service level posts obtained Professional-level posts.

106. As seen from the table, the levels of staff from the African Group increased the most, from six to 11. In terms of high-level positions, at the P-5 level, Eastern Europe increased by one P-5 post, while the situation for the other regions remained unchanged.

Geographical distribution of Successful Priority Candidates at Professional level (pre- and post-recruitment levels)														
	P-5		P-4		P-3		P-2		P-1		TOTAL		%	
Pre/Post	Pre	Post	Pre	Post	Pre	Post								
WEOG	1	1	2	4	2	5	8	4	0	0	13	14	50.00%	43.75%
Africa	0	0	1	2	2	2	3	7	0	0	6	11	23.08%	34.37%
Asia-Pacific	0	0	0	0	0	1	3	3	1	0	4	4	15.38%	12.50%
Eastern E.	0	1	1	1	1	0	0	0	0	0	2	2	7.69%	6.25%
GRULAC	0	0	0	0	1	1	0	0	0	0	1	1	3.85%	3.13%
TOTAL	1	2	4	7	6	9	14	14	1	0	26	32	100%	100%

107. In terms of gender balance among the successful candidates in the Professional category, overall more male candidates were successful. However, within the P-3 to P-5 range, where female staff members have been underrepresented, the impact was proportionally more favourable for female staff members. Within this range, the number of male staff members in the context of reorganisation alone increased from 8 to 10, which represents an increase of 25 per cent, while the number of female staff members within the same range increased from 3 to 8, which is an increase of 166.66 per cent.

Professional Staff – Successful Priority Candidates (with pre- and post-recruitment levels)														
	P-5		P-4		P-3		P-2		P-1		TOTAL		%	
Pre/Post	Pre	Post	Pre	Post	Pre	Post								
Male	1	1	2	5	5	4	7	10	0	0	15	20	57.69%	62.50%
Female	0	1	2	2	1	5	7	4	1	0	11	12	42.31%	37.50%
TOTAL	1	2	4	7	6	9	14	14	1	0	26	32	100%	100%

108. Of the three *unsuccessful* priority candidates who held Professional posts, two were from WEOG (P-4; P-3), and one from Asia-Pacific (P-3). In terms of gender, two were male (P-4; P-3), and one was female (P-3).

(iv) Final evaluation of the impact of the reorganisation on geographical distribution and gender balance

109. Having followed each of the stages at which the Registry staff were affected by the reorganisation, the final evaluation of the impact of reorganisation alone, not taking into account non-*ReVision* related recruitment, can be viewed as the sum of the above-mentioned stage (ii), or those staff members who took the EASP and thus left the Court, and stage (iii) or those successful and unsuccessful priority candidates. The first stage (i) simply determined the pool of all affected staff members but the effects unfolded only in the subsequent stages.

110. Thus, the formula on the impact of the reorganisation on geographical distribution and gender balance is:

$$\text{Impact} = - \text{ii (EASPs)} + \text{iii (successful: difference between pre and post)} - \text{iii (unsuccessful)}$$

111. This formula allows for evaluating the impact of the reorganisation on any regional group at any Professional level. For instance, calculating the impact of the reorganisation on WEOG at P-5 level, one P-5 WEOG staff member took the EASP and left the Court (minus 1), while there was only one WEOG P-5 priority candidate who was successful at retaining the same level (zero effect), making the total effect for this regional group/level “-1”. Or, to calculate the impact of the reorganisation on the Asia-Pacific group at the P-3 level, no P-3 staff member from the Asia-Pacific took the EASP (zero effect), while during the priority recruitment stage among successful candidates Asia-Pacific representation at P-3 level increased from 0 to 1 (plus one), with one unsuccessful priority candidate who held a P-3 post and left the Court (minus 1), making the total impact of the reorganisation for Asia-Pacific at P-3 level “0”. Based on this formula, the total effects of reorganisation on geographical distribution and gender balance for every Professional level are provided below.⁵²

112. As can be seen from the table, by far the most affected regional group is WEOG, holding 17 P-level positions fewer in the new Registry structure compared to the previous structure, with all other regions being affected significantly less, in the -3 to 0 range. Of the total reductions, 73.91 per cent concern WEOG. Given that WEOG has been the most overrepresented regional group, it can be

⁵² Established posts in the new structure.

said that the reorganisation has thus had a positive impact on geographical distribution, even though the level of the Registry's control over this matter, as mentioned above, was relatively limited.

Total impact of the reorganisation on GEOGRAPHICAL DISTRIBUTION							
	P-5	P-4	P-3	P-2	P-1	TOTAL	%
WEOG	- 1 (-1+0)	-2 (-3+2-1)	-1 (-3+3-1)	- 13 (-9-4)	0 (0+0)	-17 (-16+1-2)	73.91
Africa	-1 (-1+0)	-1 (-2+1)	- 1 (-1+0)	+ 3 (-1+4)	0 (0+0)	0 (-5+5)	0
Asia-Pac.	-1 (-1+0)	0 (0+0)	0 (0+1-1)	0 (0+0)	-1 (0-1)	-2 (-1+0-1)	8.69
East Eur.	0 (-1+1)	-2 (-2+0)	- 1 (0-1)	0 (0+0)	0 (0+0)	-3 (-3+0)	13.04
GRULAC	0 (0+0)	-1 (-1+0)	0 (0+0)	0 (0+0)	0 (0+0)	- 1 (-1+0)	4.34
TOTAL	-3 (-4+1)	-6 (-8+3-1)	-3 (-4+3-2)	-10 (-10+0)	-1 (0-1)	- 23 (-26+6- 3)	100%

113. In terms of the total impact of the reorganisation on gender balance, there has been a total reduction of Professional male staff members compared to female staff members. Of the total of 23 reduced positions, 69.56 per cent concern male Registry staff. Particularly notable is the impact at the P-5 level where the impact of the reorganisation was neutral for female staff members, but led to three fewer positions for male staff members. Although female staff members were slightly more impacted at the P-4 level, if the P-3 to P-5 range is considered as a whole, there are 10 fewer male staff members compared to only two fewer female staff members. In other words, within the P-3 to P-5 range, male staff members were five times more negatively impacted which, again, has a beneficial effect on the female-male ratio among staff at these levels.

Total impact of the reorganisation on GENDER BALANCE							
	P-5	P-4	P-3	P-2	P-1	TOTAL	%
Male	-3 (-3+0)	-2 (-4+3-1)	-5 (-3-1-1)	-6 (-9+3)	0 (0+0)	-16 (-19+5-2)	69.56
Female	0 (-1+1)	-4 (-4+0)	+2 (-1+4-1)	-4 (-1-3)	-1 (0-1)	- 7 (-7+1-1)	30.43
TOTAL	-3 (-4+1)	- 6 (-8+3-1)	-3 (-4+3-2)	-10 (-10+0)	-1 (0-1)	- 23 (-26+6- 3)	100%

114. Furthermore, there have been a number of separations from the Registry (e.g. resignation by a staff member) and recruitments for Registry positions outside the context of the reorganisation (e.g. posts that existed in the previous structure that became vacant). While these are beyond the scope of this paper, it is useful to provide a total overview of geographical distribution and gender balance before the majority of affected positions were abolished in summer 2015 and the latest available data as of 30 June 2016. As illustrated below, representation of WEOG States has decreased by almost 3 per cent. GRULAC's representation has also decreased while there has been an increase in regional representation of the African, Asia-Pacific and Eastern Europe groups. In terms of gender balance, overall, there has been virtually no change.

ALL REGISTRY STAFF (Professional – established)	30 Apr 2015	30 June 2016	Targets	
			2015	2016
WEOG	62.02%	59.15%	43.97%	42.60%
Africa	14.73%	16.20%	13.01%	13.19%
Asia-Pacific	6.20%	7.75%	18.69%	18.37%
Eastern Europe	8.53%	9.86%	8.33%	8.09%
GRULAC	8.53%	7.04%	16.00%	17.74%
			100.00%	

ALL REGISTRY STAFF (Professional – established)	30 Apr 2015	30 June 2016	Target
Female	50.30%	50.29%	50.00%
Male	49.70%	49.71%	50.00%

H. The way forward – organisational development and staggered implementation of the new Registry structure

(i) Organisational development

115. The majority of recommendations of the *ReVision* team – approximately 70 per cent – pertained not to the Registry’s organisational structure and staffing but to improvements in processes, workflows and the general functioning of each Section individually as well as of the Registry as a whole. The Registrar made his decisions on these recommendations, which were then transformed into organisational development objectives for each Section. The Directors and the Section Chiefs were empowered to further refine these objectives and propose an implementation action plan on the short, medium and long term objectives. These objectives also form part of, or are taken into consideration, when setting individual objectives of the Directors, Sections Chiefs, Unit Heads and other relevant staff in the context of their performance.

116. In Part IV, which provides a Section-by-Section overview, organisational development plans are outlined under each of the Registry’s Sections. This chapter provides a general analysis of the ten main recurring thematic problems identified by the *ReVision* team, which were subsequently incorporated into and served as guidance for Section-specific organisational development plans.

117. *Unclear roles and potential for gaps/overlap.* In a number of instances, Registry functions were either fragmented or were exercised by a number of different Sections, thereby leading to gaps and overlaps. While the new structure has been established, an organisational transition produces an inherent potential for lack of clarity on the exact roles and thus the persistence of the pre-existing gaps and overlaps in the execution of responsibilities, or the creation of new ones. The Section Chiefs have thus been encouraged to bring any such possible issues to the attention of their Director so that the

Director and/or the RMT can provide clarity. This may lead to the development of SOPs or other instruments through which working practices may be better regulated.

118. *Gaps in existing (legal) framework.* There were a number of gaps in the existing (legal) framework for the operations of the relevant Sections. These could have an impact on the legal aspects of Registry operations or may lead to confusion or contradiction in Registry and Court activities. All Sections have thus been requested to critically examine the (legal) framework within which they operate, including the existence of SOPs, protocols and the like, and to identify how best to fill these gaps, with the assistance of the Registry Legal Office if necessary.

119. *Workflows.* The *ReVision* team also observed that workflows were sometimes rather complicated or cumbersome or involved unnecessary steps. Section Chiefs have been requested to carefully further assess whether this may be the case for the work of their Section or parts thereof, and to consult with the relevant Director in order to propose solutions for addressing such issues, taking into consideration the relevant recommendations made by the *ReVision* team.

120. *Performance management.* It is widely recognised that the Registry is yet to implement a fair and effective performance management system. As part of the reorganisation of the Human Resources Section, this function has been strengthened significantly.⁵³ Meanwhile, Directors and Section Chiefs have been encouraged to reflect on the performance goals for those who report to them, as well as to communicate with those staff on identifying proper goals.

121. *Internal communication and decision making.* Another aspect regularly touched upon by the *ReVision* team was the issue of internal communication, information flow and decision-making. The Registrar needs to delegate authority and responsibility to the Directors, who then delegate authority and responsibility to the Section Chiefs, who in turn further delegate such authority and responsibility throughout their respective Sections. In this regard, a system of meetings of the Registry Management Team has been introduced. The team consists of the Registrar, the three Directors, the Registry Legal Counsel and the Chief of Staff of the Immediate Office of the Registrar, and the appropriate mechanisms are in place to keep track of the decisions made and monitor their implementation. Along the same model, the Directors have been requested to organise Division Management Team meetings, with the Sections reporting to them as well, while Sections have been requested to organise comparable Section Management Team meetings, together with the applicable decision-tracking and monitoring mechanisms. Given the different size of the various Sections and different working methods, Section Chiefs have been encouraged to reflect on how such regular meetings could best be organised in their own Section and to discuss these ideas with the relevant Director.

122. *Cooperation between Sections.* From both the staff survey and *ReVision* reports, it was clear that there was room for better cooperation between the Registry Sections. There was too much focus on the separation of responsibilities among the different Sections, instead of inter-Section cooperation and ensuring that the service *is* delivered by the Registry as a whole. Hence, also in the context of identifying further clarity on responsibilities, the Section Chiefs have been requested to think in terms of cooperation with the other Sections for the sake of effective and efficient delivery of Registry services.

123. *Training.* The lack of training opportunities for staff was recognised as one of the major shortcomings and reasons for dissatisfaction and frustration among staff. Within the revised Registry,

⁵³ See chapter IV.D(ii), para. 262.

the budget for training has been centralised with the Human Resources Section, which will greatly assist in a more holistic Registry-wide and indeed Court-wide approach to training needs and availability.⁵⁴ Section Chiefs have been asked to develop ideas and options for staff training, subject to available funding. Even in the absence of funding, mapping of training needs will help in the understanding of such needs in the future. This pertains both to Section-specific technical training needs and those of a more general nature, such as training on performance management, training on ethical principles, Court values, mutual respect, communication and the like.

124. *Effective use of (IT) tools and databases.* There is a need to focus on the gradual reduction of paper-based procedures and their replacement by adequate IT systems. While a lot of work has been done over the years within the Court, there is still a long way to go, both on the judicial support and the administrative side of the Registry work. The creation of the Information Management Services Section is a first step in this direction,⁵⁵ but the initiatives greatly depend on the Sections themselves. As such, Section Chiefs have been asked to reflect on possible proposals.

125. *Staff morale.* Relatively low staff morale has been a long-standing issue. The process of the Registry reorganisation has inevitably had a negative impact on staff morale through job insecurity, slow transition to the new structure and the increased workload-sharing as a result of high number of vacant positions and staggered recruitment in the course of 2016. At the same time, the conversion of many long-lasting GTAs into established posts and the very high number of affected Registry staff obtaining newly-created Registry posts, with new or modified duties, including at a higher level, are expected to contribute to improving staff morale in the long run. Furthermore, in this context, Section Chiefs have been requested to identify what is needed to support staff in terms of their welfare. This could, for instance, take the form of teambuilding events.

126. *Effective performance and workload indicators.* The need has been recognised to develop, for each Section, effective performance and workload indicators. Some work has already been done, for instance in the context of the ‘*tableau de bord*’, but further efforts are needed. This would assist not only in developing effective yearly programmes of action, which can fit in better with the cycle of budget preparation and implementation and risk management, but also in developing and implementing performance management of the Section as a whole, as well as the individual performance of staff members. Such indicators should include both quantitative and qualitative elements, and should be accompanied by proper management information and control systems.

127. As of July 2016, efforts in organisational development continue and will persist in the months, and indeed years, to come. However, given the currently high vacancy rate in the Registry, which has resulted from the Registry’s reorganisation and the subsequent staggered implementation of the new structure, progress is slow at the moment. Significant and visible results of organisational development measures may realistically be expected only once the Registry is closer to its standard staffing levels towards the last quarter of 2016 and the first half of 2017.

(ii) Staggered implementation of the Registry’s new structure

128. At its twenty-fifth session in September-October 2015, following consultation with the Registrar, the Committee on Budget and Finance approved the staggered approach to the recruitment

⁵⁴ See chapter IV.D(ii), para. 263.

⁵⁵ See chapter IV.M(ii).

of posts in the new Registry structure in order to produce an overall reduction of €3.4 million in the Registry's 2016 programme budget.⁵⁶

129. The Registry Management Team met on 2 November 2015 and reviewed all vacant posts in the Registry which had not been filled by priority candidates and where the recruitment process for other candidates had not yet proceeded to the interview and/or offer stage. The Registry Management Team then determined, for each vacant established post within the Registry, the number of months over which it would be staggered in 2016 in order to implement the reductions required by the Committee. It was decided that a total of 108 established posts would be staggered throughout the year.

130. At the fourteenth session of the Assembly of States Parties, the Court's and the Registry's budgets, including the Committee's recommendation on staggered implementation of the Registry's new structure, were approved.⁵⁷

131. In early December 2015, following the Assembly's approval and in order to deal with the logistical strain created by the high volume of recruitments and to address the most urgent staffing requirements, the Registry Management Team decided to strengthen the HR recruitment team to cope with and successfully implement staggered recruitments in 2016,⁵⁸ as well as to temporarily fill the gap created by the eight most critical vacant posts through short-term appointments as an immediate solution for transitioning to the new Registry structure, and until finalisation of recruitment to the established posts.⁵⁹

132. These temporary staffing reinforcements will be all fully absorbed through additional savings resulting from the staggered implementation of the new Registry structure, in addition to the saving of €3.4 million. The additional savings will be made possible mainly through delays in recruitment due to unforeseen circumstances, such as unavailability of panel members and/or candidates and/or duration of clearances and variable notice periods, as well as due to filling of a number of staggered posts with internal Registry candidates which, in turn, vacates the posts occupied by those staff, thus leading to additional savings until such time as those vacant posts are filled.

133. It is expected that the new Registry structure will have a vacancy rate of around 12 per cent by the end of 2016, and will return to its standard vacancy rate of 10 per cent by July 2017.

⁵⁶ *Official Records ... Fourteenth session ... 2015* (ICC-ASP/14/20), vol. II, part B.3, para. 61.

⁵⁷ *Official Records ... Fourteenth session ... 2015* (ICC-ASP/14/20), vol. I, part 1.B, para. 50.

⁵⁸ Based on the expected workload, the Human Resources Section was granted four additional GS-OL staff members for nine months, one GS-OL for six months, and one Coordinator (P-1) for nine months. Similarly, the Security and Safety Section was granted one GS-OL for nine months to speed up the vetting process.

⁵⁹ These eight posts were: Deputy Legal Counsel (P-4), Legal Officer (P-3) and Legal Assistant (GS-OL) in the Registry Legal Office; Head, Security Policy and Compliance Unit (GS-PL) in the Security and Safety Section; Chief of the Victims Participation and Reparations Section (P-4); Head, Information Management Unit (P-4) and Head, Information Security Unit (P-4) in the Information Management Services Section; and External Relations and Cooperation Officer (P-3) in the External Operations Support Section.

III. Benefit-cost analysis

134. The benefits of the reorganisation can be grouped under six broad categories: (a) *long-term financial benefits* which allow the Registry to carry out the same activities with fewer resources; (b) *one-time financial savings* resulting from the staggered implementation of the new structure; (c) important and necessary *additional functions* performed by the revised Registry, made possible within pre-existing resources; (d) efficiencies through *centralised Registry services*, which increase coordination and cooperation within the Registry; (e) efficiencies through the creation of a more *flexible workforce*, enabling the Registry to better address shifting priorities and increase its capacity to absorb additional workload; and (f) efficiencies due to the Registry's continued *organisational development* on issues identified through the reorganisation.

A. Long-term financial benefits

135. Two types of long-term financial benefits arising out of the Registry's reorganisation can be identified: (i) savings in staffing costs as a result of the reduced number of positions within the *ReVision* exercise set budgetary envelope and reduced staffing increases in security; and (ii) efficiencies in travel costs as a result of the new structure and strengthening of the Field Offices.

(i) Savings and efficiencies in staffing costs

136. In the course of the Registry's reorganisation, the new Registry structure, assessed against the financial resource requirements for 2015, was reduced from 560.4 established posts and approved positions to a total of 550 posts.⁶⁰ This reduction created savings of €443.8 thousand, compared to the previous Registry structure. This comes very close to **€450 thousand** based on the 2016 salary scale.

137. Furthermore, had the Security and Safety Section not been reorganised, the Registry would have requested an additional eight posts for securing the permanent premises, or **€534.2 thousand**, based on the 2016 salary scale.⁶¹ The previous structure included a number of Security Support Assistants (G-2) who were not qualified to perform the same functions as other security officers starting from the G-3 level. Thus, all Security Support Assistant positions were abolished and, in their place, additional Security Officer (G-3) positions were introduced (within the above-mentioned reduced budgetary envelope and reduced total number of posts). This created a more flexible workforce and, together with a better rotation and shift system, has allowed the Registry to reduce increases in staffing requirements for the permanent premises by eight posts. Overall staffing increases were nonetheless needed to secure the larger single-occupant premises, compared to the Court's interim premises where building security was shared with Eurojust, thus allowing for economies of scale.⁶²

138. The financial savings of the reorganisation in terms of staffing costs amount to **€984.2 thousand**, based on the 2016 salary scale. These are *long-term* savings that reoccur *annually*,⁶³ since the reduction of the envelope and the reduced increase in staffing levels form part of the new Registry structure.

⁶⁰ See chapter II.C, paras. 23-24.

⁶¹ Seven GS-OL (at €65 thousand each) and one GS-PL (€79.2 thousand).

⁶² See chapter II.D, paras. 32-33.

⁶³ The amount of savings will change in proportion to any future changes in the salary scale.

(ii) Efficiencies in travel costs

139. Restructuring of the Field Offices will produce efficiencies, or reductions in increases, in travel from Headquarters to the field. This is particularly the case for: (a) travel of Victims and Witnesses Section (VWS) staff; and (b) travel of Registry staff dealing with external operations and field support.

140. Under the previous structure, Headquarters VWS staff were frequently required to travel to the field to meet with victims and witnesses to conduct assessments of their readiness to testify, to review specific cases in relation to the protection of and support to victims and witnesses, to address problems as they arose, and to manage individual victim and witness cases generally. This was because local VWS staff in the field carried out only low-level, routine activities which did not entail decision making on the above-mentioned issues.

141. Under the new structure, VWS staff in the field have the capacity to manage cases locally, with clarity in ownership of cases, accountability, supervision and reporting lines. There is thus a significantly reduced need for Headquarters VWS staff to travel to the field to manage cases. These structural changes in VWS have led to a reduction in travel requirements by approximately **40 per cent on a yearly basis**.⁶⁴ This has allowed VWS to maintain virtually the same travel budget since 2015 (€1,086.1 thousand approved), both in the approved 2016 budget (€1,086.1 thousand) and proposed 2017 budget (€1,076.9 thousand), despite a significant increase of 150 persons in the Court's protection programme and associated workload over this period. For the 2016 budgetary year alone, had the new VWS structure not been in place, the Section would have been obliged to request the additional €1.0 million for DSA and travel expenses.

142. Efficiencies in travel are also expected in the Registry's external operations and field support. Due to the lack, in the past, of a Registry representative in the field, such as a Chief of Field Office, a high number of missions from Headquarters to the Field Offices were required in order to perform various Registry functions, including those related to the execution of cooperation requests by the Chambers and liaison with the government and national authorities of the situation country, the United Nations, other international organisations and representatives of State Parties generally. At the same time, Headquarters staff dealing with the functioning and support of the Field Offices frequently had to travel to the field to control and monitor the standards of support provided by the Field Offices to Registry clients and to oversee the allocation of resources in the field.

143. In the new structure, the number of Registry missions from Headquarters for the purpose of external operations and field support will be reduced by around **30 to 40 per cent**.⁶⁵ This is because the Chief of Field Office – in the offices where such function is established, when needed – has a strong representational role and will be delegated a number of Registry functions from Headquarters. The Chief can represent and directly follow up on a number of issues in the situation country, in contact with the Government, States Parties, the United Nations, international organisations, media, and civil society. At the same time, the need for Headquarters staff dealing with field support to travel to the field is significantly reduced since the Chief manages the Field Office, ensures directly and on a more continuous basis that Field Offices provide adequate support to Registry clients, and ensures the most efficient use of Field Office resources.

⁶⁴ Based on the revaluation of 414 missions of Headquarters VWS staff to four situation countries in 2013, 2014 and 2015.

⁶⁵ Based on a representative sample of 69 missions to the field, entailing 385 mission days requiring travel to the field in the course of 2013, 2014 and 2015.

144. While efficiencies in 2016 in relation to the travel of Registry external operations staff are limited, due to the establishment of new working methods and the staggered implementation of the new structure, projected *yearly* efficiencies, or reduced increases, of 30 to 40 per cent in the travel costs of Registry external operations staff from Headquarters and staff dealing with field support may be expected in the future.

145. These are *long-term efficiencies* that would allow the Registry to reduce its potential increases in travel costs in the future. While the projected reduction is between 30 and 40 per cent in those areas mentioned, the actual amount of reductions will depend on the exact level of services required and the travel that needs to be undertaken.

B. One-time financial savings through staggered implementation

146. All vacant posts resulting from the reorganisation within the new Registry structure of 550 established posts are being gradually filled in the course of 2016. This has generated savings and led to a reduction in the increase in the Registry's 2016 budget, as decided by the Assembly in November 2015, on the CBF's recommendation and following consultation with the Registrar. The total savings from staggering the implementation of the new Registry structure amount to **€3,400 thousand**. These savings would not have been possible had the Registry not undertaken the reorganisation which resulted in a number of vacant posts. These *one-time* savings should be considered in the context of the benefit-cost analysis of the reorganisation.

C. Additional necessary Registry functions with pre-existing resources

147. Serious functional gaps were identified, in that the Registry was unable to perform necessary functions in a number of areas, even though these functions were crucial for more effective and efficient functioning of the Registry.

148. The new Registry structure allows the Registry to undertake a number of such important additional and previously unaddressed functions. This has been achieved while staying within the limits of the set budgetary envelope of established posts and approved positions. In other words, in addition to financial savings, the new Registry is also able to deliver additional and long overdue services with the same resources.

(i) Registry executive management

149. The previous Registry had no formalised executive management structure. The Registrar had 18 direct reporting lines, ten from within the Immediate Office of the Registrar (IOR) and another eight outside IOR, consisting of two Directors, four Section Chiefs and two Heads of Independent Offices.⁶⁶ The number and differing levels of these reporting lines not only prevented the Registrar from exercising his strategic role, but also hampered the establishment of a strong Registry executive

⁶⁶ Eight reporting lines outside IOR included the Director of the Common Administrative Services Division, the Director of the Division of Court Services, the Chief of the Public Information and Documentation Section, the Chief of the Security and Safety Section, the Chief of the Field Operations Section, the Chief of the Legal Advisory Services Section, the Head of the Office of Public Counsel for the Defence, and the Head of the Office of Public Counsel for Victims.

management body that would be the highest-level decision-making and consultation body within the Registry, with clear lines of communication and delegation of authority. Moreover, there was no single focal point within the Registry for executive management as such.

150. In the new structure, the reporting lines have been streamlined. Now, only the three Directors of the relevant Registry Divisions and the Chief of the Registry Legal Office report directly to the Registrar. All other Sections and Offices report to one of the three Directors. This has allowed for the creation of a Registry Management Team which exercises the executive management function and which significantly reinforces intra-Registry coordination, productivity and vision. The RMT is composed of the Registrar, the three Directors, the Chief of the Registry Legal Office and the newly-created position of Chief of Staff within IOR. The latter is the focal point for the smooth running of the Registry executive management, playing a key role in internal communication on cross-cutting Registry-wide issues affecting more than one Division, and acting as the Secretary of the RMT. The Chief of Staff is also the Registry's focal point for the organisational development of the Registry and the Court, liaising with the other organs of the Court and thus playing a crucial role in this regard in the years to come.

(ii) Staff development and training

151. The previous Registry structure had limited and insufficient human resources for organisational development and training, particularly at the strategic level. Little was or could be done to promote an appropriate organisational culture, to develop managers or to ensure that staff had a realistic workload and felt challenged and appreciated. The fact that the training budget was decentralised within different Registry Sections was an additional obstacle, hampering synergies within the Registry or the Court. As a result, the Court was unable to ensure a maximum return on investment in its staff as its most valuable asset.

152. The new Organisational Development Unit (ODU) has been established within the Human Resources Section and is, under the leadership of the newly-created post of Head (P-4), responsible for strategic workforce planning, talent management, identifying training needs and implementing training programmes, among other things. The training budget has been centralised within this Unit to ensure effective and targeted training for all Registry and, where applicable, Court staff. Focus is placed on in-house training so as to maximise the use of the Court's own resources.

(iii) Performance management

153. The previous structure included no dedicated human resources to design and implement effective performance management within the organisation. Yet, a rigorous performance management system is crucial for ensuring both accountability within the organisation and recognition of good performance. Indeed, adequate performance management serves, in the first instance, to encourage and consolidate positive performance among staff, as well as to contribute towards staff development, morale and welfare in general.

154. The post of Performance Management Officer (P-3) has been established and will be crucial in designing and implementing effective performance management systems within the Court, including through a formal performance appraisal system. This post is within the above-mentioned

ODU, whose Head will also ensure that performance management is strengthened, not just at the operational level but also at the strategic level in all its aspects, namely policy, compliance, guidance, and support to managers.

(iv) Legal and policy development

155. There was an overwhelming lack of HR policies, both in terms of the administration of benefits and entitlements and in more strategic areas such as recruitment and internal mobility. This created real or perceived inconsistencies and unequal treatment of staff, which exposed the Court to possible litigation and thus financial costs.

156. The post of Legal and Policy Officer (P-3) has been added to the revised Registry structure to address this gap. Also, under the guidance of the Head of ODU, the necessary HR policies will be developed, leading to predictability and transparency in HR activities, with a clear set of rights and obligations for all staff. A thorough assessment will be carried out and, where possible, improvements made to the current internal justice administration system. Informal dispute settlement mechanisms and initiatives to strengthen ethical performance systems, including a zero tolerance policy for gross misconduct, strengthening the code of conduct for staff, implementing whistle-blower policies, ethics procedures, financial disclosure and so forth, will be developed. This will ensure more clarity and predictability in HR policies and is expected to relieve pressure on the Registry's legal and human resources staff dealing with litigation and lead to lower litigation costs before the International Labour Organization Administrative Tribunal.

(v) Budgetary strategy, projection and monitoring

157. The previous setting, with a single Budget and Finance Section, did not allow for an effective strategy on funds usage and there was a lack of analysis of value from previous investments. In a number of organisations within the United Nations Common System, Budget and Finance are separate sections, precisely for reasons of adequate strategic and operational focus on each of these related yet separate functions.

158. The establishment of a separate Budget Section strengthens the organisation's budget function and allows it to exercise new roles. In particular, the scope of activities of the new Budget Section has been broadened to cover not only budgeting, but also planning and monitoring activities. As such, the budget cycle takes into account strategic planning and risk management activities in addition to purely budget-related activities. The budget cycle also includes a thorough review of the implementation of budgeted activities through monitoring, evaluation and forecasting activities. This enables the Section to bring deeper analysis to budget discussions and reviews. The Section also ensures full Registry-wide control of staff costs and non-staff costs, thus ensuring that the Registry's resources are adequately prioritised and used most efficiently. The new posts of Chief, Budget Section (P-5) and Budget Planning and Monitoring Officer (P-4) are crucial in this regard.

(vi) External operations high-level coordination, strategic direction and management

159. Previously, Registry functions in the area of external operations – including external relations and State cooperation, victim and witness protection and relocation, public information, outreach and field operations – were highly dispersed with no overall structure. There was no single senior manager dedicated to external operations able to ensure holistic and effective performance across the relevant areas, either at Headquarters or in the Field Offices.

160. The new post of Director of the Division of External Operations (D-1) provides such high-level coordination and strategic direction. The Director is the central position within the Registry coordinating all judicial and voluntary cooperation matters between the Court and States Parties, including situation countries, and coordinating all activities in relation to the Assembly, its subsidiary bodies and working groups, such as the Hague Working Group. The Director also ensures proper management and oversight of all field operations, providing strategic guidance and a holistic and consistent Registry approach across all Field Offices. Through her/his direct contacts with State representatives, the Director plays a crucial role in securing agreements with situation countries, States Parties and international organisations in support of Court proceedings, including on witness protection, relocation and support for field operations.

(vii) Representational role and management of Field Offices

161. The former structure of the Field Offices did not allow for a clear and visible presence of the Registry in the field, thereby hampering the development and maintenance of adequate relations with the national authorities, international governmental organisations, NGOs, media, civil society groups and the general public. Field Offices were led by Field Office Managers (P-3), with the exception of the Kenya Field Office which was headed by a Registry Task Force Coordinator (P-4). The Field Office Managers and the Coordinator were, however, not considered to be Registry representatives in the field who would establish and maintain effective relationships with the above-mentioned partners and audiences. They had no managerial role or control over the work of the field staff other than local administrative and logistical staff, notably cleaners and drivers. This prevented effective management of and control over the field staff, and created fertile ground for potential abuse of authority by staff members, as with the case of the sexual abuse of four individuals under the Court's protection programme by a staff member in the Democratic Republic of the Congo which came to light in 2013.⁶⁷

162. The post of Chief of Field Office (P-5) is introduced into the structure of a Field Office only once the Field Office is fully operational during the most intensive phase of pre-trial and trial activities. The Chief of Field Office represents the Registrar in the situation country or countries and plays a leading role in developing effective relationships with government authorities, diplomatic missions, national and international organisations, NGOs, press, media, and civil society to support Registry and Court operations in various areas. Such high-level representation ensures that requests for judicial or operational cooperation are dealt with in a timely and efficient manner, since the Chief is able to quickly address any need that may arise in these contexts. Chiefs of Field Offices also ensure effective management of staff and field resources, as well as more effective control over field

⁶⁷ See Independent Review Team, Public Report, Post Incident Review of Allegations of Sexual Assault of Four Victims Under the Protection of the International Criminal Court in the Democratic Republic of Congo by a Staff Member of the Court, available at: <https://www.icc-cpi.int/iccdocs/registry/Independent-review-team-ReportEng.pdf>

operations generally, through the proper planning and prioritisation of field needs, thus minimising the risk of possible abuse of authority by field staff.

D. Efficiencies through centralisation of Registry services

163. Efficiencies have also been achieved by *centralising a number of services* previously dispersed across the Registry, thus enhancing coordination and increasing output. The most notable examples are included below.

(i) Legal functions

164. Registry legal functions used to be distributed across different Sections, with no single Section having a coordination role in relation to legal positions in the Registry. The previous Legal Advisory Services Section addressed legal matters, usually developed as stand-alone legal positions in other Registry sections, as they arose. This meant that the Registry was unable to guarantee a uniform and coordinated legal opinion, either in the context of legal submissions in proceedings or in the context of advice to its clients. This led to substandard Registry legal advice and inconsistency and exposed the Court to liability.

165. The Legal Office has now become the central authority within the Registry for all legal issues arising within the Registry, including issues relating to judicial proceedings, human resources and staff, and the preparation and conclusion of various agreements with States and other stakeholders. The Legal Office is responsible for following judicial proceedings, in court and in written submissions, together with the Court Management Section of the Division of Judicial Services. This leads to the Registry maintaining a stronger and more coherent legal position. A limited number of Registry legal functions remains outside the Legal Office, such as in the Victims and Witnesses Section and the Victims Participation and Reparations Section, because the legal function in these Sections is so closely linked to their operational requirements that, on balance, it is more efficient for them to maintain those functions. In these areas, nonetheless, consistency is ensured through a network of Registry legal professionals.⁶⁸

(ii) Information security

166. The information security function was previously dispersed between the Information and Communication Technologies Section and the Information Security Office within the Security and Safety Section. Cooperation between these Sections was not optimal and led to disconnected and frequently conflicting advice. The separation hindered possible efficiencies, as their activities were closely linked. For instance, the activities of the Information Security Office became increasingly technical, providing technical solutions such as encrypted devices and mobile signal jamming, to clients in and outside the Registry. Yet this area fell squarely within the domain of information and communication technologies operations.

⁶⁸ See para. 175.

167. Centralising the information security function within the redesigned Information Management Services Section greatly assists in resolving the previous functional lack of clarity and competition as it facilitates interaction and cooperation within the same Section.

(iii) eCourt function

168. In the previous structure, eCourt-related functions were split between the Court Management Section (CMS), which had substantial judicial information systems-related tasks, including in relation to the management of ECOS, eFiling, and transcript tools, and the former Information and Communication Technologies Section which was in charge of the eCourt function. This stood in the way of possible synergies and efficiencies and optimal use of eCourt functionalities.

169. The eCourt function has been consolidated in CMS within the newly-created Judicial Information Management Unit. All judicial records and information is managed by CMS as the custodian of the Court's case files. This strengthens the substantive functionalities of the eCourt system, allowing for better use by Judges, parties and participants to the proceedings and others, and creates opportunities for further development.

(iv) Registry external operations

170. Registry functions in the area of external operations were highly dispersed with no overall structure. The Immediate Office of the Registrar included several positions dealing with external relations and State cooperation. Dedicated human resources for State cooperation were also located within the Office of the Director of Court Services and within the Field Operations Section. The Victims and Witnesses Section was within the former Division of Court Services and reported to its Director, even if most of the challenges in relation to victims and witnesses were in the field and not in the courtroom. The Public Information and Documentation Section did not fall under any Division but reported directly to the Registrar. This fragmentation frustrated the effective performance of these functions as it led to inconsistencies, confusion and lack of overall direction.

171. All Registry external operations have been consolidated within a single newly-created Division of External Operations. This increases coordination and cooperation between the relevant Registry Sections, ensures consistency in operations, and maximises the use of existing resources. Furthermore, within the Division, further synergies have been achieved by centralising previously dispersed functions. This is particularly the case in two areas: external relations and State cooperation; and information collection and analysis – both of which are within the newly-created External Operations Support Section (EOSS).

172. As for external relations and State cooperation, the previous Registry structure included a number of positions dealing with this area dispersed over different parts of the Registry, including the Immediate Office of the Registrar, Office of the Director of the Division of Court Services, and the Field Operations Section. These different offices dealt with issues of mandatory cooperation, stemming from Part 9 of the Rome Statute, and voluntary forms of cooperation, but in a non-coordinated manner. This situation and the concomitant lack of coordination produced overlaps and inefficiencies. Centralising external relations and State cooperation within the External Relations and State Cooperation Unit in EOSS means that this function is now carried out in a coordinated manner.

173. In relation to information collection and analysis, once again, different parts of the Registry performed this function – Security and Safety Section, Immediate Office of the Registrar, and Field Operations Section – but from their own perspectives. This led to a situation where analyses produced did not optimally benefit the work of the Registry or that of its clients, and the Registry was unable to adequately meet its duty of care towards its staff and assets. Senior management, in particular, was unable to rely on integrated analyses of security and political trends, for instance in relation to situation countries, and was therefore unable to adequately assess the implications for operational planning and implementation. Furthermore, a significant overlap in information collection and analysis – in that different Registry staff still had to address the full spectrum of security and socio-political considerations from their own perspectives – meant that Registry resources were not used most effectively. Information collection and analysis has been centralised within the Country Analysis Unit in EOSS.

E. Efficiencies through the creation of a flexible workforce: increased capacity to absorb additional workload

174. In several areas, Registry staff have been diversified, allowing for flexibility in addressing shifting priorities and increasing the Registry’s capacity to absorb workload increases.

(i) Legal workforce

175. A legal network of dedicated legal officers has been established within Registry. This enables greater flexibility and temporary workload sharing, while further flexibility in the legal workforce is created through cross-training opportunities. Furthermore, the Legal Office junior Professional staff are more flexible and interchangeable, compared to previously highly specialised and compartmentalised staff, which also allows the Office to adjust to shifting priorities.

(ii) Security workforce

176. The previous separation of security staff into Security Assistants (G-2) and Security Officers (G-3), which prevented the staff from being interchangeable, no longer exists as the former category was abolished. By creating a larger pool of Security Officers (G-3), a more flexible workforce with a more even workload distribution has been established. This has enabled the Registry to reduce the increase in staffing requirements resulting from the move to the permanent premises.⁶⁹

(iii) Court management workforce

177. Court Reporters and Court Record Assistants are cross-trained to help absorb workload increases in other courtroom-related activities whenever they are not fully occupied.

⁶⁹ See paras. 331-333.

(iv) Victims and witnesses support workforce

178. The Victims and Witnesses Section previously worked in “silos”, with different staff dealing separately with different functions, such as protection, support and operations. The Section’s new organisational structure has removed these divisions and combined all relevant protection, support and operations staff. The staff are now organised into teams, headed by a team leader, for each situation country. The teams are multi-disciplinary, providing support, protection and operational services simultaneously.

(v) Outreach and victim participation staff in the field

179. While in the past outreach and victim participation/reparation field staff operated separately and reported to separate Sections at Headquarters, they now operate as cohesive teams reporting to the Chief of Field Office. The teams perform both outreach and victim participation/reparation functions, as needed, which provides greater flexibility in dealing with changes in the nature and level of activities in the field. A moderate increase in the number of outreach sessions and/or victims participating in the proceedings can thus normally be absorbed by the increased flexibility of the workforce.

F. Efficiencies through organisational development

180. Lastly, many recommendations made by the *ReVision* team pertained not to structural changes but to processes, workflows and the general functioning of each Section individually, as well as the Registry as a whole. Based on these recommendations, the Registrar has made a number of decisions which have been translated into organisational development objectives for each Section, in the short, medium and long term.

181. A number of Registry-wide themes can be identified. They include: (i) further clarifying the roles of different Sections/Offices/Units and avoiding the potential for gaps and overlaps; (ii) addressing gaps in legal and policy frameworks; (iii) streamlining internal workflows; (iv) ensuring stronger and more constant engagement of senior managers in performance management; (v) improving internal communication and decision-making; (vi) improving cooperation between the Sections/Offices/Divisions; (vii) identifying and following up training needs; (viii) more effective use of IT tools and databases; (ix) improving staff morale; and (x) developing effective performance and workload indicators.⁷⁰

182. By identifying these general – and a number of Section-specific – organisational development objectives, the reorganisation has also enabled the Registry to focus its development on the most urgent needs, once all the structural and staffing changes have taken place. The ultimate benefits of these objectives are perhaps impossible to quantify, but the findings and the recommendations made in this regard are in and of themselves concrete and tangible benefits of the *ReVision* process.

⁷⁰ For a more detailed overview of organisational development objectives, see chapter II.H, paras. 115-127, as well as sub-chapters titled “(vii) Organisational development plans” for each Registry Section in Part IV.

G. Financial costs

183. The costs of the reorganisation are all one-time costs. They include: (i) costs of the *ReVision* process, in particular, the costs of the *ReVision* team, the HR Task Force and external consultants; and (ii) costs of Enhanced Agreed Separation Packages allocated to staff members.

(i) Costs of the *ReVision* process

184. The costs of the *ReVision* process include the costs of the *ReVision* team, the HR Task Force and external consultants.

185. Following authorisation by the Assembly to reorganise and streamline the Registry, the Registrar recruited an advance review team which started work in January 2014. The team consisted of three core external members, namely the Project Director, a Change Facilitator and a Project Legal Advisor, with extensive experience in the functioning of other international courts and tribunals. In addition to the three core members, the team initially included five Registry staff. From November 2014, and until completion of the project in June 2015, the number of internal staff assisting in the project, full-time or part-time, increased to nine.⁷¹

186. In addition to a number of interim reports delivered at different stages of the reorganisation, the *ReVision* team produced 18 detailed reports containing observations and recommendations on the functioning of each of the Registry's Sections, totalling over 1010 pages. In total, 529 recommendations were made to the Registrar as part of the review of the Registry Sections.

187. Furthermore, in order to facilitate the transition from the previous to the new Registry structure, the Registrar established an *HR Task Force* consisting of dedicated external and internal members.⁷² The main role of the HR Task Force was to process all priority candidacy recruitments by early October 2015, and to classify new posts resulting from the restructuring, providing support with regard to priority recruitments, calculating enhanced agreed separation packages to staff members whose positions were abolished, and supporting hiring managers in recruitment procedures.

188. In 2014 and 2015 the Registry also used the services of external consultants, Mannet, whose focus was change management and the organisational development of the new Registry. They provided procedural input on the *ReVision* recommendations and supported the Registrar in preparing for and implementing reorganisation-related decisions, such as the organisation of decision-making retreats for the Registry's senior management. They also provided coaching and advice to the Registrar, the Directors and Section Chiefs to assist them with organisational change.

189. The full breakdown of the associated costs is provided below.

⁷¹ See paras. 46-47.

⁷² This included two External Classification Experts, an Internal Classification Coordinator, a Recruitment Specialist, a Career Transition Support Officer, a Task Force Coordinator and a Task Force General Assistant. For more details on the process, see chapter II.F, paras. 42-93.

Costs of the ReVision process⁷³	2014	2015
ReVision Project team	443.2	316.9
Human Resources Task Force	-	191.2
Change managements consultants (Mannet)	12.4	111.8
Sub-total	455.6	619.9
Total	1,075.5	

(ii) Enhanced Agreed Separation Packages: costs and financing

190. Staff members whose positions were abolished were offered the opportunity either to be considered as priority candidates for all new positions resulting from the reorganisation or to receive an Enhanced Agreed Separation Package. Of 120 staff members holding positions that were abolished, 61 decided to take the EASP.⁷⁴ The following table provides a total breakdown of EASP costs, per individual component, as well as the appropriate funding.

Enhanced Agreed Separation Packages: individual components	Funding		Total
	Registry Budget⁷⁵	Funds set aside for EBL	
Standard termination indemnity	451,681	1,992,508	2,444,189
Termination indemnity - additional 50%	191,491	859,088	1,050,579
Net base of additional 3 months	924,221	-	924,221
Lieu of notice period	145,994	536,228	682,222
Total	1,713,388	3,387,824	5,101,212

191. The decision to offer the EASP, rather than merely the standard indemnity, was based on the practice of other international organisations and followed consultation with the Staff Union. For example, UNFPA offered the standard termination indemnity plus 50 per cent. For agreed termination, the UN Secretariat provides a standard termination plus a 50 per cent allotment, and it is practice to include three months' salary in cases of agreed termination. UNICEF provided a more generous package. The enhanced separation indemnity provided to the Court's staff is thus comparable to the practice of other international organisations. Considering that every case of litigation costs a minimum of €20,000, in addition to the costs of time spent by the Court in defending the case, payment of the enhanced separation indemnity has greatly minimised the risk of possible litigation against the Court and thus future financial losses.⁷⁶

192. In terms of budgetary provision for the Registry costs related to the enhanced separation indemnity, the Registry considered that (a) costs for the standard termination indemnity, (b) the increase of 50 per cent pursuant to Staff Rule 109.2 (l) for agreed terminations, and (c) the costs for notice payments, should be taken from the cash set aside to pay for long-term employee liabilities since these payments are foreseen in the Staff Rules and describe a financial staff separation modality

⁷³ In thousands of euros.

⁷⁴ See Footnote 38.

⁷⁵ Of the total EASP cost of €1,713,388 saved from the Registry budget, €806,212 was charged to the 2015 budget and €907,176 was charged to the 2014 budget.

⁷⁶ See para. 90 in relation to the number of reorganisation-related appeals by staff members, as well as the recommendations by the Court's Appeals Board and the Registrar's final decisions in this regard.

for which, *inter alia*, the staff liability fund has been created. The Registry further considered that the funds required for the exceptional payment of three months' salary had to come from savings in the regular Registry budget.

193. The Registrar sought the views of the Committee on Budget and Finance in this regard in preparation for the Committee's twenty-fourth session. The Committee confirmed that, while the funds required for the exceptional payment of three months' salary "would be financed from the regular budget of the Registry", it "noted that [the other] elements were foreseen in the Staff Rules and could be financed from the employee benefit liabilities fund (EBLF) since this fund had been established for the purpose of covering the indemnities ensuing from the termination of staff contracts".⁷⁷

H. Summary benefit-cost analysis

194. The benefits of reorganisation include: (a) long-term financial benefits; (b) one-time financial savings; (c) additional necessary Registry functions; (d) efficiencies through centralised services; (e) efficiencies through a more flexible workforce; and (f) efficiencies still to be achieved through organisational development.

195. *Long-term financial benefits* reoccur annually and include: (i) savings in staffing costs due to a reduced budgetary envelope and reduced increases in security staff at the Court's permanent premises; and (ii) efficiencies, or a reduction in increases, in the travel costs of VWS and Registry staff dealing with external operations and field support.

196. Based on the 2016 salary scale and 2016 level of activities, savings and efficiencies under (i) and (ii) amount to **€984 thousand** and approximately **€1,000 thousand** respectively.

197. *One-time financial savings* amount to **€3,400 thousand** and are the result of the staggered implementation of the new structure in 2016.

198. Thus the *financial benefits and savings of the reorganisation for 2016* alone amount to **€5,384 thousand**.

199. In case of increases in workload, more resources may and will be needed, especially for those Sections with low capacity to absorb workload increases due to the nature of their work, such as those dealing with victims and witnesses and language services. Nonetheless, the total increases will be reduced as a result of the changes introduced, compared to the increases that would have occurred had the restructuring not taken place.

200. Benefits under all other categories are difficult to quantify but they too are tangible. Within the limits of pre-existing staffing resources, the revised Registry can now perform additional necessary functions which are crucial for the effective and efficient functioning of the Registry. They include: (i) Registry executive management; (ii) staff development and training; (iii) performance management; (iv) legal and policy development; (v) budgetary strategy, projection and monitoring; (vi) external operations high-level coordination, strategic direction and management; and (vii) representational role and management of Field Offices.

⁷⁷ *Official Records ... Fourteenth session ... 2015* (ICC-ASP/14/20), vol. II, part B.2, para. 12.

201. Efficiencies are also achieved through the centralisation of a number of services previously dispersed across the Registry, which increases coordination and thus performance in these areas. They include centralisation of: (i) Registry legal functions; (ii) information security; (iii) the eCourt function; and (iv) Registry external operations, including in the areas of external relations and State cooperation, as well as information collection and analysis.

202. By creating a flexible workforce in a number of different areas, the Registry is better able to address shifting priorities and has a higher capacity to absorb increases in workload. This includes: (i) the Registry legal workforce; (ii) the security workforce; (iii) the court management workforce; (iv) the victim and witness support workforce; and (v) outreach and victim participation staff in the field.

203. Lastly, through a number of recommendations that go beyond structural changes and that relate to workflows, processes and general functioning, the reorganisation has led to a detailed analysis of the Registry's needs in terms of its organisational development. Given the staggered implementation of the new Registry structure in the course of 2016, significant progress in organisational development may be expected only once the Registry's staffing levels are close to those envisaged.

204. On the other hand, the costs of reorganisation include: (a) the costs of the *ReVision* process in the amount of **€1,075 thousand**; and (b) the costs of Enhanced Agreed Separation Packages in the amount of **€5,101 thousand**.

205. The total costs of reorganisation, all of which are *one-time* costs, thus amount to **€6,176 thousand**.

206. Given that the financial benefits and savings of the reorganisation for 2016 alone amount to €5,384 thousand, **87.18 per cent** of the total costs of reorganisation are already offset in 2016. This is excluding a number of other benefits and efficiencies of the reorganisation that are difficult to quantify, such as those pertaining to additional and necessary functions performed by the Registry or improved coordination and communication.

207. Since there are no further reorganisation costs, the benefits of the Registry's reorganisation as of 2017 already outweigh the investment made and translate into significant long-term efficiencies and savings. These are difficult to quantify not only because a number of them are by nature non-quantifiable, but also because the exact amount of those quantifiable benefits outlined above is dependent on the nature and level of activities that the Registry and the Court will be required to perform in the coming years.⁷⁸

208. Nonetheless, if only quantifiable long-term benefits mentioned above were to be taken into account, in particular those related to SSS and VWS, and if they were to be estimated based on the level of activities in 2016, the Registry would make efficiencies and savings of €1,984 thousand per year.⁷⁹

⁷⁸ E.g. the greater the increase in travel requirements for the Victims and Witnesses Section, the greater efficiencies or reduced increases there will be.

⁷⁹ See paras. 136-145, and 196.

IV. Section-by-Section overview

209. This part provides a Section-by-Section overview of the Registry’s reorganisation, focusing on: (i) the main problems identified in the previous structure; (ii) the solutions found for these problems and the efficiencies achieved; (iii) an overview of structural changes; (iv) staffing implications at the level of each post; (v) a detailed explanation of the staffing and work of the Section in the new structure; (vi) the capacity of the new structure to absorb workload increases; and (vii) organisational development plans which outline Section-specific plans to address the many and varied non-structural problems in the Section’s functioning, including its internal processes and workflows.

210. The focus on “problems” in this Section-by-Section overview in no way detracts from the fact that positive, commendable and well-functioning structures, practices and working methods were identified in the course of the reorganisation, including in those Sections whose structures have undergone significant changes. Furthermore, some Sections, such as the Detention Section and the General Services Section, underwent minimal or no major structural changes as they were functioning relatively well. The emphasis is nonetheless on the identified problems as the purpose of the report is not to provide a full analysis of the performance of the previous Registry, but to explain why and how the changes introduced will lead to the Registry being able to function more effectively and efficiently.

A. Immediate Office of the Registrar

211. The Registrar is the chief administrator of the Court and the highest-ranking authority within the Registry. The Immediate Office of the Registrar (IOR) supports the Registrar in providing strategic leadership, coordination and guidance to all Registry Divisions and Sections, as well as in the management and supervision of the Registry as a whole. The IOR is also responsible for facilitating the flow of information to and from the Registry Divisions and for ensuring proper high-level coordination on behalf of the Registrar with other internal partners within the Court, as well as with external stakeholders in relation to the Registrar’s representational role. The IOR further supports the Registrar in his executive functions, as well as in maintaining consistency, through the coordination of all executive functions delegated elsewhere within the Registry.

(i) Main problems identified

212. *Too large immediate office with a confusing mix of strategic and operational roles.* The IOR’s previously complex structure, consisting of the Registrar and ten IOR staff with a mix of strategic and operational functions, led to a sub-optimal use of resources. The IOR’s direct involvement in many operational issues led to insufficient focus on strategic leadership and no clear lines of authority among managers within the Registry. Furthermore, within the IOR, several staff members dealt exclusively with external relations and State cooperation, a function also performed by other parts of the Registry at that time, including the Field Operations Section and the Office of the Director of Court Services. This led to overlaps, inconsistencies and confusion within the Registry regarding the execution of comparable operational functions.

213. *Eighteen direct reporting lines to the Registrar.* Ten IOR staff members, listed in the table below, reported directly to the Registrar. In addition, the Registrar had eight other direct reports, consisting of two Directors, four Section Chiefs, and two Heads of Independent Offices, namely the Director of the Common Administrative Services Division (CASD), the Director of the Division of Court Services (DCS), the Chief of the Public Information and Documentation Section (PIDS), the Chief of the Security and Safety Section (SSS), the Chief of the Field Operations Section (FOS), the Chief of the Legal Advisory Services Section (LASS), the Head of the Office of Public Counsel for the Defence, and the Head of the Office of Public Counsel for Victims. This number (18) of direct reporting lines to the Registrar was unsustainable and did not allow the Registrar to exercise his strategic role.

(ii) Solutions found and efficiencies achieved

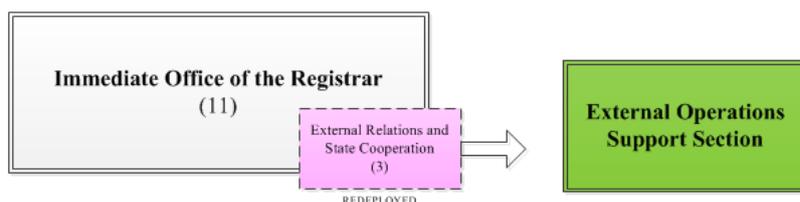
214. *Smaller immediate office with exclusively strategic role.* The number of staff members of the Immediate Office of the Registrar supporting the Registrar has been halved, from ten to five. The staff perform only those functions that are strictly necessary for the newly-defined and exclusively strategic role of the Immediate Office.

215. *Reduced and streamlined reporting lines to the Registrar.* The number of reporting lines to the Registrar has been reduced from 18 to nine. This includes the reduction of direct reporting lines within the IOR from ten to five, as well as the reduction of other reporting lines outside the IOR from eight to four. The latter four include the three Directors and the Chief of the Registry Legal Office (previously LASS). All other Sections that used to report directly to the Registrar now report to one of the three Directors. This enables the Registrar to focus on high-level policy issues, setting strategic priorities for the Registry, managing relations with the other organs, and strengthening the accountability of senior staff. Such delegation of authority is combined with clear parameters for decision-making, clear accountability and a rigorous performance management system.

216. *Stronger Registry management through the creation of a Registry Management Team.* The Registrar heads the Registry Management Team, exercising an executive management function. The RMT is composed of the Registrar, the three Directors, the Chief of the Registry Legal Office and the newly-created position of Chief of Staff within the IOR. The RMT is the highest-level decision-making and consultation body within the Registry, the creation of which significantly reinforces Registry’s management and, by extension, intra-Registry coordination, productivity and vision.

(iii) Overview of structural changes

Previous structure:



Revised structure:

Immediate Office of the Registrar (6)

(iv) Staffing implications⁸⁰

217. *Reduced staffing (-5 positions).* The IOR has been reduced from eleven to six members, including the Registrar, in the light of its new strategic focus. The IOR’s external relations and State cooperation function has been redeployed to the newly-created External Operations Support Section.

Previous staffing	
Registrar (ASG)	No substantial change
Deputy Registrar (D-1)	Abolished
Head of Project, PPP (P-5) ⁸¹	Abolished
Senior Executive Officer (P-5)	Abolished
Special Adviser on External Relations (P-5)	Abolished
Cooperation Adviser (P-3)	Substantial change – abolished
Special Assistant to the Registrar/LO (P-3)	No substantial change
Associate Executive Officer (P-2)	Abolished
Personal Assistant (GS-PL)	No substantial change
Administrative Assistant (GS-OL) x2	Abolished

Revised staffing	
Registrar (ASG)	Maintained
Chief of Staff (P-5)	New
Senior Special Assistant to the Registrar (P-4)	New
Special Assistant to the Registrar (P-3) x2	Maintained x1; New x1
Personal Assistant to the Registrar (GS-PL)	Maintained

Immediate Office of the Registrar	ASG	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision	1	1	3	-	2	1	-	8	1	2	3	11
Revised	1	-	1	1	2	-	-	5	1	0	1	6
Difference	0	-1	-2	+1	0	-1	-	-3	0	-2	-2	-5

(v) Staffing after the reorganisation

218. In addition to the Registrar, the revised IOR consists of the *Chief of Staff (P-5)*, one *Senior Special Assistant (P-4)*, two *Special Assistants (P-3)*, and one *Personal Assistant (GS-PL)*.

219. The newly-created position of *Chief of Staff (P-5)* is a senior advisory and managerial post in the IOR. The main role of the Chief of Staff is to ensure successful executive management of the Registry, including inter-organ relations and internal communication. The Chief of Staff is the Secretary of the RMT. She/he supports the Registrar in the management of the IOR and the Registry

⁸⁰ In order to facilitate understanding of the staffing changes made, the tables that follow in this Part provide a detailed overview of previous and revised staffing, including the impact of the reorganisation on each individual position in the previous structure and the origin of each position in the new structure. There are three possible categories in both the “previous staffing” and the “revised staffing”. On the one hand, positions in the previous structure: (1) underwent no substantial change; or (2) underwent substantial change, which led to abolishment of the position and creation of a new, modified position within the same Section or within another Registry Section; or (3) were outright abolished due to the position being redundant and/or the relevant function being redeployed elsewhere within the Registry. On the other hand, in the revised staffing table, the three possible categories suggesting the origin of the post are: (1) maintained, which refers to positions kept from the previous structure as there was no substantial change; (2) substantially changed, which refers to new positions that originated from previous positions; and (3) new positions resulting from the new structure.

⁸¹ For the purpose of the 2015 approved budget, this position was defunded, and therefore its cost is not reflected in the total budgetary envelope.

as a whole, in interaction with the other organs, as well as, to a lesser extent, in facilitating the Registrar's contacts with various external stakeholders. The Chief of Staff also plays a key role in the policy development of the Registry and the Court as a whole, identifying policy gaps, developing plans for the adoption of policies and pushing ongoing policy discussions forward. In this regard, and more broadly, she/he is the main focal point for the organisational development of both the Registry and the Court.

220. The *Senior Special Assistant (P-4)* is responsible for internal coordination among all Special Assistants and coordination between this team and the staff in the offices of the three Directors. She/he also replaces the Chief of Staff in the latter's absence. The Senior Special Assistant and two *Special Assistants (P-3)* provide strategic, policy and legal advice to the Registrar, as well as coordination and liaison functions between the IOR and the Divisions, with each of the three Assistants focusing on one of the three Registry Divisions. They also support the Registrar by, *inter alia*, preparing or reviewing background information, memoranda, speaking notes and speeches.

221. The *Personal Assistant (GS-PL)* provides personal assistance and administrative support, organises the agenda and assists in the organisation of, among other things, correspondence, background information and visits.

(vi) Capacity to absorb future workload increases

222. *High.* Due to its re-designed strategic role, the new IOR, focusing on the Registrar's strategic leadership and delegation of operational matters downwards to the Sections, is able to absorb workload increases. No additional positions were requested in the Office for 2016 after the reorganisation and no additional positions are envisaged for 2017. The revised IOR is fit-for-purpose for the foreseeable future.

(vii) Organisational development plans

223. As mentioned above in the general part on organisational development,⁸² the vast majority of *ReVision* team recommendations pertained to non-structural issues, including workflow, working methods and the general functioning of the relevant Section and the Registry as a whole. These have been examined by the Registrar, together with the Directors and the Section Chiefs, and translated into organisational development plans.

224. In this context, the following actions have been undertaken or are planned by the IOR:

- Take the lead in developing, together with the other Court organs, an effective system of inter-organ decision-making relating to the promulgation of Court-wide policies in a timely fashion; in this context, discuss with the other organs possible proposals to amend the rules for the promulgation of Administrative Instructions and other Court-wide policies in order to ensure a more efficient and timely policy-making process.

⁸² See chapter II.H(i), paras. 115-127.

- Develop a comprehensive and cascading system of delegation of authority from the Registrar to the Directors, from the Director to the Section Chief, from Section Chiefs to Unit Heads and so forth.
- Develop a system (SharePoint or a comparable system) for effectively tracking all decisions taken by the Registrar and the Registry Management Team, whether resulting from meetings or based on documentation submitted; this includes the possibility for sharing information about decisions made or to be taken across different relevant parts of the Registry.
- Develop an effective system of reporting of relevant developments within the Registry, the Court and outside the Court, from Sections to the Directors and from the Director to the Registrar.

B. Legal Office

225. The Legal Office is responsible for supporting performance of the legal functions associated with the duties assigned to the Registrar under the Court's legal framework. Its primary objective is to ensure the quality and consistency of legal approaches across the various sections of the Registry. The Legal Office coordinates all legal submissions in judicial proceedings and provides legal support to other Registry Sections involved in such submissions; provides advice to the Registrar and Registry Sections on various legal issues; negotiates and prepares agreements and memoranda of understanding between the Court and third parties; represents the Court in litigation both internally and externally; acts as an interlocutor between the Court and States regarding privileges and immunities; and interprets the Headquarters Agreement in addition to other agreements.

(i) Main problems identified

226. *No central legal authority and coordination with the Registry.* No single Section within the Registry played a coordinating role in relation to the legal positions in the Registry. The previous Legal Advisory Services Section did not, and was not equipped to, play this role. The LASS addressed legal matters as they presented themselves, usually developed as stand-alone legal positions in other Registry sections. Legal functions were distributed across different Sections. There was no central repository of legal knowledge and there were no opportunities for synergies. Over the years, this resulted in a lack of consistency in legal positions Registry-wide.

227. *Lack of coordination within the former Legal Advisory Services Section.* The former LASS worked in a segregated manner with little information sharing and cooperation among the Section staff. Each member of staff focused on certain legal areas, which hindered workforce flexibility and the sharing of workload.

(ii) Solutions found and efficiencies achieved

228. *Strengthened Legal Office plays coordinating role within the Registry.* The Legal Office is now responsible for following judicial proceedings in court and in written submissions, together with

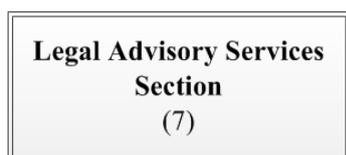
the Court Management Section of the Division of Judicial Services. This leads to a stronger and more coherent legal position of the Registry. Staffing levels in the Legal Office have been modestly reinforced with an additional post.

229. *The Legal Office is the legal authority of the Registry.* The Legal Office provides legal advice to all Divisions within the Registry and maximum support to the Judiciary. The Legal Office works as a central repository for all agreements and memoranda of understanding entered into by the Court. This further contributes to high-quality, unified and consistent Registry legal positions.

230. *Development of a legal network.* Further Registry-wide coordination and cooperation is also made possible through the establishment of a legal network of dedicated legal resources/officers within the Registry. This also allows for greater flexibility, consultation, and cross-training among legal experts, which again will serve to ensure more consistent, coordinated and higher-quality filings and other legal information provided to the Chambers.

(iii) Overview of structural changes

Previous structure:



Revised structure:



(iv) Staffing implications

231. *Increased staffing (+1 position).* An increase in staffing was necessary to strengthen the Registry Legal Office in order to achieve the above-mentioned gains in consistency, productivity and efficiency.

Previous Staffing	
Chief, LASS(P-5)	No substantial change
Legal Adviser (P-4) x2	Substantial change - abolished
Legal Officer (P-3)	No substantial change
Associate Legal Officer (P-2)	No substantial change
Legal Assistant (GS-OL)	Substantial change - abolished
Administrative Assistant (GS-OL)	Abolished

Revised Staffing	
Chief, LO/Legal Counsel (P-5) ⁸³	Maintained
Deputy Legal Counsel (P-4)	Substantially changed
Legal Officer (P-3) x3	Maintained x1; New x2
Associate Legal Officer (P-2) x2	Maintained x1; New x1
Legal Assistant (GS-OL)	Substantially changed

Legal Office	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision	1	2	1	1	-	5	-	2	2	7
Revised	1	1	3	2	-	7	-	1	1	8
Difference	0	-1	+2	+1	-	+2	-	-1	-1	+1

⁸³ Position title before *ReVision* was Chief, Legal Advisory Services Section (P-5).

(v) Staffing after the reorganisation

232. The new structure consists of the *Legal Counsel* (P-5), as the head of the Legal Office, as well as a *Deputy Legal Counsel* (P-4), three *Legal Officers* (P-3), one for each Registry Division, two *Associate Legal Officers* (P-2) and a *Para-legal/Administrative Assistant* (GS-OL).

233. The *Legal Counsel* (P-5) is responsible for the overall management of the Legal Office and as such, for formulating clear, consistent and correct legal positions within the Registry in judicial, administrative and external operations matters. In addition to being a member of the RMT, the Legal Counsel is directly responsible for providing advice to the Registrar and senior management on strategic or high-level matters with legal implications. The Legal Counsel plays a lead substantive role on Registry legal positions in relation to judicial proceedings.

234. The *Deputy Legal Counsel* (P-4) deputises for the Legal Counsel and assists in the daily running of the office and the legal network. She/he mainly focuses on overseeing the work of the office in the fields of administrative matters and dispute settlement.

235. The three *Legal Officers* (P-3) are respectively responsible for providing continuous hands-on specialised legal advice on matters related to the three Divisions: Management Services, Judicial Services and External Operations.

236. The two additional positions of *Associate Legal Officer* (P-2) support the Office in performing a variety of legal functions, and support the Legal Officers in their work. They provide legal assistance in relation to the work of all three Registry Divisions, thus allowing for flexibility and interchangeability among them.

237. Finally, the *Para-legal/Administrative Assistant* (GS-OL) provides, *inter alia*, support in terms of legal research, case preparation and case management as well as process and follow-up on administrative arrangements related to the Office.

(vi) Capacity to absorb future workload increases

238. *High.* No additional positions were requested in the Legal Office for 2016 following the reorganisation. Since reinforcements, in terms of additional positions, were made at the P-3 and P-2 level, which are, generally speaking, operationally most involved, the strengthened Legal Office will be able to cope with reasonable workload increases. The flexibility and interchangeability among the junior professional staff will contribute to the Legal Office's ability to adjust to shifting priorities. The establishment of the legal network will also greatly assist in this regard in that it will allow for temporary workload sharing, while further flexibility in the legal workforce will be created through cross-training opportunities.

(vii) Organisational development plans

239. In the context of organisational development, the following actions have been undertaken or are planned by the Registry Legal Office:

- Develop the legal network and bring about its effective functioning.
- Reform internal administration of justice, with possibilities for informal dispute resolution system.
- Develop protocol/SOP, together with the Office of the Director of Judicial Services and the Court Management Section, on internal coordination for monitoring of all court proceedings in and outside the courtroom. Further discuss with the Chambers ways of strengthening and formalising effective communication and cooperation.
- Develop procedure for the preparation and promulgation of Administrative Instructions, with timely involvement of the Legal Office itself and relevant Sections, as well as timely involvement of other organs.
- Develop a central repository role for all agreements and memorandums of understanding concluded by the Registry and, where applicable, the Court.
- Develop a central repository of all legal advice provided.
- Develop a training program for all lawyers in the Legal Office and in the legal network to develop professional capacities, both in relation to substantive legal issues and in the use of relevant IT tools to facilitate the legal function.
- Strengthen internal working methods, distribution of work, and cooperation among staff.

C. Division of Management Services: Office of the Director

240. The Division of Management Services (DMS) was previously known as the Division of Common Administrative Services and consisted of four Sections: Budget and Finance, Human Resources, General Services, and Information and Communication Technologies. A number of structural changes were implemented: (i) the Budget and Finance Section was split into two separate sections; (ii) the former Information and Communication Technologies Section was transformed into an Information Management Services Section and redeployed to the Division of Judicial Services; and, (iii) the Safety and Security Section, which used to report directly to the Registrar, was placed within DMS. Further explanation for each of these changes is provided below under each relevant Section.

241. The Office of the Director of the DMS (OD-DMS) is responsible for overall direction, strategic planning, and delivery of all administrative and managerial support to the Registry and the Court. The Director is also responsible for a number of critical executive functions, including: strategic resource planning; monitoring and reporting on the Registry's organisational performance; acting as focal point for staff-management relations; acting as central project coordinator; and acting as focal point for audit matters. As a member of the RMT, the Director participates and supports the Registrar in decision-making on key strategic and high-level policy issues.

(i) Main problems identified

242. *Too much focus on operational, rather than strategic, issues.* Functional inadequacy of some of the Sections under the Director's responsibility frequently led to the Director's Office having to deal with operational issues that should have been addressed at the Section level. This included preparation of the annual budget, financial statements, and various reports to the Committee on Budget and Finance. The Director's Office was thus prevented from devoting sufficient time to strategic issues and critical executive functions as mentioned above.

243. *Lack of sufficiently direct oversight of certain strategic functions.* The Office was not sufficiently involved in overseeing the work of the former Health and Welfare Unit as the latter was placed within the Human Resources Section. A major component of the Unit's work was risk management and risk mitigation for the Court's primary assets: staff, an area that should have been more closely overseen at the higher strategic level of the Director. The same lack of a more direct oversight at a strategic level applied to the Enterprise Resource Planning System (SAP) team, engaged in IT systems management, which was within the former Information and Communication Technologies Section.

(ii) Solutions found and efficiencies achieved

244. *Reduced and more strategic Director's Office.* The Office has been slightly reduced in order to reflect its greater strategic and diminished operational role. A clear delegation of authority to the Section Chiefs and increased accountability relieve the Director's Office of the burden of operational matters, thereby allowing the Director to focus on strategic management and high-level coordination.

245. *Functionally strengthened Sections under OD-DMS.* At the same time, a number of Sections under the Director's authority have been strengthened in terms of their operational performance, such as reinforcements in the Human Resources Section in the areas of performance management, training and policy framework,⁸⁴ or with the separation of the Budget and Finance Section into two Sections, which allows for the strengthening of both the budgetary and financial functions of the Registry.⁸⁵ This further unburdens the OD-DMS from operational issues and allows for greater strategic focus.

246. *Incorporation of the Enterprise Resource Planning System.* The Director has been made responsible for ensuring business ownership of the Registry's IT system management framework by the Enterprise Resource Planning System (SAP) team, which was previously with the former Information and Communication Technologies Section. The team will develop IT tools for all administration functions in order to move away from paper-based administration towards administration based on modern information technology, allowing for greater accuracy and long-term sustainability of existing resources, including in case of workload increases. The move of the SAP team to the Director's Office ensures that SAP-related systems meet the business needs of the Registry most effectively in all administrative functions. In other words, the business needs of the organisation in terms of enterprise resource planning are determined and met through the end-users of these systems: the Director and the various Sections under his responsibility.

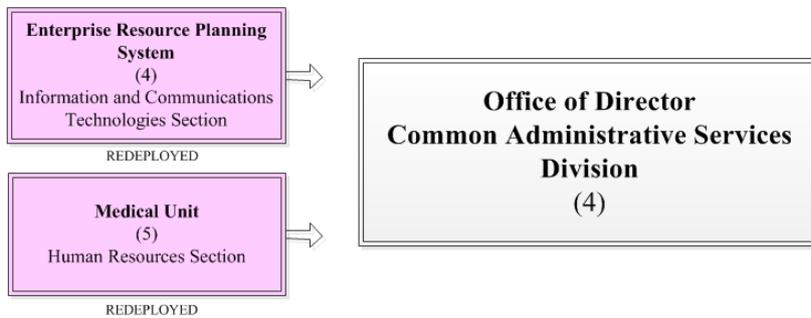
⁸⁴ See chapter IV.D(ii), paras. 260-265.

⁸⁵ See chapter IV.E(ii), paras. 281-282.

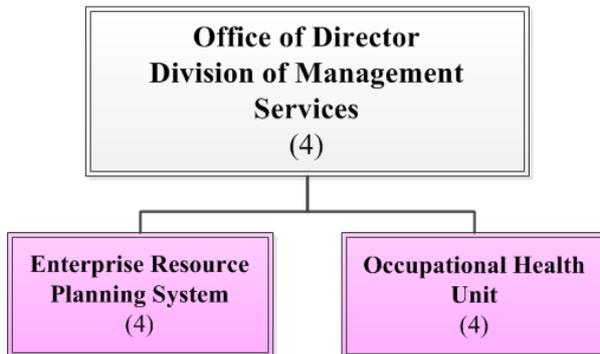
247. *Incorporation of the Occupational Health Unit:* the former Health and Welfare Unit under HRS has been reshaped into the new Occupational Health Unit which now reports directly to the Director to ensure that this crucial aspect of staff management relations receives proper guidance and control. Furthermore, the Unit’s so-called “walk-in clinic” element (e.g. provision of first aid and ad hoc medical advice to staff) has been removed, in line with the practice in other international organisations where this is undertaken by security staff and/or the Host State’s medical services. Coordination of field paramedics has also been moved to the Planning and Coordination Unit of the External Operations Support Section. These changes have adequately redefined the Unit.

(iii) Overview of structural changes

Previous structure:



Revised structure:



(iv) Staffing implications

248. *Increased staffing (+8 positions).* The Office of the Director of Management Services has grown nominally due to the move of the SAP team from the former IT Section and the move of the Occupational Health Unit from the Human Resources Section to this Office.

249. However, taking account of all pre-reorganisation staff from the OD-DMS and the redeployed team and Unit, there has been a net decrease in staff and staffing costs. Within OD-DMS proper, the post of one Administrative Officer (P-3) was abolished and a new post at a lower level was created, that of an Associate Administrative Officer (P-2). This produced an effective net saving of €20

thousand.⁸⁶ Within the redeployed Occupational Health Unit, the post of one Medical Assistant/Nurse (GS-PL) was abolished, leading to the net saving of €80.4 thousand. There were no staffing changes in the SAP team. As such, the total net savings within this group of functions and positions amounts to €100.4 thousand.

Previous staffing	
Office of the Director - CASD	
Director, CASD (D-1)	No substantial change
Administrative Officer (P-3) x2	No substantial change x1; Abolished x1 ⁸⁷
Administrative Assistant (GS-OL)	No substantial change

Revised staffing	
Office of the Director - DMS	
Director, DMS (D-1)	Maintained
Administrative Officer (P-3)	Maintained
Associate Administrative Officer (P-2)	New
Administrative Assistant (GS-OL)	Maintained
Enterprise Resource Planning System (SAP) Team ⁸⁸	
ERP System Officer (P-3)	Maintained
Applications Assistant SAP (Financials) (GS-OL)	Maintained
Applications Programmer (GS-OL)	Maintained
Application Support Technical Assistant (GS-OL)	Maintained
Occupational Health Unit ⁸⁹	
Head, Occupational Health Unit (P-4)	Maintained
Staff Counsellor (P-3)	Maintained
Staff Welfare Assistant (GS-OL)	Maintained
Occupational Health Nurse / Paramedic (GS-OL)	Maintained

Division of Management Services – Office of Director	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision	1	-	-	2	-	-	3	-	1	1	4
Revised	1	-	1	3	1	-	6	-	6	6	12
Difference	0	-	+1	+1	+1	-	+3	-	+5	+5	+8

(v) Staffing after the reorganisation

250. The Director’s office consists of the *Director (D-1)*, one *Administrative Officer (P-3)*, one *Associate Administrative Officer (P-2)* providing general assistance to the Director in the execution of his functions, and an *Administrative Assistant (GS-OL)*.

251. In addition, as outlined above, the Occupational Health Unit is directly attached to this Office for reporting purposes. This Unit consists of the *Head of the Occupational Health Unit (P-4)*, a *Staff Counsellor (P-3)*, a *Staff Welfare Assistant (GS-OL)* and one *Occupational Health Nurse / Paramedic (GS-OL)*. The 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, and sick leave certification. It is also responsible for counselling and welfare issues.

252. The Enterprise Resource Planning System (SAP) team consists of the *Head of Competence Centre (P-3)*, two *Application Support Assistants (GS-OL)*, and one *SAP Applications Programmer (GS-OL)*. The SAP team develops the Enterprise Resource Planning (ERP) system, ensures business processes are supported through the ERP system, coordinates new business processes following system improvements, oversees support for SAP users, and manages SAP Competence Centre staff.

⁸⁶ Difference between staffing costs of a P-3 (€104.9 thousand) and of a P-2 (€84.9 thousand), applying the 2015 approved salary scale, applicable at the time of the reorganisation.

⁸⁷ Abolished as a result of the “reduction exercise”. See para. 83.

⁸⁸ Enterprise Resource Planning System (SAP) Team comprising of four posts has been redeployed from former Information and Communication Technologies Section. No substantial changes in posts.

⁸⁹ Occupational Health Unit comprising of four posts in the new structure has been redeployed from Human Resources Section. No substantial changes in posts.

In this regard, the Head of the Competence Centre plays an important role in advising the Director on measures to improve the uptake and effectiveness of the ERP system.

(vi) Capacity to absorb future workload increases

253. *High.* Because the Office of the Director of Management Services is now more strategically rather than operationally focused, workload increases are more easily absorbed as they are channelled through the relevant Sections, a number of which have been strengthened, as outlined below. No additional positions were needed in the Office for 2016 after the reorganisation, and no additional established posts are envisaged for 2017.

(vii) Organisational development plans

254. In the context of organisational development, the following actions have been undertaken or are planned by the Office of the Director of Management Services:

- Develop a new budget process system, ensuring early high-level decision making on budget targets for the coming year, followed by timely production of a budget, with an adequate narrative.
- Move to a more centralised budget control system, avoiding inefficient use of resources and ensuring optimal expenditure.
- Develop and strengthen the strategic planning process, to ensure smooth relationship between Court-wide strategic goals, Registry-wide strategic goals, risk register, organisational performance and budget process, in close cooperation with the Budget Section.
- Develop strategy aimed at streamlining reporting to the Committee on Budget and Finance and States Parties, in order to reduce the reporting burden, while ensuring high-quality information.
- Develop user-friendly knowledge hub for all Administrative Instructions, Information Circulars and Standard Operating Procedures, in close cooperation with the Registry Legal Office.
- Strengthen the staff-management relationship.
- Undertake an overall review of SAP to strengthen the use and user-friendliness of the system and play a lead role in the move from a paper-based administration to administration based on the latest IT systems, which would ensure greater accuracy and sustainability of administrative functions.

D. Human Resources Section

255. The Human Resources Section (HRS) ensures that the organisation obtains optimum results from its investment in staff resources by enabling appropriate organisational design and culture, staff retention, staff training and development. The Section provides strategic HR advice to management and HR services to all staff in these areas.

(i) Main problems identified

256. *Over-complex and uncoordinated HRS structure.* The previous HRS structure supported five main areas of operations: staffing; staff administration; learning and development; health and welfare; and policy and legal issues. However, there was limited coordination and integration of the activities between the different Units within the HRS to ensure a holistic approach. This led to overlaps, conflicting roles and practical problems.

257. *Absence of HR strategic direction and gaps in HR policies.* The lack of HR strategic direction resulted in routine HR decisions being made in a vacuum and requiring more discussion and decision-making effort than necessary. In addition, there was an overwhelming lack of policies both in terms of the administration of benefits and entitlements and in the more strategic areas concerning recruitment, training and development, performance management, internal mobility and flexible working hours. This gap led to real or perceived inconsistencies and unequal treatment of staff, which exposed the Court to possible litigation and thus financial costs.

258. *Insufficient capacity in the areas of performance management and training/development.* There were no dedicated resources to design and implement effective performance management within the organisation, although development of a rigorous performance management system is crucial for ensuring accountability. Furthermore, there were limited and insufficient human resources for training and development, particularly at the strategic level. Little was or could be done to promote an appropriate organisational culture, to develop managers, to ensure that staff had a realistic workload and felt challenged and appreciated. The fact that the training budget was decentralised within different Registry Sections was another hindrance as synergies were not facilitated within the Registry or the Court. As such, the HRS could not ensure a maximum return on investment in the Court staff as its most valuable asset.

259. *Inefficient work processes.* The use of IT systems within HRS was underdeveloped, operations were still mainly paper-based and the systems did not provide efficient tools for tracking progress on administrative actions, generating management information or managing staff performance.

(ii) Solutions found and efficiencies achieved

260. *More coherent and efficient HRS structure.* The new structure streamlines main HR processes by dividing the new Section into two main organisational units, the HR Operations Unit and the HR Organisational Development Unit. The HR Operations Unit is in charge of all recruitment actions and the administration of benefits, entitlements and payroll. The Organisational Development Unit devises strategies, programmes and policies to ensure that the Court hires and develops the right staff and thus

maximises the return on its investment in human resources. As noted above, the former Health and Welfare Unit was separated from HRS and now reports directly to the Director of the Division of Management Services. This leaner structure, together with effective delegation, empowerment and accountability within the Section, ensures that fewer staff are involved in reaching decisions which leads to faster and more efficient provision of HR services. At the same time, the mergers of previously separate Units facilitate cross-training and flexibility of staff, and thus long-term sustainability in case of workload increases.

261. *Strengthened HR policy framework.* The new Organisational Development Unit focuses on the development of a complete set of HR policies, creating predictability and transparency in HR activities, with a clear set of rights and obligations for all staff. It will also carry out a thorough assessment and, where possible, improvement of the present internal administration of justice system, with the development of informal dispute resolution mechanisms, initiatives to strengthen the systems of ethical performance, including a zero tolerance policy for gross misconduct, strengthening the code of conduct for staff, implementation of whistle-blower policies, ethics procedures, financial disclosure and so forth.

262. *Strengthened performance management.* The performance management function has been strengthened through a dedicated role (Performance Management Officer, (P-3)), which is crucial for designing and implementing effective performance management systems within the Court, including through a formal performance appraisal system. This post is within the newly-created Organisational Development Unit, led by a Head (P-4), who will ensure that performance management is strengthened not just at the operational but also at the strategic level in all its aspects, namely policy, compliance, guidance, and support to managers.

263. *Centralised and strengthened training and development function.* The training budget is centralised within the HRS, with the Section having the coordinating task of ensuring effective and targeted training for all Registry staff. This will produce synergies both within the Registry and the Court. The training and development function have also been strengthened through the establishment of the above-mentioned Organisational Development Unit. The Head of the Unit will be responsible for strategic workforce planning, talent management, organisational design, and supporting and providing support to the Chief in relation to HR strategy.

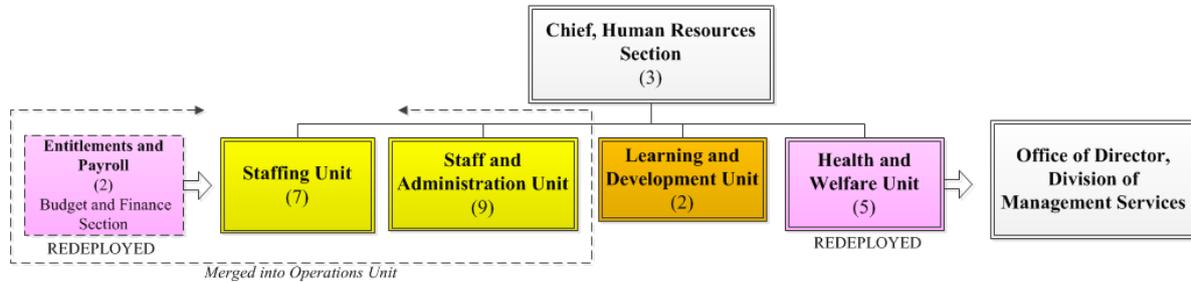
264. *HRS as the central point for all staff and staff-related issues.* The Finance Section's payroll processing function was redeployed to the HRS, creating efficiencies in the process as well as synergies in terms of staffing. Ownership within HRS of the requisite quality of the payroll information (e.g. entitlement data) not only reduces strain on the short payroll timeframe, but also crucially provides staff members with a single focal point for these matters. By bringing all operational HR matters (including job design, recruitment, on-boarding, administration of benefits and entitlements, payroll and pension) under a single senior HR manager, activities are better integrated, resulting in efficiencies and improved service delivery. To ensure quality control, the Finance Section is responsible for verifying and validating the payroll amounts and posting for payment.

265. *Better use of IT solutions.* The new eRecruitment system put in place offers significant advantages over the old system (including communication with candidates, inclusion of the vetting process, templates for offers of appointment and social media advertising). Importantly, the system allows for the tracking of recruitment timelines and allows HRS to improve these timelines by having

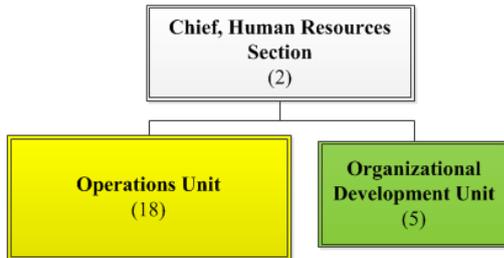
better management information. Efforts are being made to use other IT solutions in order to streamline processes.

(iii) Overview of structural changes

Previous structure:



Revised structure:



(iv) Staffing implications

266. *Reduced staffing (-1 position).* The new Human Resources Section has one less position, as illustrated in the table below. However, two redeployments should be taken into account: (a) move of two posts (GS-OL) in charge of Entitlements and Payroll from the former Budget and Finance Section to the Human Resources Section, with no substantial change in the posts; and (b) move of the entire Health and Welfare Unit, in which four of the previous five posts were maintained, to the Office of the Director of Management Services. If these redeployments are taken into account, in real terms there would be an increase of one post.⁹⁰ This restructuring will ensure that the Section is able to perform its essential functions in the three key areas, namely HR policies, performance management and training/development, as outlined above.

Previous staffing	
Chief, HRS (P-5)	No substantial change
Administrative Assistant (GS-OL)	Abolished
Senior HR Assistant (Policy and Legal) (GS-PL)	Substantial change – abolished

Revised staffing	
Chief, HRS (P-5)	Maintained
HR Programme Coordinator (P-3)	New
Organizational Development Unit	

⁹⁰ The previous combined total being 28 posts/positions, of which 26 in HRS and two redeployed from Budget and Finance; and the new combined total being 29 posts/positions, of which 25 in the revised HRS and four redeployed to the Office of the Director of Management Services.

Health and Welfare Unit ⁹¹	
Head, Health and Welfare Unit (P-4)	No substantial change
Staff Welfare Officer (P-3)	No substantial change
Medical Assistant/Nurse (GS-PL)	Abolished
Staff Welfare Assistant (GS-OL)	No substantial change
Occupational Health Nurse / Paramedic (GS-OL)	No substantial change
Learning and Development Unit	
Head, Learning and Development Unit (P-3)	No substantial change
Learning and Development Assistant (GS-OL)	No substantial change
Staffing Unit	
Head, Staffing Unit (P-4)	Substantial change - abolished
Staffing Officer (P-2)	Substantial change - abolished
Senior Staffing Assistant (GS-OL)	No substantial change
Staffing Assistant (GS-OL) x4 (1 being GTA)	No substantial change x3; GTA converted x1
Staff Administration Unit	
Head, Staff Administration Unit (P-3)	Substantial change - abolished
Administrative Assistant (GS-OL)	Abolished
Senior Human Resources Assistant (GS-OL) x2	Abolished
Human Resources Assistant (GS-OL) x4 (3 are GTAs)	No substantial change x1; GTA converted x3
HR IT Systems Support Assistant (GS-OL)	Abolished

Head, Organisational Development Unit (P-4)	New
HR Officer - Performance Management (P-3)	New
HR Officer - Learning and Development (P-3)	Maintained
HR Officer - Legal/Policy (P-3)	New
Human Resources Assistant (GS-OL)	Maintained
Operations Unit	
Head, HR Operations Unit (P-4)	Substantially changed
HR Officer - Recruitment Coordination (P-3)	Substantially changed
HR Officer - Entitlements and Payroll (P-3)	Substantially changed
Senior Human Resources Assistant (GS-PL)	New
Human Resources Assistant (GS-OL) x4	Maintained x3; GTA converted x1
Senior Human Resources Assistant (Post management) (GS-OL)	Maintained
Human Resources Assistant (GS-OL) x2 ⁹²	Maintained
Human Resources Assistant (GS-OL) x7	Maintained x1; New x3; GTA converted x3

Human Resources Section	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision	1	2	3	1	-	7	2	17 ⁹³	19	26 ⁹⁴
Revised	1	2	6	-	-	9	1	15	16	25
Difference	0	0	+3	-1	-	+2	-1	-2	-3	-1

(v) Staffing after the reorganisation

267. The *Chief of Human Resources Section (P-5)* focuses on the overall management of the Section and strategic and policy issues. The Chief is supported by an *HR Programme Coordinator (P-3)* responsible for coordinating governance and audit issues, planning and reporting, information and knowledge management.

268. The *Head of the Operations Unit (P-4)* leads the Unit which was created as a result of the merger of the pre-existing recruitment and staff administration units, and now also includes the payroll function redeployed from the previous Budget and Finance Section. The Head performs a managerial and strategic role in the Unit, while also deputising for the Chief of HRS.

269. Given the large number of GS-level staff who undertake recruitment-related activities, the position of *Recruitment Coordinator (P-3)* is necessary in order to coordinate the relevant processes, supervise daily operations and approve the decisions proposed or review decisions, where necessary, with a view to presenting them to the Head of HR Operations for final signature.

⁹¹ Former Health and Welfare Unit, Occupational Health Unit in the new structure, has been redeployed to the Office of the Director, Division of Management Services. One post of Medical Assistant/Nurse (GS-PL) was abolished while there were no substantial changes in the other posts that were redeployed.

⁹² These two posts have been redeployed from the former Budget and Finance Section. No substantial change.

⁹³ Thirteen (13) GS-OL established posts and four (4) GS-OL GTA positions (4.0 FTE).

⁹⁴ HRS staffing structure for 2015 comprised a total of 22 established posts and four GTA positions, equivalent to 4.0 FTE. The total number of positions was 26 FTE.

270. The *Payroll and Entitlements Coordinator (P-3)* is responsible for the timely administration of benefits and entitlements, including the issuance of personnel actions and accurate recording of staff master data in SAP, as well as for the administration of payroll.

271. The newly-created position of a *Post Management Assistant (GS-OL)* implements post management, including planning of recruitment, tracking of information in relation to the design of jobs, reviewing vacancy announcements, assisting with job classifications and centrally carrying out other post management-related tasks (such as reviewing SPA, and coordinating cases of internal and external mobility). She/he is also a central focal point to assist with the implementation of strategic workforce planning into recruitments.

272. The *Head of the Organisational Development Unit (P-4)* provides essential elements for staff development and staff morale through adequate career support, is responsible for strategic workforce planning, talent management, organisational design, and providing support to the Chief of HRS in relation to HR strategy.

273. An *HR Legal and Policy Officer (P-3)* provides legal advice on sensitive or complex cases, follows common UN system developments, drafts Administrative Issuances and develops HRS policies in general, while also assisting with the (informal) resolution of grievances.

274. A *Performance Management Officer (P-3)* designs and implements effective performance management systems within the Court, including through a formal performance appraisal system. She/he assists managers in setting objectives, addressing underperformance and instituting performance improvement plans, but also coordinating any rebuttal process. The Performance Management Officer is also responsible for monitoring compliance with the performance appraisal system and alerting non-compliance to senior management.

275. The role of *Learning and Development Officer (P-3)* is to identify training and development needs within the Court, to design and expand training and development programmes, to maintain effective induction programmes and to manage (outsourced) leadership and managerial development programmes.

276. Finally, one *Senior Human Resources Assistant (GS-PL)* and fifteen GS-OL staff, located mainly within the Operations Unit, carry out day-to-day activities in the areas of staffing and staff administration.

(vi) Capacity to absorb future workload increases

277. *High.* Through the above-mentioned structural and staffing reinforcements, the HRS is now fit-for-purpose for the foreseeable future. Since about two-thirds of HR staff in the Operations Unit deal with staff administration, the exact number of such staff is directly linked to the number of Court staff, as their clients. Therefore, should the overall number of Court staff significantly increase in the future, additional resources in HRS may, or would normally, be necessary. However, such an increase in workload is expected to be partially absorbed by the above-mentioned efficiency gains, such as through the development of a stable HR policy framework and better use of IT tools.

(vii) Organisational development plans

278. In the context of organisational development, the following actions have been undertaken or are planned by the Human Resources Section:

- Identify gaps in HR policies and develop program of action to address these gaps.
- In cooperation with the Legal Office, reform internal administration of justice, with focus on options for informal dispute resolution procedures; examine the advantages of the appointment of an ombudsperson or ethics officer.
- Develop further training and learning programmes for all staff, including in relation to such issues as values, ethics, rights and responsibilities, performance management, management training and the like, which would include in-house training possibilities.
- Develop an overall HR strategy for the Registry as a whole and for assistance to all Section Chiefs.
- Develop activities aimed at improving staff morale and staff well-being.
- Strengthen the induction programme for new staff and exit interviews for departing staff, with feedback on results.
- Strengthen the performance management system, including analysis of possibilities to develop a 360-degree performance feedback system.
- Analyse the internal workflow system and identify options for streamlining decision-making process.

E. Budget Section

279. The Budget Section centralises all budget-related functions within the Registry. As such, it provides budgeting and control services to the Court, including planning and monitoring activities, as well as budget and forecast information and budget reporting.

(i) Main problems identified

280. *Budgetary function underdeveloped and insufficiently strategic.* The previous setting, with a single Budget and Finance Section, did not allow for an effective strategy on funds usage, and there was a lack of analysis of value from previous investments. The unification of the budget and finance function into a single Section was also contrary to the practice of most organisations within the United Nations common system, where Budget and Finance are separate sections precisely for the reasons of adequate strategic and operational focus on each of these related yet separate functions. The former Budget and Finance Section also included generic positions, with some staff working individually to perform several duties, rather than performing specific tasks within a team.

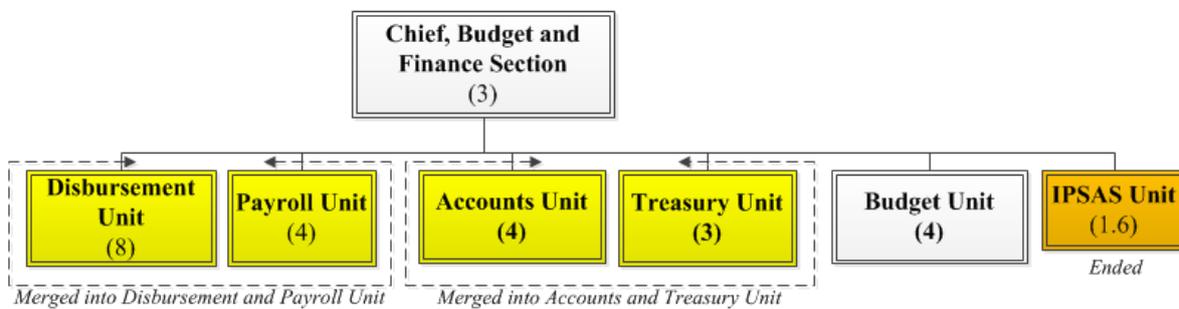
(ii) Solutions found and efficiencies achieved

281. *Strengthening and centralising the core budget function.* The establishment of a separate Budget Section strengthens the organisation’s budget function and marks a shift from an operational support role to a more strategic role. This includes partnering with all the Court’s organs in devising long-term plans and strategies, determining resource needs and improving performance measurements. The new Budget Section coordinates production of the annual programme budget. It provides effective control to the Court’s resources and related programmes through policies, procedures, plans and standards relating to the control of budget implementation; it will further develop a Court-wide planning and budget process within the integrated management information system. The Section is also responsible for performance reports and budget-related reports to external stakeholders on expenditures, for the identification of deficiencies or redundancies in the administration of resources, and the implementation of remedial action and enhancements to ensure the most economical use of resources. The result is more efficient forecast information and reports to management, the Committee on Budget and Finance and the Assembly.

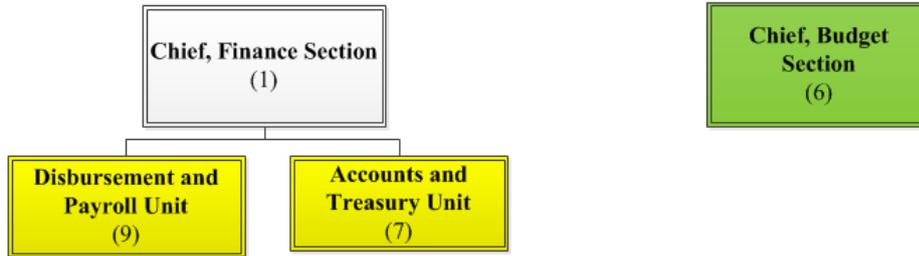
282. *Strategic projection and monitoring of functions performed.* The new Budget Section has a broadened scope of activities covering not only budgeting but also planning and monitoring activities. As such, the budget cycle takes into account strategic planning and risk management activities in addition to the purely budget-related activities. The budget cycle also includes a thorough review of the implementation of budgeted activities through monitoring, evaluation and forecasting activities. This enables the Section to bring deeper analysis to budget discussions and reviews. The Section also ensures full Registry-wide control over staff costs and non-staff costs. This ensures that the Registry’s resources are adequately prioritised and used most efficiently. Partially thanks to the broadened functions of the Budget Section, the Court was able to abolish the inter-organ position of Strategic Planning Coordinator (P-3), thus producing direct net savings.

(iii) Overview of structural changes

Previous structure:



Revised structure:



(iv) Staffing implications

283. *Reduced staffing (-4.5 positions).* Staffing of the Budget Section can only be properly understood in the context of the changes from the former single Budget and Finance Section to the two new Sections. Given the combined implications of the former Budget and Finance Section and the two new Sections, there has been a total net decrease of 4.5 positions. This was mainly the result of the redeployment of two payroll staff to the Human Resources Section and the discontinuation of the IPSAS Unit.

Previous staffing (Budget and Finance Section)	
Chief, Budget and Finance Section (P-5)	Substantial change - abolished
Management Accounting Supervisor (P-4)	Abolished
Administrative Assistant (GS-OL)	Abolished
Disbursement Unit	
Disbursements Officer (P-3)	No substantial change
Senior Budget and Finance Assistant (GS-OL)	No substantial change
Budget and Finance Assistant (GS-OL) x6 (1xGTA)	No substantial change; GTA converted x1
Payroll Unit	
Payroll Officer (P-3)	Substantial change - abolished
Senior Budget and Finance Assistant (GS-OL)	No substantial change
Budget and Finance Assistant (GS-OL) 2x ⁹⁵	No substantial change
Accounts Unit	
Accounts Officer (P-3)	No substantial change
Associate Accounts/Contributions Officer (P-2)	No substantial change
Senior Budget and Finance Assistant (GS-OL)	No substantial change
Budget and Finance Assistant (GS-OL)	No substantial change
Treasury Unit	
Treasury Assistant (GS-PL)	Abolished
Senior Budget and Finance Assistant (GS-OL)	No substantial change
Budget and Finance Assistant (GS-OL)	No substantial change
Budget Unit	
Associate Budget and Finance Officer (P-2)	No substantial change
Associate Budget and Finance Officer (P-2), GTA	Abolished
Senior Budget and Finance Assistant (GS-OL)	No substantial change
Budget and Finance Assistant (GS-OL)	No substantial change
IPSAS Unit	
IPSAS Project Coordinator (P-4), GTA (0.8 FTE)	Ended
IPSAS Project Assistant (GS-OL), GTA (0.8 FTE)	Ended

Revised staffing (Budget Section)	
Chief, Budget Section (P-5)	Substantially changed
Budget Planning and Monitoring Officer (P-4)	New
Associate Budget Planning/Monitoring Officer (P-2)	Maintained
Senior Budget Assistant (GS-OL)	Maintained
Budget Assistant (GS-OL)	New
Administrative and Budget Assistant (GS-OL)	Maintained

Revised staffing (Finance Section)	
Chief, Finance Section (P-5)	Substantially changed
Disbursement and Payroll Unit	
Head, Disbursement and Payroll Unit (P-3) ⁹⁶	Maintained
Administrative and Finance Assistant (GS-OL)	Maintained
Senior Finance and Payroll Assistant (GS-OL)	Maintained
Senior Finance Assistant (GS-OL) x2	Maintained x 1; New x 1
Finance Assistant (GS-OL) x4	Maintained x3; GTA converted x1
Accounts and Treasury Unit	
Head, Accounts and Treasury Unit (P-3)	Maintained
Associate Accounts/ Contributions Officer (P-2)	Maintained
Senior Finance Assistant (GS-OL) x3	Maintained x2; New x1
Finance Assistant (GS-OL) x2	Maintained

⁹⁵ Two Budget and Finance Assistant (GS-OL) posts have been redeployed to the Human Resources Section.

⁹⁶ Position title before *ReVision* was Disbursement Officer (P-3).

Budget and Finance Section(s)	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision (Budget and Finance)	1	1.8 ⁹⁷	3	3 ⁹⁸	-	8.8	1	17.8 ⁹⁹	18.8	27.5 ¹⁰⁰
Revised Budget	1	1	-	1	-	3	-	3	3	6
Revised Finance	1	0	2	1	-	4	-	13	13	17
Revised combined	2	1	2	2	-	7	-	16	16	23
Difference	+1	-0.8	-1	-1	-	-1.8	-1	-1.8	-2.8	-4.5

(v) Staffing after the reorganisation

284. The *Chief of Budget (P-5)* is responsible for the overall management of the Section, as well as for strategic issues, including advising the Registrar, Section Chiefs and other Court principals on budget strategy and policy, and for ensuring accurate budget control and reporting.

285. The Section includes a *Budget Planning and Monitoring Officer (P-4)* whose role is to develop and monitor budget performance; identify deficiencies and encourage remedial action; prepare performance reports, and develop performance indicators that ensure monitoring of implementation of the Court's strategy, annual budget and activity plans; and maintain direct and regular communication with the Registry Directors' Offices and Registry Sections in order to implement changes to the plans in the monitoring and forecasting analyses.

286. An *Associate Budget Planning and Monitoring Officer (P-2)* supports the delivery of the Section's objectives by focusing on the technical preparation, forecasting and planning of the organisation's budget requirements. She/he supports the Chief and the Budget Planning and Monitoring Officer in providing periodic and ad hoc budget reports to internal and external stakeholders and co-ordinating all relevant Contingency Fund proposals.

287. A *Senior Budget Assistant (GS-OL)* assists budget holders in the budget preparation process, providing periodic performance reports, ad hoc budget reports and tables. A *Budget Assistant (GS-OL)* supports the team in the budget preparation process, manages transfers of funds requests and funds allotments, and performs spot checks on the status of expenditures. Finally, an *Administrative and Budget Assistant (GS-OL)* provides combined services as an administrative assistant to the Chief and as a Budget Assistant.

(vi) Capacity to absorb future workload increases

288. *High.* While it is the smallest registry Section, the new Budget Section is adequately staffed and able to absorb workload increases, if necessary. No additional positions were requested for 2016 or are foreseen for 2017.

⁹⁷ One P-4 established post (1.0 FTE) and one P-4 GTA position (0.8 FTE).

⁹⁸ Two P-2 established posts (2.0 FTE) and one P-2 GTA position (1.0 FTE).

⁹⁹ Sixteen GS-OL established posts (16.0 FTE) and two GTA positions (1.8 FTE).

¹⁰⁰ Budget and Finance Section staffing structure for 2015 comprised a total of 24 established posts and four GTA positions, equivalent to 3.5 FTE. Total number of positions was 27.5 FTE.

(vii) Organisational development plans

289. In the context of organisational development, the following actions have been undertaken or are planned by the Budget Section:

- Develop a more centralised budget cycle system in relation to budget development and implementation, including forecasting, business analysis, monitoring and reporting, decision-making and quality control systems.
- Develop a programme for more training and stronger accountability for certifying officers.

F. Finance Section

290. The Finance Section provides financial services in the context of disbursements, accounts and treasury functions which meet clients' needs while continuously evaluating work practices to ensure continuous improvement.

(i) Main problems identified

291. *Overly complex and incoherent Section- and Unit-level structure.* As stated above, under the previous structure, a single Budget and Finance Section performed two separate functions. Although both are finance-related, they represented two distinct financial workflows. The former Section's finance function comprised four Units: the Payroll Unit, the Disbursement Unit, the Treasury Unit, and the Accounts Unit, which all dealt with closely related matters, thus preventing economies of scale and synergies within the Section.

292. *Inefficient work processes.* At the same time, there was insufficient specialisation of tasks as some functions, such as disbursement, were performed by all Section staff. There was also a high degree of non-compliance by Certifying Officers with deadlines and tasks (e.g. to create service entry sheets and close trips), which meant that 80 per cent of disbursement staff time was spent on reminding Certifying Officers and their administrative assistants to perform the necessary financial administrative tasks. Such inefficient work processes significantly delayed the delivery of services.

(ii) Solutions found and efficiencies achieved

293. *More coherent Section-level and Unit-level structure.* Splitting the Section into two distinct Sections allowed the new Finance Section to focus on finance-specific activities and to provide quality finance services to the Court. Furthermore, consolidating closely related functions, the Treasury and Accounts Units were merged into a single Unit, which offered economies of scale. As payroll and disbursement are both expense accounts and relate to the same activity (handing out money), a combined Disbursement and Payroll Unit has assumed responsibility for this function.

294. *Move of the payroll function to HRS.* With the new technical support of the SAP module to the payroll system, the need for financial expertise in the actual calculation of benefits, entitlements

and pensions is diminished. In order to enable the Court's staff to have a single focal point within the Registry for all their entitlements and benefits, the Payroll function was redeployed to the Human Resources Section,¹⁰¹ with only a small dedicated control function remaining within the Finance Section.

295. *More efficient work processes.* A more coherent internal structure also facilitates the re-engineering of inefficient processes, in particular travel cost management, treasury and contribution activities. The Finance Section operates in specialised sub-teams, with production-line work for each type of action, as opposed to the previous policy of all staff performing the same function. Greater emphasis has been placed on training Certifying Officers and holding them accountable for delays, in order to reduce the amount of time spent on 'reminder' activities, seeking follow-up and clarifications. This has all led to better use of existing resources and improved performance.

(iii) Overview of structural changes

296. See above for the combined changes of the previously single Budget and Finance Section and the two new Sections.¹⁰²

(iv) Staffing implications

297. *Reduced staffing (-4.5 positions).* See above for the combined implications of the previously single Budget and Finance Section and the two new Sections.¹⁰³

(v) Staffing after the reorganisation

298. The Finance Section is headed by a *Chief of Finance (P-5)* responsible for overseeing and directing the proper delivery of financial operations and, as such, for developing and maintaining the Court's financial systems, as well as for ensuring that the Court's procedures and processes are implemented within the boundaries of the Court's Financial Regulations and Rules and accounting standards. The Chief is supported by an *Administrative and Finance Assistant (GS-OL)* who provides combined administrative and operational financial support.

299. The Accounts and Treasury Unit (ATU) is managed by a *Head of Unit (P-3)*, responsible for coordinating and supervising the preparation and production of the financial statements and reports. The Unit also includes an *Accounts and Contributions Officer (P-2)*, three *Senior Finance Assistants (GS-OL)* and two *Finance Assistants (GS-OL)*.

300. The Disbursement and Payroll Unit (DPU), managed by a *Head of Unit (P-3)*, includes a *Senior Finance and Payroll Assistant (GS-OL)*, two *Senior Finance Assistants (GS-OL)* and four *Finance Assistants (GS-OL)*.

¹⁰¹ See chapter IV.D, para. 264.

¹⁰² See chapter IV.E(iii), page 95.

¹⁰³ See chapter IV.E(iv), para. 283.

(vi) Capacity to absorb future workload increases

301. *High.* As mentioned above, greater emphasis is placed on training Certifying Officers and holding them accountable for ensuring the timely delivery of services, which leads to greater efficiency and a high capacity to absorb additional workload in the future.

(vii) Organisational development plans

302. In the context of organisational development, the following actions have been undertaken or are planned by the Finance Section:

- Strengthen the use of IT tools in order to move as much as possible to a paperless financial system for the Registry as a whole; assess future use of financial tracker system and related systems.
- Develop internal SOPs for distribution of work and internal checks and balances for all staff in the Finance Section.

G. General Services Section

303. The General Services Section (GSS) has four areas of operations organised within four Units: (i) the Facilities Management Unit (FMU); (ii) the Logistics and Transportation Unit (LTU); (iii) the Procurement Unit; and (iv) the Travel, Visa and Entitlements Unit (TVEU). FMU is responsible for the premises of the Court and related services. LTU is responsible for coordinating local transport services and for managing correspondence, shipments of the Court's assets and commercial insurance policies. Procurement is responsible for purchases of goods and services for the Court at the best value for money. TVEU deals with official travel of staff, officials and others, liaises with the host State for matters concerning individual privileges and immunities of staff and Court officials, and organises visas, UN Laissez-Passer and other travel documents.

(i) Main problems identified

304. *No major problems.* GSS was one of the Sections considered to be functioning well, with a high degree of efficiency and flexibility. Indeed, there was a particularly commendable pooling of resources in the workforce of the Logistics and Transportation Unit, with drivers frequently assisting logistics clerks, and vice versa, when needed. This allowed GSS to function efficiently.

305. *Need to adjust to external factors.* There have, however, been two major developments external to the Section which have somewhat affected its revised structure and staffing, namely, the move to the new premises and the changes to the field-operating model, including the new role and functioning of the Field Offices. These needed to be addressed, to the extent possible.

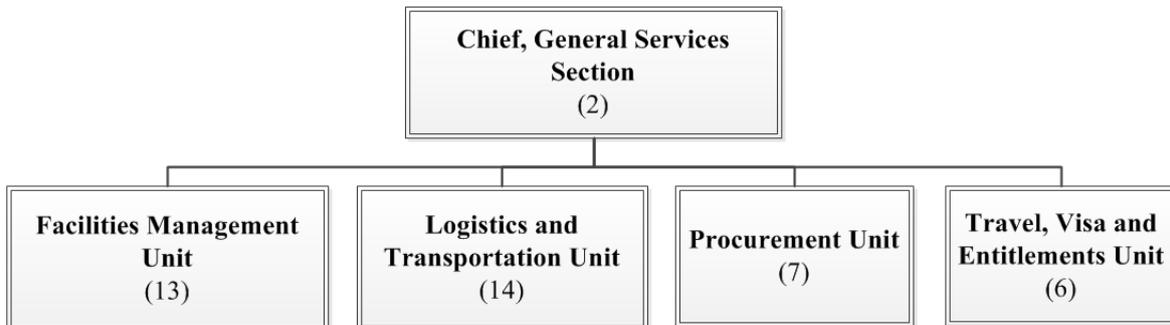
(ii) Solutions found and efficiencies achieved

306. *Increased responsibilities in the permanent premises.* In the Court’s new premises, GSS is confronted with additional workload compared to the previous premises, for example, in relation to financial planning, the use of information systems, the maintenance of grounds, operating additional courtrooms, the use of a visitor restaurant, as well as the use of conference facilities. This remains valid even if a number of maintenance activities are to be outsourced, as currently envisaged. The position of Head, Facilities Management Unit (P-4) was classified up from the previous Facilities Management Officer (P-3) in order to reflect the Registry’s increased responsibility associated with management of the new premises.

307. *Increased responsibility in relation to the new field-operating model with full absorption of increased workload.* Within the previous structure, the former Field Operations Section (FOS) had a central administrative and logistical capacity in support of Field Offices. With the redesign of FOS into the External Operations Support Section,¹⁰⁴ GSS assumed new responsibilities in relation to (i) field facilities management, i.e. capital investment in Field Offices and preventative and corrective maintenance; and (ii) field fleet management, i.e. capital investment, administration, distribution and maintenance of vehicles in the field; in addition to the previous function in (iii) field logistics, i.e. the shipment of goods from Headquarters to Field Offices, within and between situation countries. Although these additional functions meant, in principle, an increased workload for GSS, placing them within GSS reduced the need for GSS to coordinate field activities through FOS. This streamlined process relieved the burden on the Section and hence allowed the absorption of increased workload.

(iii) Overview of structural changes

Previous and revised structure (no change):



(iv) Staffing implications

308. *Same staffing levels (+0).* While the total number of staff in GSS remained the same, the only change is the discontinuation of the post of Facilities Management Officer (P-3) and the establishment, in its place, of the new post of Head, Facilities Management Unit (P-4). This was necessary in light of FMU’s increased responsibilities in the Court’s new premises to which the Court was to move after the reorganisation.

¹⁰⁴ See chapter IV.P.

Previous staffing	
Chief, GSS (P-5)	No substantial change
Administrative Assistant (GS-OL)	No substantial change
Logistics and Transport Unit	
Logistics and Transport Officer (P-3)	No substantial change
Logistics Supervisor (GS-OL)	No substantial change
PCIU/Claims Assistant (GS-OL)	No substantial change
Registry Supervisor (GS-OL)	No substantial change
Supply Clerk (GS-OL)	No substantial change
Vehicle Dispatcher/Driver (GS-OL)	No substantial change
Registry Clerk (GS-OL)	No substantial change
General Service Clerk (GS-OL)	No substantial change
Logistics Clerk (GS-OL) x2	No substantial change
Driver/Clerk (GS-OL) x4	No substantial change
Procurement Unit	
Chief Procurement Officer (P-4)	No substantial change
Procurement Coordinator (GS-PL)	No substantial change
Procurement Assistant (GS-OL) x4	No substantial change
Administrative Assistant (GS-OL)	No substantial change
Facilities Management Unit	
Facilities Management Officer (P-3)	Substantial change ¹⁰⁵
Facilities Project Manager (P-2)	No substantial change
Senior Facilities Assistant (GS-PL)	No substantial change
Draughtsman (GS-OL)	No substantial change
Facilities Services Clerk (GS-OL) x3	No substantial change
Facilities HVAC Technician (GS-OL)	No substantial change
Facilities Technician (Sec. Install.) (GS-OL)	No substantial change
Facilities Electrical Technician (GS-OL)	No substantial change
Handyman (GS-OL) x3 (1 GTA)	No substantial change; GTA converted x1
Travel, Visa and Entitlements Unit	
Travel Supervisor (GS-PL)	No substantial change
Travel Assistant (GS-OL) x5	No substantial change

Revised staffing	
Chief, GSS (P-5)	Maintained
Administrative Assistant (GS-OL)	Maintained
Transport and Logistics Unit	
Head, Transport and Logistics Unit (P-3)	Maintained
Correspondence & Freight Coordinator (GS-OL) ¹⁰⁶	Maintained
Transport Coordinator (GS-OL) ¹⁰⁷	Maintained
Supply Coordinator (GS-OL)	Maintained
Correspondence and Freight Clerk (GS-OL) ¹⁰⁸	Maintained
Property Control Assistant (GS-OL)	Maintained
Logistics Clerk (GS-OL) x4	Maintained
Driver (GS-OL) x4	Maintained
Procurement Unit	
Head, Procurement Unit (P-4)	Maintained
Procurement Coordinator (GS-PL)	Maintained
Procurement Assistant (GS-OL) x4	Maintained
Procurement Clerk (GS-OL) ¹⁰⁹	Maintained
Facilities Management Unit	
Head, Facilities Management Unit (P-4)	Substantially changed
Associate Project Officer (P-2)	Maintained
Hard Services Coordinator (GS-PL) ¹¹⁰	Maintained
Draughtsperson (GS-OL)	Maintained
Facilities Services Clerk (GS-OL) x3	Maintained
Facilities Technician (HVAC) (GS-OL)	Maintained
Facilities Technician (Sec. Installations) (GS-OL)	Maintained
Facilities Technician (Electrical) (GS-OL)	Maintained
Handyman (GS-OL) x3	Maintained x2; GTA converted x1
Travel, Visa and Entitlements Unit	
Travel Supervisor (GS-PL)	Maintained
Travel Assistant (GS-OL) x5	Maintained

General Services Section	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision	1	1	2	1	-	5	3	34 ¹	37	42 ¹
Revised	1	2	1	1	-	5	3	34	37	42
Difference	0	+1	-1	0	-	0	0	0	0	0

(v) Staffing after the reorganisation

309. There are no major structural or organisational changes in regards to GSS. The Section maintains its overall organisational design consisting of the four above-mentioned Units, with the notable exception of the addition of the position of *Head of the Facilities Management Unit (P-4)* which replaced the *Facilities Management Officer (P-3)* from the previous structure, in the light of the increased responsibility for the management of the new premises, as detailed above.

310. The *Chief of the General Services Section (P-5)* provides advice and services in relation to procurement, transportation and official travel, logistics, matters of local protocol, facilities

¹⁰⁵ The functions of the post changed substantially; it was determined that after the reorganisation, and for the purpose of the Court's permanent premises, increased responsibilities would be assigned to that function in relation to the Court's new premises.

¹⁰⁶ Position title before *ReVision* was Registry Supervisor (GS-OL).

¹⁰⁷ Position title before *ReVision* was Vehicle Dispatcher/Driver (GS-OL).

¹⁰⁸ Position title before *ReVision* was Registry Clerk (GS-OL).

¹⁰⁹ Position title before *ReVision* was Administrative Assistant (GS-OL).

¹¹⁰ Position title before *ReVision* was Senior Facilities Assistant (GS-PL).

management and commercial insurance. He/she advises senior management on matters relating to the Section. The Chief is supported by one *Administrative Assistant (GS-OL)*.

311. The *Logistics Transport Officer (P-3)*, who is also the head of the Logistics and Transport Unit, drafts policies and procedures on supply, transport and property management activities. She/he is responsible for the administration of building and vehicle insurance portfolios as well as contracts for the provision of supply and transport services. Warehousing facilities at The Hague are also managed by the Logistics Transport Officer.

312. *The Head of the Procurement Unit (P-4)* manages the staff of the Unit and prepares draft procurement policy and reports to the Committee on Budget and Finance. Furthermore, the Head provides procurement assistance for the Court's premises, negotiates agreements with vendors, prepares and maintains the procurement plan, coordinates contract completion and amendments with the Legal Section, acts as process owner for the SAP procurement module, and provides Certifying Officer training in the SAP procurement modules.

313. *The Head of the Facilities Management Unit (P-4)* manages the facilities management team and ensures development, design, implementation and accurate reporting of projects related to changes to the premises. The Head of FMU manages the acquisition of furniture, the preparation of short-, medium- and long-term forecasting for preventative maintenance, corrective maintenance, capital replacements or enhancements to the Court's premises, and soft services, such as catering, cleaning, landscaping and window washing.

(vi) Capacity to absorb future workload increases

314. *High.* Some additional resources, post-reorganisation, were required within GSS as a result of the move to the permanent premises and associated additional functions and workload, for example, in relation to financial planning, the use of information systems, maintenance of the mirror pond, operating additional courtrooms, conference facilities and the use of a visitor restaurant. These post-envelope permanent premises-related requirements included one Associate Facilities Officer (P2), one Facilities Services Clerk (GS-OL), and one Building Technician (GS-OL), approved by the Assembly of States Parties for the 2016 Programme Budget.

315. However, although the reorganisation was required to take place within the envelope based on the 2015 budget and the corresponding assumptions, in order to achieve efficiencies, the reorganisation took into account Registry needs in terms of managing the new facilities as of 2016. As such, the position of Head, Facilities Management Unit (P-4) was incorporated, classified up from the previous Facilities Management Officer (P-3).

316. The above-mentioned workload increases are, nonetheless, one-off increases linked directly to the Court's move to its permanent premises. GSS is now fit-for-purpose for the foreseeable future. Furthermore, as of 2018, should the current plan of building maintenance be followed, one Associate Project Officer (P-2) and one Handyman (GTA) will not be needed and are expected to be cut.

(vii) Organisational development plans

317. In the context of organisational development, the following actions have been undertaken or are planned by the General Services Section:

- Develop a protocol for cooperation with Field Office management on all aspects of field office and fleet management, in cooperation with the Office of the Director of Management Services, the Office of the Director of External Operations, and Chiefs of Field Offices.

H. Security and Safety Section

318. The Security and Safety Section (SSS) is responsible for the physical protection of the Court and safety of elected officials, staff, witnesses, visitors and others within the Court's premises. The Section supports the judicial activities and safe custody of accused persons, and deals with management and provision of personnel security, including vetting. The Section maintains and implements fire and occupational safety risk reduction policies and procedures and investigates security and safety incidents impacting on the Court. The Section is the primary focal point for the host State law enforcement and security agencies. SSS also supports the security and safety of Court operations outside Headquarters.

(i) Main problems identified

319. *Inadequate Section structure leading to inefficient management and scheduling problems.* There was a structural imbalance within SSS in terms of managerial responsibility, in that the Head of Protective Security Unit (P-3) was the head of by far the largest Unit within SSS and was thus perceived by many to be the Section's de facto Deputy in the absence of the Chief, even if the Head of Security Support Unit (P-4), a much smaller unit, was at a higher level, making him the 'official' Deputy. The SSS structure also hindered an effective scheduling system for rotations and shifts. This was because this function was carried out by the Security Support Unit while it applied mainly to the staff of the Protective Security Unit. Such a removed and indirect scheduling process led to tensions among staff.

320. *Insufficient focus on policy and compliance matters.* The Section had no dedicated resources for policy and compliance matters, despite the need for compliance with Minimum Operating Residential Security Standards and Minimum Operating Security Standards, in addition to the desirability of developing policies which acknowledge the distinct nature of the work patterns of security personnel, as compared to other Court staff.

321. *Inflexible work force and uneven workload distribution.* There were essentially two categories of staff within the Protective Security Unit: the Security Support Assistants (G-2), who did not need to possess any police or military experience, and the other officers starting from G-3 level for which at least two years of police or military experience was required. The Security Support Assistants were not allowed to carry out the same range of functions as the other staff members in the Section. In times of staffing shortages due to unfilled vacancies and leave or other absences, this led to a very inflexible work force and, combined with inefficient scheduling, to uneven workload distribution.

(ii) Solutions found and efficiencies achieved

322. *More coherent SSS structure conducive to better management and efficient scheduling.* The Section now consists of only two Units: (i) the Building and Court Security Unit, responsible mainly for the security and safety of the Court premises, including planning and scheduling, which solves the scheduling problems as now both scheduling and execution of the scheduled activities are performed by the same Unit; and (ii) the Security Policy and Compliance Unit, responsible for all activities relating to security compliance, training, policies, fire and safety guidelines and activities, vetting of staff, pass and ID and other logistics support. The Head of the Building and Court Security Unit (P-4), the much larger Unit, now deputises for the Chief, as a result of which the managerial inconsistencies of the previous structure are successfully addressed. The new Section structure allows for a more stringent alignment of tasks in the different Units and sub-units, facilitating work planning and staff communication.

323. *Greater focus on policy and compliance matters.* The newly-created Security Policy and Compliance Unit, as the name suggests, now allows adequate focus on policy and compliance matters. This Unit coordinates security policies which serve as the framework for operational activities and ensures compliance with widely accepted safety and security standards and practices.

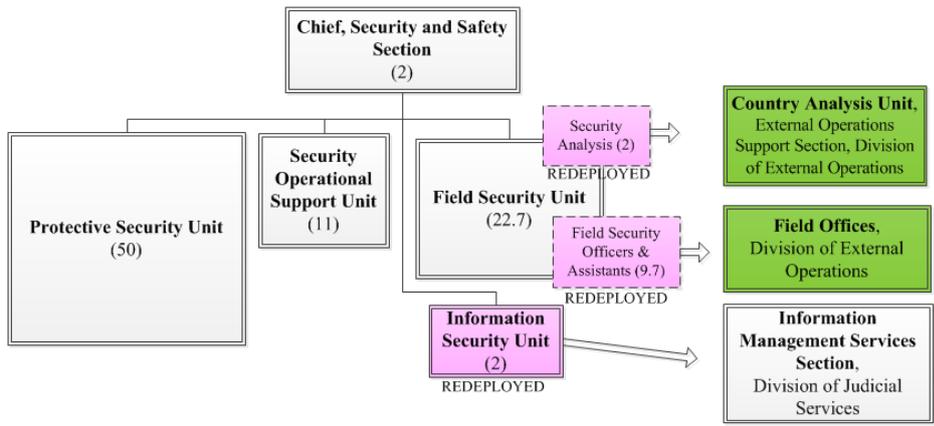
324. *More flexible work force and more even workload distribution.* All the previous Security Assistant (G-2) positions were abolished and additional Security Officer (G-3) positions were introduced in their place. Dedicated intensive training on fire arms handling and security procedures for the staff members in those abolished positions was provided¹¹¹ in order to give these staff members an adequate opportunity to secure the newly-created positions. Of 18 affected staff members, 10 successfully completed the training and passed the final evaluation, and nine decided to apply for the newly-created positions of Security Officer (G-3). All were successful. This has allowed for a more flexible workforce and thus a more even workload distribution.

325. *Redeployment of two former SSS Units in the light of Registry-wide changes.* The former Field Support Unit was moved to the Division of External Operations. This was necessitated by the strong operational links of this Unit to the work of the Field Offices. However, for the purpose of seamless coordination and proper information flow, a reporting line from the Field Security Coordinator to the Chief of SSS has been retained. Secondly, the former Information Security Unit was moved to the new Information Management Services Section, within the Division of Judicial Services. This was implemented in order to create efficiencies due to a predominant IT component of this Unit.

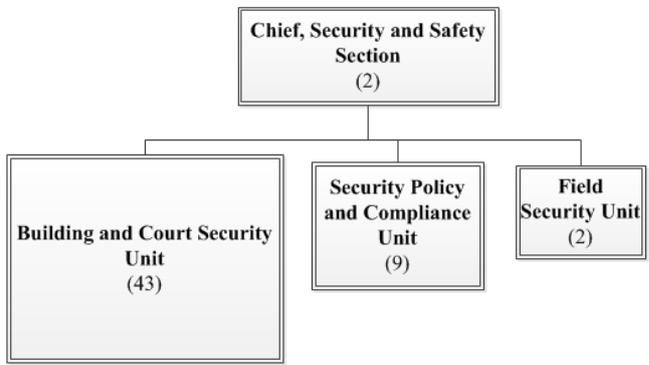
(iii) Overview of structural changes

¹¹¹ Training included the following elements: firearms (theory and practice), control and restraint, emergency procedures, court and escort duties, report writing, and control room operations.

Previous structure:



Revised structure:



(iv) Staffing implications

326. *Reduction in staffing (-31.7 positions).* The nominal decrease in SSS staffing levels is mainly the result of the following five changes: (i) redeployment of five Field Security Officers (P-3) and five Local Security Assistants (GS-OL) to the (sub-programme of) Field Offices, Division of External Operations. These posts were already physically located within the Field Offices but the Field Offices did not exist as a separate sub-programme; (ii) one Security Analyst (P-2) and one Security Sergeant (GS-OL) were redeployed to the Country Analysis Unit in order to consolidate the Registry information collection and analysis function within the External Operations Support Section; (iii) the former Information Security Unit, consisting of one Information Security Officer (P-4) and one Information Security Compliance Analyst (GS-OL), was redeployed to the Information Management Services Section in the light of the prominent technical element of information security and thus to create synergies within the IMSS; (iv) the abolishment of 22 Security Support Assistants (GS-OL) and the creation, in their place, of 14 Security Officers (GS-OL) in order to enable a larger pool of Security Officers and more flexible workforce; and (v) the abolishment of eight Security Lieutenants (GS-OL).

Section-by-Section overview, Comprehensive Report on the Reorganisation of the Registry of the ICC

Previous staffing	
Chief, SSS (P-5)	No substantial change
Administrative Assistant (GS-OL)	No substantial change
Protective Security Unit	
Head, Protective Security Unit (P-3)	Substantial change - abolished
Security Lieutenant (GS-OL) x2; (1xGTA)	No substantial change; GTA converted
Security Sergeant (GS-OL) x6 ¹¹²	No substantial change
Senior Security Officer (GS-OL) x12	No substantial change
Security Officer (GS-OL) x7	No substantial change
Security Support Assistant (GS-OL) x22	Abolished
Security Operational Support Unit	
Security Operations Officer (P-4)	Substantial change - abolished
Admin. and Support Officer (GS-OL)	No substantial change
Administrative and Logistics Assistant (GS-OL)	Substantial change - abolished
Fire and Safety Officer (GS-PL)	No substantial change
Personnel Security Officer (GS-OL)	No substantial change
Personnel Security Support Officer (GS-OL)	No substantial change
PASS and ID Officer (GS-OL)	Substantial change - abolished
Security Training Coordinator (GS-OL)	No substantial change
Security Training Assistant (GS-OL)	No substantial change
Security Planning and Scheduling Officer (GS-OL)	No substantial change
Administrative Assistant (GS-OL)	No substantial change
Information Security Unit	
Information Security Officer (P-4) ¹¹³	Substantial change – abolished
Information Security Compliance Analyst (GS-OL) ¹¹⁴	No substantial change
Field Security Unit	
Head, Field Security Unit (P-4)	No substantial change
Field Security Officer (P-3) ¹¹⁵ x5 (2x GTAs, 1 of which 0.7 FTE)	No substantial change
Security Analyst (P-2) ¹¹⁶ x2	No substantial change
Planning and Coordination Officer (GS-OL) x2	No substantial change x1; Abolished x1
Local Security Assistant (GS-OL) ¹¹⁷ x5	No substantial change
Security Lieutenant (GS-OL) x8	Abolished

Revised staffing	
Chief, SSS (P-5)	Maintained
Administrative Assistant (GS-OL)	Maintained
Building and Court Security Unit	
Head, Building and Court Security Unit (P-4)	New
Senior Lieutenant (Captain) (GS-PL)	New
Security Planning and Scheduling Officer (GS-OL)	Maintained
Security Lieutenant (GS-OL) x2	Maintained
Security Sergeant (GS-OL) x5	Maintained
Senior Security Officer (GS-OL) x12	Maintained
Security Officer (GS-OL) x21	Maintained x7; New x14
Security Policy and Compliance Unit	
Head, Security Policy and Compliance Unit (GS-PL)	New
Fire and Safety Officer (GS-PL)	Maintained
Security Training Coordinator (GS-OL)	Maintained
Security Training Assistant (GS-OL)	Maintained
Identification and Logistics Support Officer (GS-OL)	Maintained
Identification and Logistics Support Assistant (GS-OL)	Substantially changed
Personnel Security Officer (GS-PL)	Maintained
Personnel Security Support Officer (GS-OL)	Maintained
Administrative Assistant (GS-OL)	Maintained
Field Security Unit	
Field Security Coordinator (P-4) ¹¹⁸	Maintained
Assistant Field Security Coordinator (GS-OL) ¹¹⁹	Maintained

Security and Safety Section	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision	1	3	5.7 ¹²⁰	2	-	11.7	1	75 ¹²¹	76	87.7¹²²
Revised	1	2	-	-	-	3	4	49	53	56
Difference	0	-1	-5.7	-2	-	-8.7	+3	-26	-23	-31.7

¹¹² One post of Security Sergeant in the former Field Security Unit of the Security and Safety Section has been deployed to the Country Analysis Unit, External Operations Support Section, Division of External Operations as Analysis Assistant (GS-OL). No substantial change.

¹¹³ Position has been redeployed to the Information Management Services Section after substantial change.

¹¹⁴ Post of Information Security Compliance Analyst (GS-OL) has been redeployed to the Information Management Services Section.

¹¹⁵ Positions have been redeployed to respective Field Offices, Division of External Operations.

¹¹⁶ Positions have been redeployed to the Country Analysis Unit, External Operations Support Section, Division of External Operations.

¹¹⁷ Positions have been redeployed to respective Field Offices, Division of External Operations.

¹¹⁸ Embedded in the Coordination and Planning Unit of the External Operations Support Section, Division of External Operations.

¹¹⁹ *Idem*.

¹²⁰ Four P-3 established posts (4.0 FTE) and two P-3 GTA positions (1.7 FTE).

¹²¹ Seventy-four (74) GS-OL established posts (74.0 FTE) and one GS-OL GTA position (1.0 FTE).

¹²² SSS staffing structure for 2015 comprised a total of 85 established posts and 3 GTA positions, equivalent to 2.7 FTE. The total number of positions was 87.7 FTE.

(v) Staffing after the reorganisation

327. The Security and Safety Section is headed by a *Section Chief (P-5)*, assisted by an *Administrative Assistant (GS-OL)*. The Chief provides strategic guidance to the Units and authoritative advice to the Registrar, the Prosecutor and the Judiciary. The Chief of SSS implements the internal security policies and procedures of the Court, identifying external security and safety risks and acts in order to mitigate threats and vulnerabilities faced by the organisation. She/he plans and coordinates security policies developed in partnership with the security agencies of the host State (police, prison and intelligence services) as well as the security agencies of other national jurisdictions and international organisations.

328. In the Building and Court Security Unit (BCSU), a *Head (P-4)* focuses on operational issues within the Section concerning its day-to-day management, including security analysis for non-field-oriented operations and development and review of issues such as security, evacuation, general safety and contingency. The BCSU Head is deputised by a *Senior Lieutenant (GS-PL)*, who provides direction and coordination between two security teams, the Building Security Team and the Court Security Team within the Unit. The former ensures the physical security of the Court's premises and access to the premises, whereas the latter ensures the physical security of the parties and participants in the proceedings, inside and in the vicinity of courtroom. The new position allows efficient and cost effective planning for and utilisation of the staff resources within the Unit and is responsible for management and administration of the Unit's personnel. The Senior Lieutenant commands two *Lieutenants (GS-OL)* in charge of team supervision. This arrangement provides a clear line of authority within the Unit. The Head of Unit also acts as Deputy Chief of Section. The BCSU also includes five *Sergeants (GS-OL)*, 12 *Senior Security Officers (GS-OL)* and 22 *Security Officers (GS-OL)*.

329. The new Security Policy and Compliance Unit (SPCU) is headed by a *Policy and Compliance Officer (GS-PL)* who coordinates all activities relating to security compliance, training, policies, fire and safety guidelines and activities, vetting of staff, Pass and ID and other logistics support relating to the Unit's responsibilities. The Unit is further staffed by a *Fire and Safety Officer (GS-PL)*, a *Security Training Coordinator (GS-OL)*, a *Security Training Assistant (GS-OL)*, a *Personnel Security Officer (GS-OL)*, an *Identification and Logistics Support Administration Officer (GS-OL)*, two *Personnel Security Support Officers (GS-OL)*, an *Identification and Logistics Support Assistant (GS-OL)*, and an *Administrative Assistant (GS-OL)*.

330. The *Field Security Coordinator (P-4)*, while formally within SSS, is embedded in the Coordination and Planning Unit of the External Operations Support Section within the Division of External Operations. The Field Security Coordinator develops and directs a comprehensive field security information management system, including participation by both internal and external actors. She/he is supported by an *Assistant Field Security Coordinator (GS-OL)*.

(vi) Capacity to absorb future workload increases

331. *High.* After the reorganisation, there was a need for a considerable one-time increase in SSS staffing resulting from the Court's new premises. Once the revised SSS structure was determined

within the financial envelope for 2015 and based on the 2015 level of activities,¹²³ additional staff were needed as of the Court's move to its permanent premises in early December 2015. This is because compared to the temporary premises, the permanent premises are much larger with a more demanding architectural layout, including the larger public area and more access points to be secured.¹²⁴ Furthermore, building security in the temporary premises was shared with Eurojust, thus allowing for economies of scale which, with the move to the permanent premises, was no longer possible. As a result, the Registry requested additional positions, or post-reorganisation positions, namely one Security Systems Officer (GS-OL) and 15 Security Officers (GS-OL), as indicated in the Court's 2016 proposed budget and as approved by the Assembly. In addition, the Assembly approved 4.4 GTA-FTE Security Officers (GS-OL) to cover operations in the second courtroom.

332. However, because of the above-mentioned structural improvements within SSS, including, notably, the creation of a more flexible workforce, the Registry was able to absorb the increases in staffing requirements for the permanent premises. In particular, had the reorganisation not taken place, and had the inflexible workforce and inefficient scheduling remained, the Registry would have been forced to ask for eight additional positions for the permanent premises. These eight positions, at the level of 2015 staffing costs, amount to approximately €584 thousand and thus should be counted as savings of the reorganisation in the context of the benefit-cost analysis in Part III.

333. The Registry is nonetheless committed to continuing to assess SSS operations and exploring possibilities for further efficiencies. In particular, the Registry will aim to ensure flexibility in staffing needs in relation to courtroom security, depending on the number of trials, the number of accused and specific security risks.

(vii) Organisational development plans

334. In the context of organisational development, the following actions have been undertaken or are planned by the Security and Safety Section:

- Strengthen the process of internal communication within the Section for all staff and develop a programme for creating a client-support culture.
- Strengthen the planning and scheduling function, including by development of IT tools, focused on a more sustainable scheduling process for all staff, including shift management.
- Revise the vetting process, in consultation with the Human Resources Section.

¹²³ See chapter II.C on Financial envelope of the *ReVision* exercise, paras. 23-27.

¹²⁴ See chapter II.D on the relation to the 2016 programme budget, paras. 32-37.

I. Division of Judicial Services: Office of the Director

335. The Division of Judicial Services (DJS) corresponds to the Division of Court Services in the previous Registry structure. It is responsible for providing effective services and support to the judicial activities of the Court. The Division consists of the Director's Office, the Court Management Section, the Detention Section, the Language Services Section, the Information Management Services Section, the Counsel Support Section, and the Victims Participation and Reparations Section. IMSS was redeployed from the Division of Management Services to DJS, and the Victims and Witnesses Section, which used to be within DJS, was redeployed to the newly-created Division of External Operations. The former measure brought the information management function closer to the end users, namely parties and participants in the proceedings, while the redeployment of the Victims and Witnesses Section to the Division of External Operations was necessitated by the fact that the greatest challenges faced by VWS are in the field.

336. Furthermore, the Counsel Support Section, which used to report directly to the (Deputy) Registrar, was placed within DJS, while the Offices of Public Counsel for the Defence and for Victims, which for administrative purposes reported to the (Deputy) Registrar, were also placed within DJS. Together with the Victims Participation and Reparations Section, these are four Sections/Offices which have not been revised.¹²⁵

337. The Office of the Director provides strategic leadership to the Sections within the Division, monitors the Court's judicial proceedings, coordinates the required activities to implement Court decisions, and interacts with the different "actors" in proceedings, namely the Chambers, parties, participants and other relevant stakeholders.

(i) Main problems identified

338. *Too much involvement in operational tasks leading to insufficient focus on strategic issues.* The Office of the Director assumed responsibility for a large number of operational tasks which should have been dealt with at the Section-level, particularly in relation to the Court Management Section. This included daily court management activities; facilitation of the collection of evidence; substantive preparation of assessment reports on requests for *in situ* hearings or site visits; the organisation of witness testimony to be given by way of video conference; the coordination and conduct of arrest and surrender missions; the coordination and oversight of transfers of detained witnesses; and general coordination with the Host State, including on matters related to judicial proceedings. These multiple and varied operational tasks prevented the Office from focusing on strategic vision and goals, while also removing responsibility and accountability for those tasks from the Sections where such tasks should have been performed.

339. *Lack of clarity and overlaps in functions with other Sections/Divisions.* The Office performed various tasks relating to State cooperation, including the facilitation of summonses to appear, requests for State cooperation/assistance and requests for the freezing of assets. These areas were also dealt with by the external relations and State cooperation staff within the Immediate Office of the Registrar, which led to confusion and potential overlaps. The Office of the Director was also involved in certain

¹²⁵ This is because the structural proposal entailed mergers of these four Sections/Offices into two specialised offices, i.e. one Defence Office and one Victims Office, which requires amendments to the Regulations of the Court. The Registry has put the restructuring of these offices on hold.

legal functions, without full clarity as to the division of this Registry function between the Director's Office, the Court Management Section and the Registry Legal Advisory Services.

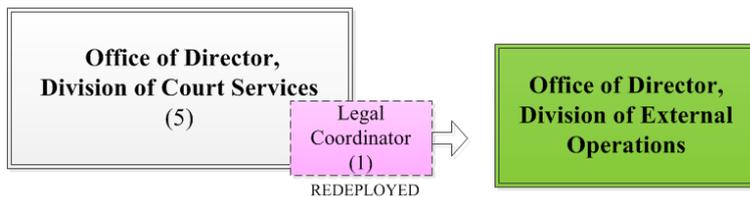
(ii) Solutions found and efficiencies achieved

340. *Operational tasks brought to Section-level allowing greater strategic focus.* Operational matters are now delegated to the relevant Sections and their performance is monitored by the Director. For instance, the Court Management Section has taken over the role of organising testimony to be given by video-link and other similar technical tasks. The redesigned and streamlined Office of the Director of the Division of Judicial Services ensures that the Director is able to concentrate on high-level strategic and policy issues while at the same time, the Sections are empowered to assume adequate responsibility within their operational remits.

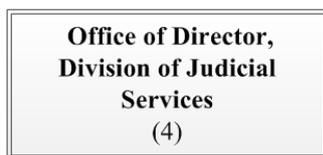
341. *Clarified roles in relation to the State cooperation and legal functions.* All tasks related to State cooperation have been centralised within the External Operations Support Section, Division of External Operations, coordinated through the Office of the Director of that Division.¹²⁶ In addition, the Registry Legal Office is now in charge of coordinating and directing the preparation of legal submissions, which increases the speed and quality of Registry legal submissions.¹²⁷ The Director's Office nonetheless continues to perform a certain legal function, which is subject to further refinement and formalisation in consultation with the Legal Office and the Court Management Section.

(iii) Overview of structural changes

Previous structure:



Revised structure:



¹²⁶ See chapter IV.P, paras. 429-445.

¹²⁷ See chapter IV.B, paras. 226-230.

(iv) Staffing implications

342. *Reduced staffing (-1 position)*. There has been a reduction of one P-3 position, compared to the previous structure due to less focus on operational issues. One position of Legal Coordinator (P-3) was redeployed, with no substantial change, to the Office of the Director of the Division of External Operations, where it continues to perform functions relating to State cooperation but within the newly-created Division which has consolidated all the different external operations Registry functions.

Previous staffing		Revised staffing	
Director, DCS (D-1)	No substantial change	Director, DJS (D-1)	Maintained
Legal Coordinator (P-3) x2 ¹²⁸	No substantial change	Judicial Coordinator (P-3)	Maintained
Associate Legal Officer (P-2)	No substantial change	Associate Judicial Coordinator (P-2)	Maintained
Administrative Assistant (GS-OL)	No substantial change	Administrative Assistant (GS-OL)	Maintained

Division of Judicial Services – Office of the Director	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision	1	-	-	2	1	-	4	-	1	1	5
Revised	1	-	-	1	1	-	3	-	1	1	4
Difference	0	-	-	-1	0	-	-1	-	0	0	-1

(v) Staffing after the reorganisation

343. The *Director (D-1)* exercises strategic leadership and manages the work of the Sections under her/his authority, being responsible for a holistic, well integrated and coordinated approach to the Division's aims and activities. Additionally, as a member of the Registry Management Team, the Director contributes to strategic decision-making and is responsible for the implementation of RMT decisions, as well as for monitoring compliance with the regulatory framework of the Court and its decisions within the area of the Director's responsibility. The Director is assisted by an *Administrative Assistant (GS-OL)*.

344. The *Judicial Coordinator (P-3)* advises the Director and facilitates communication between the Director, the Immediate Office of the Registrar, the other Directors' Offices and the subordinated Sections. The Judicial Coordinator strategically coordinates and follows up on agreed outcomes and deadlines, and reviews information and documents submitted by the Sections. She/he plays a critical coordination role among Registry Sections, particularly regarding judicial decisions and orders that require action from the Registry, and is the Division's focal point for the Chambers. The Judicial Coordinator is supported by an *Associate Judicial Coordinator (P-2)*.

(vi) Capacity to absorb future workload increases

345. *High*. Since the Office of the Director is now strategically rather than operationally focused, workload increases are more easily absorbed, even with a reduced structure, as they are channelled through the relevant Sections. No additional positions were needed in the Office for 2016 after the reorganisation, nor are they envisaged for 2017.

¹²⁸ One P-3 post has been redeployed to the Office of the Director, Division of External Operations, as External Affairs Coordinator.

(vii) Organisational development plans

346. In the context of organisational development, the following actions have been undertaken or are planned by the Office of the Director of Judicial Services:

- Set up an effective system of information sharing in the Division, including clear guidance on the delegation of authority.
- In consultation with the Registry Legal Office and the Court Management Section, develop and implement an effective process of monitoring all judicial proceedings in the courtroom and in written procedures.
- Assist IMSS in developing a secure information environment for sharing and storing information.
- Develop a gap analysis of required SOPs for the effective functioning of the Office and of all the Sections within the Division.

J. Court Management Section

347. The Court Management Section (CMS) hosts the most essential functions for the proper functioning of court proceedings: managing the evidence and assisting the bench with courtroom management; assisting in all technical matters in- and outside the courtroom; creating transcripts of the proceedings; providing the back office and archiving; facilitating the audio-visual courtroom feed; and ensuring that documents are filed and available to the Chamber, parties and participants.

(i) Main problems identified

348. *Disjointed e-Court related functions.* In the previous structure, the eCourt related functions were split between CMS, which had substantial judicial information systems-related tasks, including in relation to the management of ECOS, eFiling, and transcript tools, and the former Information and Communication Technologies Section which was in charge of the eCourt function. This stood in the way of possible synergies and efficiencies, as well as of the optimal use of eCourt functionalities.

349. *Overlap in monitoring of and follow up to courtroom developments.* As mentioned, the Office of the Director of DJS played a major role in monitoring and following up on developments in all court proceedings. This not only presented an unnecessary operational burden on the Director's Office but also led to overlaps and inefficiencies, since it was the Court Management Section, through the Courtroom Officers, which was permanently present in the courtroom and was thus also monitoring court proceedings.

(ii) Solutions found and efficiencies achieved

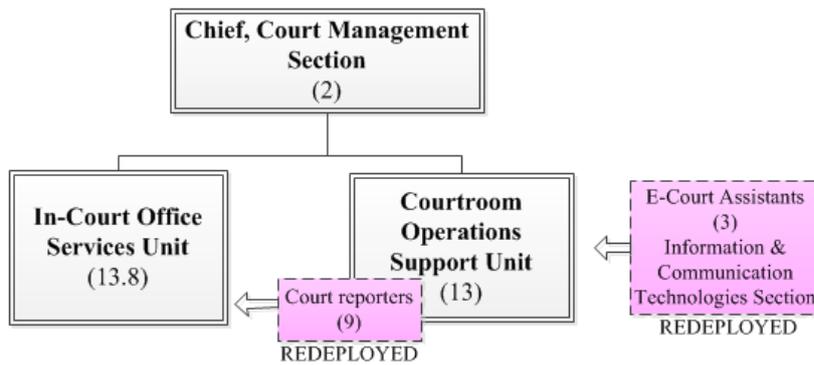
350. *Consolidated eCourt related functions.* The eCourt function has been redeployed from the former Information and Communication Technologies Section and consolidated in CMS within the newly-created Judicial Information Management Unit. All judicial records and information is

managed by CMS as the custodian of the Court’s case files. This strengthens the substantive functionalities of the eCourt system, allowing for its better use and creating opportunities for further development. Moreover, digital and physical evidence management has also been added to this Unit. The new Unit essentially focuses on providing all tools and services that users – Judges, parties and participants to the proceedings and others – require to work more efficiently with judicial information.

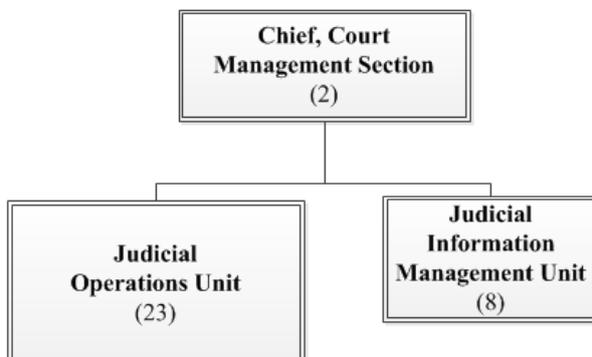
351. *Clearer responsibilities in the monitoring of and follow up to courtroom developments.* Responsibilities have been clarified in relation to adequate monitoring and follow up to in-court developments that require a Registry response. In particular, Courtroom Officers have been assigned a greater role, being in charge of all operational matters arising in the case, both in and outside the courtroom. They are also responsible for alerting the Registrar and other Registry Sections about developments in the courtroom that require action from the relevant Section(s), in particular in collaboration with the Legal Office.

(iii) Overview of structural changes

Previous structure:



Revised structure:



(iv) Staffing implications

352. *Increased staffing (+ 4.2 positions).* The staffing increase is generated through: (i) redeployment of three e-Court Assistants (GS-OL) from IMSS to CMS, in order to consolidate e-Court management within CMS; (ii) creation of the position of Associate Judicial Information Management Officer (P-2) which was required as a result of CMS' responsibility for handling, administering and storing evidence as the custodian of the Court's case files, and, in turn, the abolition of the position of the e-Court Systems Administration Assistant (GS-OL) in its place; and (iii) creation of two new GS-OL posts as indicated below.

Previous staffing		Revised staffing	
Chief, CMS (P-5)	No substantial change	Chief, CMS (P-5)	Maintained
Administrative Assistant (GS-OL)	No substantial change	Administrative Assistant (GS-OL)	Maintained
In-Court Office Services Unit		Judicial Operations Unit	
Legal Officer/Information Systems Coordination (P-3)	No substantial change	Head, Judicial Operations Unit (P-3)	Maintained
Associate Legal Officer/Courtroom Officer (P-2) x3 (1x GTA, 0.8 FTE)	No substantial change	Associate Legal Officer/ Courtroom Officer (P-2) x2	Maintained
Senior Court Records Assistant (GS-OL)	No substantial change	Court Reporter (English) (P-2) x4	Maintained
Court Records Assistant (GS-OL) x5 (1 is GTA)	No substantial change; GTA converted x1	Court Reporter (French) (P-2) x5	Maintained x4; GTA converted x1
Senior Transcript Coordinator (GS-OL)	No substantial change	Senior Court Records Assistant (GS-OL)	Maintained
Transcript Coordinator (GS-OL)	No substantial change	Court Records Assistant (GS-OL) x5	Maintained x4; GTA converted x1
Court Clerk (GS-OL) x2	No substantial change	Senior Transcript Coordinator (GS-OL)	Maintained
Courtroom Operations Support Unit		Judicial Information Management Unit	
Head, Courtroom Operations Support Unit (P-3)	Substantial change – abolished	Head, Judicial Information Management Unit (P-3)	Substantially changed
Court Reporter (English) (P-2) x4	No substantial change	Associate Judicial Information Management Officer (P-2)	New
Court Reporter (French) (P-2) x5 (1 GTA)	No substantial change; GTA converted x1	Senior Audio-visual Production Assistant (GS-PL)	Maintained
Senior Audio-Visual Technician (GS-PL)	No substantial change	Audio-visual Production Assistant (GS-OL) x2	Maintained x1; New x1
Audio-Visual Assistant (GS-OL)	No substantial change	eCourt Assistant (GS-OL) x3 ¹²⁹	Maintained x2; GTA converted x1
eCourt Systems Administration Assistant (GS-OL)	Abolished		

Court Management Section	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision	1	-	2	11.8 ¹³⁰	-	14.8	1	13 ¹³¹	14	28.8 ¹³²
Revised	1	-	2	12	-	15	1	17	18	33
Difference	0	-	0	+0.2	-	+0.2	0	+4	+4	+4.2

(v) Staffing after the reorganisation

353. The *Chief of the Court Management Section (P-5)* manages the Section and is responsible for providing advice regarding court management issues to the Judges, parties and participants in the proceedings. The Chief develops rules, policies and standard operating procedures which allow the Registry to implement orders and decisions of the Court, and to organise the participation of all

¹²⁹ Three eCourt Assistant posts have been redeployed from the former Information and Communication Technologies Section. No substantial changes.

¹³⁰ Ten P-2 established posts (10.0 FTE) and two P-2 GTA positions (1.8 FTE).

¹³¹ Twelve (12) GS-OL established posts (12.0 FTE) and one GS-OL GTA position (1.0 FTE).

¹³² Court Management Section staffing structure for 2015 comprised a total of 26 established posts and three GTA positions, equivalent to 2.8 FTE. Total number of positions was 28.8 FTE.

persons involved in the proceedings. One *Administrative Assistant (GS-OL)* assists the Chief and the Section.

354. The *Head of the Judicial Operations Unit (P-3)* supervises the judicial operations team members, as well as the training of new staff members. The Head assists the Chief of the Section with preparation and supervision of the judicial calendar. She/he establishes rules and procedures, ensures the registration of court records (filings and transcripts), and maintains technical interaction with other sections of the Registry as well as with Chambers, parties and participants to the proceedings.

355. Two *Associate Legal Officers/ Courtroom Officers (P-2)* represent and perform the Registry functions in all court proceedings, including opening the hearing, preparing an index of the hearing, and the (electronic) handling of evidence. They are responsible for answering questions from the Chamber relating to Registry matters in the course of hearings and ensuring the publication of the court calendar. Outside the courtroom, they safeguard the accuracy and confidentiality of filings, and provide operational support.

356. Five *French* and four *English Court Reporters (P-2)* take verbatim records of proceedings in real-time, using computer-aided stenotype tools to transcribe audio-visual material, edit draft real-time transcripts and verify accuracy against audio recordings.

357. The Judicial Operations Unit is further staffed by a *Senior Court Records Assistant (GS-OL)*, responsible for the electronic receipt, filing, management and organisation of court filings and ensures the proper confidentiality, handling and security of documents. She/he is supported by and manages five *Court Records Assistants (GS-OL)* who survey and safeguard the proper filing procedure and maintain court records.

358. A *Senior Transcript Coordinator (GS-OL)* controls and organises transcripts electronically and supervises one *Transcript Coordinator (GS-OL)*. Together, they perform duties such as the registration of Court Reports in both working languages, distribution of transcripts to the Chambers and participants, and implementation of corrections approved by the Chambers in the transcripts. Three *Court Clerks (GS-OL)* are responsible for preparing the technical equipment in the courtroom and for overall courtroom readiness before the hearing, while liaising between and providing relevant documentation to the participants in the courtroom.

359. The *Head of the Judicial Information Management Unit (P-3)* supervises the team and trains new members. She/he is the primary focal point for the development of eCourt system, working closely with IMSS to ensure that the system is fully integrated and that it meets the needs of its users. The Head provides technical and policy advice to the Chief of Section in the context of eCourt and courtroom technology, including on present and future requirements and specifications for equipment, systems, software and services related to courtroom operation support. The Head is responsible for developing strategies and planning for the court proceeding-related technology aspects. She/he also coordinates the preparation and organisation of the necessary support in relation to courtroom technical setup, maintenance and readiness for hearings. The Head supports the Section Chief in planning hearings and developing appropriate rules, policies and standard operating procedures.

360. The *Associate Judicial Information Management Officer (P-2)* is an architect and project manager for the development of eCourt solutions, liaising directly with other stakeholders on eCourt needs. She/he also assists in developing and implementing other judicial technology projects. Importantly, the Associate Officer oversees all Registry operations in relation to the handling of

evidence and the use of all CMS technology solutions, ensuring compliance with information management guidelines and applicable standards of evidence handling in court. As such, the Associate Officer essentially acts as a quality manager within CMS. She/he also manages the Registry vault and record archives, and administers the ECOS system.

361. The *Senior Audio-visual Production Assistant (GS-PL)*, together with two *Audio-visual Production Assistants (GS-OL)*, are responsible for routine technical courtroom operations including the live television production, broadcast and recordings of the Court's courtroom sessions. They are also responsible for producing and preparing various public and confidential digital format audio and/or video recordings.

362. Three *eCourt Assistants (GS-OL)* support all users of eCourt and the Electronic Court Management System (ECOS), which includes all the parties and participants in the proceedings, as well as the relevant Court staff. Their tasks include daily assistance to users and providing training.

(vi) Capacity to absorb future workload increases

363. *Moderate.* The Court Management Section was revised based on the 2015 budgetary envelope and corresponding 2015 level of activities.¹³³ This included the assumption that CMS would service two courtrooms, with two simultaneous trials, and the Section would be minimally staffed, with the Unit Heads acting as back-up staff in case of shortages of in-court staff. With the move to the permanent premises, the Court obtained three courtrooms and the Assembly approved four additional GTA positions for 2016 to cope with increased courtroom activities,¹³⁴ but short of the full use of the third courtroom. Should the full use of the third courtroom be required by the Chambers in the future, additional resources will be required to accommodate three simultaneous trial hearings on a permanent basis.

364. In the light of the fact that courtroom proceedings may not take place simultaneously or on a daily basis, measures have been taken to create a flexible workforce. For instance, Court Reporters and Court Record Assistants are cross-trained in order to help absorb workload increases in other courtroom-related activities whenever they are not fully occupied.

(vii) Organisational development plans

365. In the context of organisational development, the following actions have been undertaken or are planned by the Court Management Section:

- In consultation with the Office of the Director of Judicial Services and the Registry Legal Office, develop and implement an effective process of monitoring all judicial proceedings in the courtroom and in written procedures.
- Develop an improved eCourt system, including the development of a case law database, based on the needs of end users and with the support of the Information Management Services Section.

¹³³ See chapter II.C on Financial envelope of the *ReVision* exercise, paras. 23-31.

¹³⁴ One Associate Legal Officer/Courtroom Officer (P-2) and three French Text Processors (GS-OL) in total 4 FTE.

- Assess whether other existing IT tools, systems and databases, such as Ringtail, still provide an up-to-date services to all parties.
- Strengthen knowledge among end-users of functions and services provided by CMS, in particular in the context of eCourt, filing processes and workflow.
- Further develop flexible arrangements for Court Reporters to assist other Sections and organs, wherever possible, and enable further cross-training to assist in other activities.

K. Detention Section

366. The Detention Section (DS) is responsible for holding persons detained under the authority of the Court in safe, secure and humane custody, and for ensuring their well-being.

(i) Main problems identified

367. *No major problems.* The previous organisational structure of the Detention Section was considered adequate. Staffing levels were considered appropriate and reporting lines workable.

(ii) Solutions found and efficiencies achieved

368. *None.* No structural changes have been introduced.

(iii) Overview of structural changes

Previous and revised structure (no changes):

<p>Chief Custody Officer, Detention Section (5)</p>
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(iv) Staffing implications

369. *No staffing implications (+0).* There have been no staffing changes in the Detention Section.

Previous staffing	
Chief Custody Officer (P-4)	No substantial change
Deputy Chief Custody Officer (P-2)	No substantial change
Associate Legal Officer (P-2)	No substantial change
Administrative Assistant (GS-OL)	No substantial change
Language/Admin. Assistant (GS-OL)	No substantial change

Revised staffing	
Chief Custody Officer (P-4)	Maintained
Deputy Chief Custody Officer (P-2)	Maintained
Associate Legal Officer (P-2)	Maintained
Administrative Assistant (GS-OL)	Maintained
Language/Admin. Assistant (GS-OL)	Maintained

Detention Section	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision	-	1	-	2	-	3	-	2	2	5
Revised	-	1	-	2	-	3	-	2	2	5
Difference	-	0	-	0	-	0	-	0	0	0

(v) Staffing after the reorganisation

370. The *Chief Custody Officer (CCO) (P-4)*, as the operational head of the Detention Section, is responsible for the secure custody of all detained persons, for their safe humane treatment, for the safeguarding of their rights as determined by the Court and for the maintenance of discipline and good order within the detention centre. This includes tasks such as taking decisions on requests made by detainees or negotiating with the host State regarding conditions at the detention facilities.

371. The *Deputy Chief Custody Officer (P-2)* deputises for the CCO to ensure continuous, round-the-clock supervision. The Deputy represents the CCO in his absence and supports him in administration and operational work.

372. The *Associate Legal Officer (P-2)* is responsible for providing legal advice to the CCO, including on the CCO's decision-making processes, drafting filings, and ensuring that the Detention Section complies with the applicable law and international standards. The Associate Legal Officer also provides advice on detention matters to the Director of the Division of Judicial Services.

373. The *Administrative Assistant (GS-OL)* handles all administrative items regarding detainees and tasks assigned by the CCO/Deputy Chief Custody Officer. The *Language Assistant (GS-OL)* is responsible for routine interpreting between detainees and staff of the Detention Section, for translating correspondence, reviewing mail and monitoring visits.

(vi) Capacity to absorb future workload increases

374. *High.* No additional Court staffing resources were requested in the Detention Section for 2016, nor are they envisaged for 2017.

375. However, two factors may lead to an increase in the number of the Court's Custody Officers who are not staff members of the Court – and hence are not listed above – but who service the Court's detention wing and are employed by the host State on a reimbursable basis by the Court. These factors are: (i) reduction in detainees and Custody Officers of the International Criminal Tribunal for the former Yugoslavia (ICTY), with which the Court shares the detention facilities; and (ii) number of the Court's detainees.

376. ICTY Custody Officers and the Court's Custody Officers cover some duties together, such as controls at the entry gate, escorting visitors and being present in the visitors' room. With the downsizing of the ICTY, the number of ICTY Custody Officers decreases, thus limiting the flexibility of the Court's Custody Officers to support the above services for detainees, and producing an increased demand for the Court's own Custody Officers. As a result, an increase in general operating expenses for the Detention Section in 2017 for this purpose is envisaged.

(vii) Organisational development plans

377. In the context of organisational development, the following actions have been undertaken or are planned by the Detention Section:

- Assess the present system of review of decisions of the Chief Custody Officer, in collaboration with the Immediate Office of the Registrar, the Registry Legal Office and the Office of the Director of Judicial Services.
- Conduct periodic client surveys and develop activities to ensure optimal cooperation and mutual understanding.
- Assess present functioning of the organisation, facilitation and funding of family visits.
- Review all SOPs and operational working practices within the Detention Section, in collaboration with the Registry Legal Office.

L. Language Services Section

378. The Language Services Section (LSS), or former Court Interpretation and Translation Section, provides language services, including translation, revision and editing of Court documents, to the Judiciary, the parties to the proceedings and the Registry. It also provides simultaneous interpretation for trial hearings, press conferences, meetings and other events at the seat of the Court and elsewhere. Furthermore, the Section oversees language tools to ensure that consistent terminology is used across the Court, and assists with the recruitment, training and accreditation of field interpreters jointly with the Language Services Unit of the Office of the Prosecutor.

(i) Main problems identified

379. *Fragmented Section with seven Units reporting to the Chief.* The former Court Interpretation and Translation Section consisted of seven Units,¹³⁵ with little coordination on the horizontal level and a bottleneck in the common reporting line to the Chief. This fragmentation led to the unnecessary involvement of the Chief of Section in many operational decisions at the Unit level, and the Chief being unduly burdened with performance management tasks in relation to a great number of staff, including all translators, all revisers, the majority of interpreters and all Unit heads. At the same time, this hindered the empowerment of staff in performing their duties.

380. *Disjointed provision of interpretation services.* In the previous structure, two separate Units were dealing with different aspects of interpretation services. The Interpretation Unit (IU) provided interpretation services for judicial and non-judicial (conference) events. The Field and Operational Interpretation Unit (FOIU) identified, selected and recruited field interpreters who were either used for OTP/Registry field needs or for other Registry projects. Field interpreters do not generally work in the courtroom unless they are trained to become paraprofessional court interpreters. While both Units

¹³⁵ Namely: (1) Field and Operational Interpretation Unit, (2) Interpretation Unit, (3) Translation and Programming Unit, (4) Terminology and Reference Unit, (5) English Translation Unit, (6) French Translation Unit, and (7) Arabic Translation Unit.

dealt with securing an interpretation service, albeit on different levels, separation into two Units hindered possible synergies between them.

381. *Lack of direct client interaction.* Within the Translation Units, revisers and head revisers were supposed to undertake no other work than revision of drafts provided by the respective Units' translation staff, in addition to limited own translation assignments. The Translation and Programming Unit (TPU) within the Section coordinated and monitored clients' requests for translation and the production of translated documents, thus preventing any direct interaction between (head) revisers and clients. However, the TPU Head in practice exercised administrative oversight only within the TPU and had no substantive quality control of translation products and other relevant operational tasks, or any ability to influence the output of the Translation Units. As such, the Translation and Programming Unit represented an unnecessary layer between the translation services and clients.

(ii) Solutions found and efficiencies achieved

382. *Lighter and more coherent internal structure through unit mergers.* The Terminology and Reference Unit (TRU) and the Translation and Programming Unit (TPU) have been merged into a new Translation Support and Terminology Unit (TSTU). TSTU renders logistical and technical support to the three Translation Units and provides relevant terminology expertise to LSS as well as external clients. At the same time, the Field and Operational Interpretation Unit and the previous Interpretation Unit have been merged into one single Interpretation Unit (IU). This lighter and more coherent structure relieves some of the reporting pressure from the Chief of the Section, while also allowing for empowerment of mid-level managers.

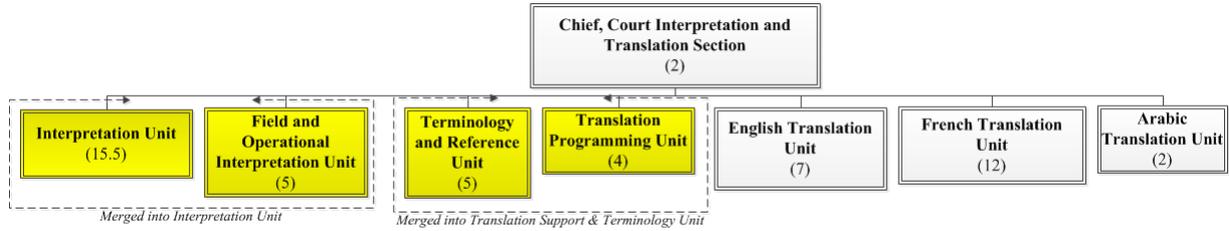
383. *Comprehensive provision of interpretation services.* The merger of the Field and Operational Interpretation Unit into the Interpretation Unit has brought the provision of interpretation under one common manager, ensuring a comprehensive approach. Bringing these two aspects of interpretation under the same Unit also allows for synergies in the long term as it facilitates standardisation of the process of identifying, recruiting, testing, and managing both freelancer and field interpreter pools.

384. *Establishment of a Situation Languages Translation Unit.* The Arabic Translation Unit has been renamed the Situation Languages Translation Unit, while retaining its current Arabic capacity but reflecting the need to have a more operational unit encompassing a number of situation-related working languages in addition to the two official working languages of the Court.

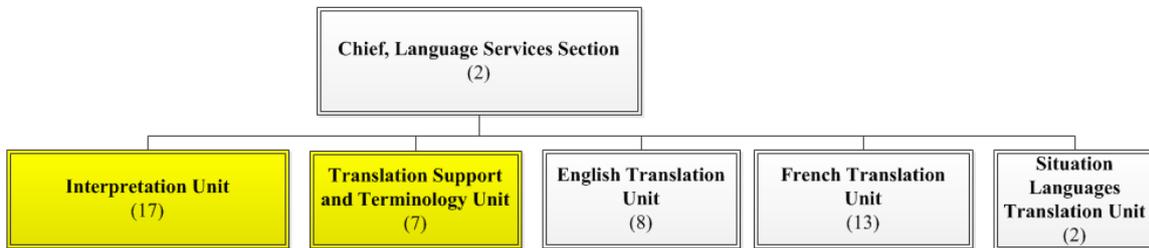
385. *Strengthening of the "translator – client" relationship.* Direct client contact and coordination has been brought to the (head) revisers of the respective Translation Units. This renders communication more direct and effective and cuts out time-consuming administrative layers. Heads of Translation Units have been empowered to assume additional managerial and client-handling roles, while being directly responsible for the output of their Unit. This approach renders collaboration between LSS and its clients more effective and contributes to more timely translations.

(iii) Overview of structural changes

Previous structure:



Revised structure:



(iv) Staffing implications

386. *Reduced staffing (-3.5 positions).* Under the revised structure, there was a need for two additional P-4 posts for the English and French Translation Units as Heads of these Units. In turn, through the mergers of four Units into two, two positions (P-4 and P-2) were abolished. The net decrease in staffing however is mainly due to a decrease in GTA-FTE.

Previous staffing	
Chief, STIC (P-5)	No substantial change
Administrative Assistant (GS-OL)	No substantial change
Interpretation Unit	
Head, Interpretation Unit (P-4)	No substantial change
Administrative Assistant (Interpretation) (GS-OL)	No substantial change
Court Interpreter (Bilingual) (P-4)	No substantial change
Court Interpreter (SWA/LIN) (P-4)	No substantial change
Court Interpreter (Swahili) (P-3)	No substantial change
Court Interpreter (SWA/LIN) (P-2)	No substantial change
Court Interpreter (English) (P-4)	No substantial change
Court Interpreter (English) (P-3) x3	No substantial change
Court Interpreter (French) (P-4)	No substantial change
Court Interpreter (French) (P-3) x3	No substantial change
Court Interpreter (Kinyarwanda) (P-3) x3, GTA (0.5 FTE each=1.5 FTE)	No substantial change
Field and Operational Interpretation Unit	
Operational Interpretation Coordinator (P-3)	No substantial change
Associate Field Interpretation Coordinator (P-2), GTA	No substantial change; GTA converted
Administrative Assistant (Field Interpretation) (GS-OL)	No substantial change
Terminology and Reference Unit	
Terminologist (P-4)	Substantial change - abolished
Associate Terminologist (P-2)	No substantial change
Associate Translator (Swahili / Lingala) (P-2)	Substantial change -

Revised staffing	
Chief, LSS (P-5)	Maintained
Administrative Assistant (GS-OL)	Maintained
Interpretation Unit	
Head, Interpretation Unit (P-4)	Maintained
Court Interpreter (Bilingual) (P-4)	Maintained
Court Interpreter (SWA/LIN) (P-4)	Maintained
Court Interpreter (Swahili) (P-3)	Maintained
Associate Court Interpreter (SWA/LIN) (P-2)	Maintained
Court Interpreter (English) (P-4)	Maintained
Court Interpreter (English) (P-3) x3	Maintained
Court Interpreter (French) (P-4)	Maintained
Court Interpreter (French) (P-3) x3	Maintained
Field and Operational Interpretation Coordinator (P-3)	Maintained
Associate Field Interpretation Coordinator (P-2)	GTA converted
Field and Operational Interpretation Assistant (GS-OL)	Maintained
Administrative Assistant (Interpretation) (GS-OL)	Maintained
Translation Support and Terminology Unit	
Head, Translation Support and Terminology Unit (P-4)	Substantially changed
Associate Terminologist (P-2)	Maintained
Reference Assistant (GS-PL)	Maintained
Terminology and Reference Assistant (GS-OL)	Substantially changed
Document Management Assistant (GS-OL) x2	Maintained
Translation Coordination Assistant (GS-OL)	Maintained
Situation Languages Translation Unit	

	abolished
Reference Assistant (GS-PL)	No substantial change
Administrative Assistant (Terminology) (GS-OL)	Substantial change - abolished
Translation Programming Unit	
Head, Translation Unit (P-4)	Substantial change - abolished
Information Management Assistant (GS-OL)	No substantial change
Document Management Assistant (GS-OL) x2	No substantial change
Arabic Translation Unit	
Reviser (Arabic) (P-4)	No substantial change
Associate Translator (Arabic) (P-2)	No substantial change
French Translation Unit	
Head Reviser (French) (P-4)	No substantial change
Reviser (French) (P-4) x2	No substantial change
Translator (French) (P-3) x8	No substantial change
Associate Translator (French) (P-2)	No substantial change
English Translation Unit	
Head Reviser (English) (P-4)	No substantial change
Translator (English) (P-3) x3	No substantial change
Associate Translator (English) (P-2) x3	No substantial change

Head, Situation Languages Translation Unit (P-4) ¹³⁶	Maintained
Associate Translator (Arabic) (P-2)	Maintained
French Translation Unit	
Head, French Translation Unit / Senior Reviser (P-4)	Maintained
Reviser (French) (P-4) x3	Maintained x2; New x1
Translator (French) (P-3) x8	Maintained
Associate Translator (French) (P-2)	Maintained
English Translation Unit	
Head, English Translation Unit / Senior Reviser (P-4)	Maintained
Reviser (English) (P-4)	New
Translator (English) (P-3) x3	Maintained
Associate Translator (English) (P-2) x3	Maintained

Language Services Section	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision	1	12	20.5 ¹³⁷	9	-	42.5	3 ¹³⁸	7	10	52.5¹³⁹
Revised	1	13	19	8	-	41	1	7	8	49
Difference	0	+1	-1.5	-1	-	-1.5	-2	0	-2	-3.5

(v) Staffing after the reorganisation

387. The *Chief of the Language Services Section (P-5)* is responsible for the overall administration of the Units, and is supported by one *Administrative Assistant (GS-OL)*.

388. The Interpretation Unit is led by a *Head (P-4)*, and consists also of number of *Court Interpreters (P-4; P-3)*, a *Field and Operational Interpretation Coordinator (P-3)*, an *Associate Court Interpreter (P-2)*, an *Associate Field Interpretation Coordinator (P-2)*, a *Field and Operational Interpretation Assistant (GS-OL)*, and an *Administrative Assistant (GS-OL)*. All positions have been maintained from the previous structure.

389. The *Head of Translation Support and Terminology Unit (P-4)* is responsible for the operational management of the Unit. She/he supervises the identification, testing and selection of translators and revisers, maintaining a reliable pool of high-level professionals. The Head carries out terminology-related tasks, planning, organising, supervising and monitoring the terminology and reference work of the Unit, making authoritative linguistic determinations in the target language, and directing the conduct of terminological research.

390. The Head of the Translation Support and Terminology Unit is supported by an *Associate Terminologist (P-2)*, a *Reference Assistant (GS-PL)*, and a *Terminology and Reference Assistant (GS-OL)*. Two *Document Management Assistants (GS-OL)* focus on the technical and logistical

¹³⁶ Position title before the ReVision was Reviser (Arabic) (P-4).

¹³⁷ Nineteen (19) P-3 established posts (19.0 FTE) and 3 P-3 GTA positions (1.5 FTE).

¹³⁸ One GS-PL established post (1.0 FTE) and a number of GS-PL-equivalent field interpreter positions (2.0 FTE).

¹³⁹ Court Interpretation and Translation Section staffing structure for 2015 comprised a total of 48 established posts and 4 GTA positions, equivalent to 4.5 FTE (2.5 FTE and a number of field interpreter positions of 2.0 FTE); field interpreters have been hired on a Special Service Agreement, ranging from a few days only to longer periods, rather than on GTA contracts. As such, field interpreters are not staff members and do not form part of the Registry staffing structure proper. The total number of positions was 52.5 FTE.

management of requests for LSS services from other sections, organs and external sources. The *Translation Coordination Assistant (GS-OL)* supports the Unit in liaising with freelancers for outsourcing in both working and situation languages.

391. The *Head of the Situation Languages Translation Unit (P-4)*, the *Head of the French Translation Unit (P-4)*, and the *Head of the English Translation Unit (P-4)* establish direct client contact to conduct negotiation of deadlines and take responsibility for output and timeliness. In coordination with the Head of TSTU, the Heads of Translation Units identify the needs for freelancers and make related proposals for their recruitment. They assign translation, revision or editing tasks to Unit staff, determine and communicate priorities, and control the quality and quantity of output and compliance with established rules, in-house style requirements and standards.

392. The *Revisers (P-4)* revise, edit and occasionally translate (to self-revised standard) and proofread documents covering a wide range of topics. They contribute to the design and implementation of procedures to ensure accuracy, clarity, consistency and conformity with the Section's linguistic standards, policies and practice. They deputise for the respective Head of Unit in his or her absence, in particular in matters pertaining to the negotiation of deadlines as well as work schedules and staff recruitment and attendance. The Section is further staffed with a number of *Translators (P-3)* and *Associate Translators (P-2)*.

(vi) Capacity to absorb future workload increases

393. *Limited.* Strengthening of the “translator – client” relationship through the Heads of the different Translation Units will optimise communication on and the timeliness of translations. This, alongside streamlined workflows in the other merged Units, leads to the Section's improved capacity to respond to future workload increases. The Heads are better equipped and positioned to evaluate their respective Unit's workload and prioritise tasks accordingly, re-allocating and adjusting assignments as necessary. An improved performance measurement system for revisers, translators and interpreters optimises their work output and minimises the need for outsourcing.

394. However, LSS is one of the Registry Sections whose workload is highly and directly dependent on judicial developments and where absorbing increased workload cannot be achieved easily through internal synergies and efficiencies. For instance, if the Court becomes engaged in a new situation or region, this entails one or more languages of the accused and the victims/affected communities for which LSS has no human resources. LSS has no option but to request a corresponding increase in resources for that new language. This is, of course, provided that the requirements in other languages continue at the same level. As such, LSS's capacity to absorb workload increases remains inherently limited even if its internal structure and functioning have been improved. For both 2016 and 2017, LSS has requested GTA resources linked directly to requirements stemming from judicial developments.

(vii) Organisational development plans

395. In the context of organisational development, the following actions have been undertaken or are planned by the Language Services Section:

- Develop a comprehensive translation prioritisation policy, following the development of guidelines across the Court on the type of documents that require prioritisation.
- Develop a business case on in-house provision or outsourced provision of (parts of the) translation services; develop an SOP with criteria regarding when outsourcing may take place and develop a tracker to ensure transparent use of outsourced resources.
- Identify options to provide optimally cost-effective services to all other Major Programs, such as reducing translation and interpretation costs by recruiting more staff with a working knowledge of French.
- Establish a common database on translations provided in order to avoid duplications in translations.
- Explore possibilities for the use of interpreters for translation assignments in times of spare capacity.
- Further develop the Electronic Court Management System (ECOS) to provide maximum services to clients in a user-friendly way and to provide effective management information and workload indicators.
- Ensure involvement of LSS in planning judicial activities for better planning of LSS services; undertake other initiatives aimed at better predicting and organising workload, including the option of “sight translations” where possible.

M. Information Management Services Section

396. The Information Management Services Section (IMSS) provides information management and information technology solutions and services to the Court. Information management pertains to governance, processes and technology to manage court information from creation through to destruction. Information technology includes defining, implementing and supporting applications such as SharePoint, TRIM, Ringtail and eCourt technologies. IMSS also implements and maintains core IT solutions and services for telecommunications, networking, databases, and email services for all Court activities. Finally, IMSS is responsible for information security governance and solutions in order to ensure that information is managed in a secure environment, that it is accessed by authorised users and that risks to information being deleted, lost or disclosed are minimised.

(i) Main problems identified

397. *Insufficient capacity in and focus on information management.* The management of information is first and foremost the decentralised responsibility of the record-creating Sections and their staff. However, once information or records need to be archived, ownership of the information should change from a decentralised to a centralised authority. The latter should also set clear policies, assist sections with advisory and technical services and assess compliance with policies. However, no single Section in the previous Registry structure was performing this crucial role of information management and archiving. The focus of the former Information and Communications Technology Section (ICTS) was primarily on information technology, and as such was rather inadequate.

398. *Fragmented structure and functional silos, both within the Section and the Registry.* The previous ICTS consisted of many cross-unit teams which worked on specific functions, such as technical IT support of court proceedings. There was, however, little integration of the activities to ensure a holistic approach to the delivery of solutions meeting client needs. Staff of different Units and offices had very limited awareness of each other's duties and responsibilities, which led to further fragmentation and reduced quality of service provision. At the same time, functional silos existed between different Registry Sections. There was a gap and lack of cooperation between ICTS and the Information Security Office (ISO) of the Security and Safety Section, even though they worked on closely related matters. For instance, the activities of ISO became increasingly technical, providing technical solutions such as encrypted devices and mobile signal jamming to clients in and outside the Registry. Yet this area fell squarely within the domain of ICT operations. Similarly, technical support functions on the eCourt level were not clearly aligned between ICTS and Court Management Section. The fragmented structure and functional silos, both within the Section and within the Registry, frustrated the Registry's service delivery in this area and hindered possible efficiencies.

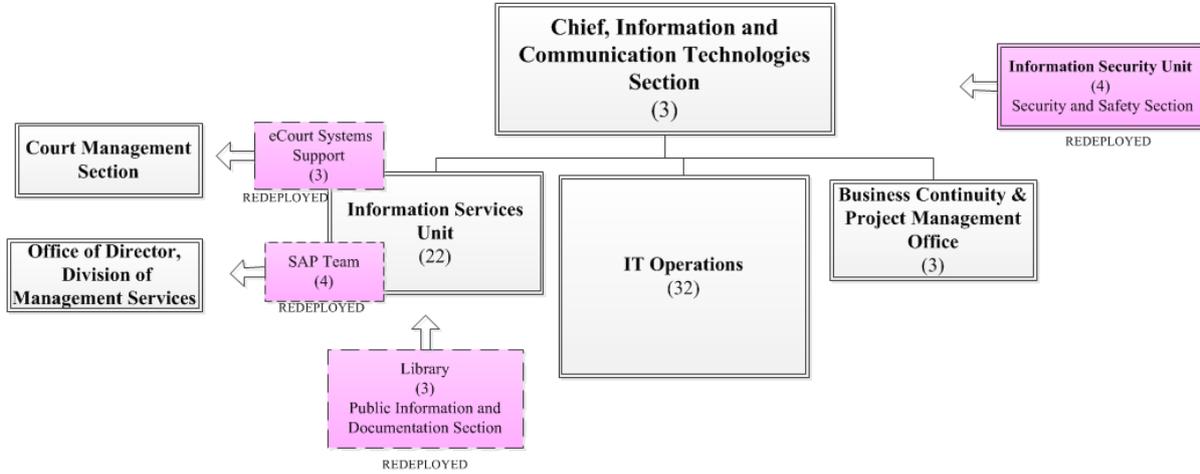
(ii) Solutions found and efficiencies achieved

399. *IMSS as the central Section for information management.* The newly-established Information Management Services Section has consolidated the previously fragmented functions of information technology services, by merging ICTS, the Library and the Information Security Office of the Security and Safety Section. Crucially, primary focus was laid on information management and related support services. As such, IMSS provides a combination of non-technological features alongside traditional information and communication technology services. Due to its strategic importance for the conduct of judicial proceedings, IMSS was redeployed from the Division of Management Services to the Division of Judicial Services. Strengthening of information management will ensure better control over short- and long-term maintenance of the relevant information.

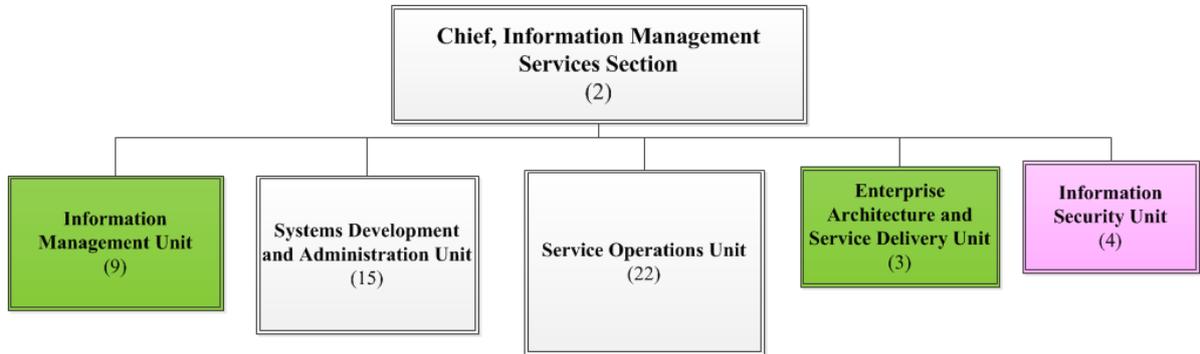
400. *Realigned and integrated internal IMSS structure.* The integration of ISO within IMSS greatly assists in resolving the previous functional lack of clarity and competition that existed between ISO and ICTS, as it facilitates their interaction and cooperation within the same Section. Furthermore, a new Unit, the Architecture and Service Delivery Unit, has been established, responsible for the overall architecture, service delivery management and provision of solutions to all business units equally. This ensures a Court-wide, holistic IT vision, rather than ad hoc solutions. At the same time, the Enterprise Resource Planning System (SAP) team, including the handling of SAP, was redeployed to the Office of the Director of Management Services to ensure that SAP-related systems meet the business needs of the Registry most effectively in all administrative functions. The eCourt support team was redeployed to the Court Management Section to concentrate eCourt management and ownership in that Section and to further develop the eCourt system. The rationale for both redeployments was to enable more direct control of SAP and eCourt respectively by its end-users, thereby ensuring that users themselves would determine the use and further development of these IT tools, according to their needs. This has created space for a streamlined IMSS internal structure, which is realigned to better deliver a cohesive and integrated information-solution service.

(iii) Overview of structural changes

Previous structure:



Revised structure:



(iv) Staffing implications

401. *Reduced staffing (-5 positions).* Additional staffing was needed in systems development and data administration to provide adequate levels of in-house expertise for maintaining the Court’s core applications and data storage and to reduce reliance on external service providers. However, due to the redeployment of the SAP team and the eCourt support team to the Office of the Director of DMS and the Court Management Section respectively, there has been a net decrease in staffing.

Previous staffing	
Chief, ICTS (P-5)	Substantial change – abolished
Administrative Assistant (GS-OL) x2	No substantial change x1; Abolished x1
Information Services Unit	
Head, Information Services Unit (P-4)	Substantial change -

Revised staffing	
Chief, IMSS (P-5)	Substantially changed
Administrative Assistant (GS-OL)	Maintained
Information Management Unit	
Head, Information Management Unit (P-4)	Substantially changed

	abolished
Systems Analyst (P-3)	No substantial change
SAP Systems Officer (P-3) ¹⁴⁰	No substantial change
Records Management Officer (P-3)	No substantial change
E-Court Systems Officer (P-3)	Substantial change - abolished
Associate SAP Technical Officer (P-2)	Substantial change - abolished
Associate IT Training Officer (P-2)	Substantial change - abolished
Associate Information Systems Officer (P-2)	No substantial change
Senior Application Integration Assistant (GS-PL)	Abolished
Java Applications Programmer (GS-OL)	No substantial change
Applications Programming Assistant (GS-OL)	No substantial change
Web Developer (GS-OL)	No substantial change
Assistant Web Developer (GS-OL)	Substantial change - abolished
Applications Assistant SAP (Financials) (GS-OL) ¹⁴¹	No substantial change
Applications Programmer (GS-OL) ¹⁴²	No substantial change
Application Support Technical Assistant (GS-OL) ¹⁴³	No substantial change
Records Management and Archives Assistant (GS-OL) x3	Substantial change - abolished
eCourt Systems Support Technician (GS-OL) ¹⁴⁴ x3, (1x GTA)	No substantial change x2; GTA converted x1
Business Continuity and Project Management Office	
Business Process Analyst/Project Manager (P-4)	Abolished
IT Security Officer (P-3)	No substantial change
Applications Security Assistant (GS-OL)	No substantial change
IT Services of IT operations	
Head, ICT Operations (P-4)	No substantial change
Database Technical Officer (P-3)	No substantial change
Communications Officer (P-3)	Substantial change - abolished
IT Operations Officer (P-3)	Substantial change - abolished
Associate ICT Services Officer (P-2)	Substantial change - abolished
Service Desk Supervisor (GS-OL)	Abolished
Communications and Network Technician (GS-OL) x6 (1x GTA)	No substantial change x4; Abolished x2
Database Technical Assistant (GS-OL)	No substantial change
Hardware Technician (GS-OL)	No substantial change
Systems Support Technician (GS-OL) x4	Substantial change - abolished
Audio-Visual Technician (GS-OL) x2	No substantial change

Information Management Officer (P-3) ¹⁴⁵	Maintained
Library, Archives and Legacy Officer (P-3)	Substantially changed
Associate Library Officer (P-2) ¹⁴⁶	Maintained
Associate Information Management Officer (P-2)	New
Information Management Assistant (GS-OL)	Substantially changed
Library Assistant (Acquisitions) (GS-OL) ¹⁴⁷	Maintained
Archives and Legacy Assistant (GS-OL) ¹⁴⁸	Substantially changed
Library Assistant (Systems) (GS-OL) ¹⁴⁹	Maintained
Information Security Unit¹⁵⁰	
Head, Information Security Unit (P-4)	Substantially changed
IT Security Officer (P-3)	Maintained
Information Security Assistant (GS-OL) x2	Maintained
Systems Development and Administration Unit	
Head, Systems Development and Administration Unit (P-4)	Substantially changed
Systems Development Officer (P-3) ¹⁵¹	Maintained
Systems and Database Administrator (P-3) ¹⁵²	Maintained
Associate Systems Support Officer (P-2) ¹⁵³	Maintained
Associate Database and ERP Administration Officer (P-2)	Substantially changed
Associate Data Management Officer (P-2)	New
Systems Support Assistant (GS-OL) x2	Maintained x1; New x1
Data Management Assistant (GS-OL) x2	Substantially changed
Database and ERP Administration Assistant (GS-OL) ¹⁵⁴	Maintained
Senior Development Assistant (GS-OL) x2 ¹⁵⁵	Maintained x1; New x1
Development Assistant (GS-OL) x2 ¹⁵⁶	Maintained x1; New x1
Service Operations Unit	
Head, Services Operations Unit (P-4)	Maintained
Technology and Communications Officer (P-3)	Substantially changed
End-User Services Coordinator (P-2)	Substantially changed
Senior Services Support Technician (GS-OL)	New
Senior Network and Communications Technician (GS-OL)	New
Senior AV Technician (GS-OL)	New
Service Support Technician (GS-OL) x2	Substantially changed
Network and Communications Technician (GS-OL) x3	Maintained
Audio-visual Technician (GS-OL) x2	Maintained

¹⁴⁰ The position of SAP Systems Officer (P-3) has been redeployed to the Office of the Director, Division of Management Services. No substantial change.

¹⁴¹ The position of Applications Assistant SAP (Financials) (GS-OL) has been redeployed to the Office of the Director, Division of Management Services. No substantial change.

¹⁴² The position of Applications Programmer (GS-OL) has been redeployed to the Office of the Director, Division of Management Services. No substantial change.

¹⁴³ The position of Application Support Technical Assistant (GS-OL) has been redeployed to the Office of the Director, Division of Management Services. No substantial change.

¹⁴⁴ The positions of eCourt Systems Support Technician (GS-OL) (two established and one GTA-funded) have been redeployed to the Court Management Section. No substantial change.

¹⁴⁵ Position title before *ReVision* was Records Management Officer (P-3).

¹⁴⁶ The position of Associate Library Officer (P-2) has been redeployed from the Public Information and Documentation Section. No substantial change.

¹⁴⁷ The position of Library Assistant (Acquisitions) (GS-OL) has been redeployed from the Public Information and Documentation Section. No substantial change.

¹⁴⁸ Position title before *ReVision* was Records Management and Archives Assistant (GS-OL).

¹⁴⁹ The position of Library Assistant (Systems) (GS-OL) has been redeployed from the Public Information and Documentation Section. No substantial change.

¹⁵⁰ All positions of this Unit have been redeployed from Security and Safety Section.

¹⁵¹ Position title before *ReVision* was Systems Analyst (P-3).

¹⁵² Position title before *ReVision* was Database Technical Officer (P-3).

¹⁵³ Position title before *ReVision* was Associate Information Systems Officer (P-2).

¹⁵⁴ Position title before *ReVision* was Database Technical Assistant (GS-OL).

¹⁵⁵ Position title before *ReVision* was Java Applications Programmer (GS-OL).

¹⁵⁶ Position title before *ReVision* was Applications Programming Assistant (GS-OL).

Configuration Technician (GS-OL)	No substantial change
IT Assistant (GS-OL) x5 (1x GTA)	No substantial change x4: GTA converted x1
Field ICT Technician (GS-OL) x6 (3x GTA)	No substantial change

Service Assistant (GS-OL) x7	Maintained x4; GTA converted x1; New x2
Hardware Technician (GS-OL)	Maintained
Application Support and Training Assistant (GS-OL)	New
Enterprise Architecture and Services Delivery Unit	
Enterprise and Solutions Architect (P-4)	New
Service Delivery Manager (P-2)	New
Configuration and Change Assistant (GS-OL)	Maintained

Information Management Services Section	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision	1	3	8	4	-	16	1	43 ¹⁵⁷	44	60 ¹⁵⁸
Revised	1	5	6	7	-	19	-	36	36	55
Difference	0	+2	-2	+3	-	+3	-1	-7	-8	-5

(v) Staffing after the reorganisation

402. The *Chief of IMSS (P-5)* is responsible for overall management of the Section and acts as the focal point for governance and policy proposals, recommending and monitoring the implementation of policy and strategy, and being a main technical advisor on information management and technology issues for senior management. The Chief is assisted by an *Administrative Assistant (GS-OL)* who also has considerable substantive duties in relation to procurement, contracts management and phone billing.

403. The *Head of the Information Management Unit (P-4)* is responsible for the development and implementation of policies to ensure that information is captured and maintained for as long as it is required to support Court activities. This includes setting meta-data standards, file-plans, detailed retention schedules and overall information architecture and integrating information security standards. Under the guidance of the Head, IMU provides advisory services and practical assistance to all relevant users, and identifies the need for technical and workflow solutions (these may include Sharepoint and/or TRIM, or other document management systems). IMU also consists of an *Information Management Officer (P-3)*, a *Library, Archives and Legacy Officer (P-3)*, an *Associate Library Officer (P-2)*, an *Associate Information Management Officer (P-2)*, an *Information Management Assistant (GS-OL)*, and an *Archives and Legacy Assistant (GS-OL)*. They focus, among other things, on the long-term storage of information, in terms of adequate retrievability, sustainable storage mechanisms and professional grade archiving methodology.

404. The *Head of the Information Security Unit (P-4)* provides services aimed at the protection of sensitive and valuable information, the protection of assets from threats that could result in unauthorised access, disclosure, change and/or loss of information, loss of business continuity, or which negatively impact upon the reputation or mission of the Court. The importance of this role requires independence to investigate breaches of information access or disclosure, and in this respect the Head of the Information Security Unit reports directly to the relevant Director or Principal. In addition to the Head of the Unit, ISU also consists of an *IT Security Officer (P-3)* and two *Information Security Assistants (GS-OL)*.

¹⁵⁷ Thirty-seven (37) GS-OL established posts (37.0 FTE) and six GS-OL GTA positions (6.0 FTE).

¹⁵⁸ Information and Communication Technologies Section staffing structure for 2015 comprised a total of 54 established posts and six GTA positions, equivalent to 6.0 FTE. Total number of positions was 60 FTE.

405. The *Head of the Systems Development and Administration Unit (P-4)* ensures that applications and data for the Court's core systems used daily for judicial and administrative processes are adequately maintained and improved in order to increase further efficiencies and/or accommodate expanded court activities. The Unit also comprises a *Systems and Database Administrator (P-3)*, an *Information Systems Officer (P-3)*, an *Associate Systems Support Officer (P-2)*, a *Database and SAP Administration Officer (P-2)*, a *Data Management Officer (P-2)*, a *Data Management Assistant (GS-OL)*, a *Senior Services Support Technician (GS-OL)*, a *Senior Network and Communications Technician (GS-OL)*, a *Service Support Technician (GS-OL)*, and a *Data Management Assistant (GS-OL)*.

406. In the Service Operations Unit, the *Head (P-4)* leads the team composed of a *Technology and Communications Officer (P-3)*, responsible for managing core services such as the network, email and telecommunications that support all Court activities, an *End-User Services Coordinator (P-2)* who is responsible for the Service Desk, including managing daily activities and implementing improved processes, as well as desktop administration, and a *Senior AV Technician (GS-OL)*, responsible as a team leader for supporting courtroom activities using AV equipment and for maintaining video equipment in meeting rooms, courtrooms and teleconferencing.

407. Finally, in the Enterprise Architecture and Services Delivery Unit, the *Enterprise and Solutions Architect (P-4)* works closely with the Section Chief and is engaged in facilitating discussions on requirements, documentation, and providing roadmaps to provision of solutions. She/he maintains an overview of all information management services, evaluating how they fit in the Court's information landscape, proposing integration of the various activities of IMSS Units into single solutions, making the best and most cost-effective use of available technology, while advising on future (technological) innovations. A *Service Delivery Manager (P-2)* ensures good communication with key clients regarding IMSS services and assists in coordinating delivery of solutions where multiple IMSS teams are involved, liaising with the clients and providing feedback to the relevant Units in IMSS.

(vi) Capacity to absorb future workload increases

408. *Moderate.* While the revised structure and staffing allows IMSS to perform its functions more efficiently, additional temporary resources may be required in the future, depending on the level of activities and future needs of the Court. This is particularly the case of highly specialised technical aspects for which IMSS may not possess in-house expertise. In addition, the establishment of a new Court-wide internal judicial database will require some inevitable moderate investments.

(vii) Organisational development plans

409. In the context of organisational development, the following actions have been undertaken or are planned by the Information Management Services Section:

- Develop appropriate IT tools for on-boarding and off-boarding of staff.
- Develop solutions for mobile working modalities.
- Develop and implement more IT tools to reduce reliance on paper-based processes.

- Identify and prioritise needs for IT development in the light of the backlog in IT investments over the last years.
- Develop plan for a strengthened governance system for information communication technology and information management matters, ensuring high-level support for strategic decision-making on IMSS services and systems, and effective involvement of the technical/end-user level on the implementation level.
- Develop a strategic plan for an optimal and sustainable information management system for the Registry/Court; develop a new Information Management and Technology Strategy, including identification of any policy gaps in relation to the operating model, governance issues, and information management.
- Develop a strategic plan for the future functioning of the library, in the context of archives and legacy records.
- Strengthen information security and ensure independent functioning of the Information Security Unit.
- In close cooperation with all relevant Sections, develop a plan of action with clear priorities for development of IT tools, in the areas of both judicial support and administrative support, focused on a user-friendly paperless system.
- Strengthen the relationship with OTP to develop as much as possible a Court-wide integrated IT approach, producing synergies.
- Develop an improved system of access to IT systems for all staff and parties and participants in proceedings.

N. Division of Judicial Services: Unrevised Sections and Offices

410. Four Registry offices have not been revised. These are the Victims Participation and Reparations Section, the Counsel Support Section, the Office of Public Counsel for the Defence and the Office of Public Counsel for Victims. Since the proposed organisational design envisaged potential amendments to the latter two offices' mandates as stipulated in the Regulations of the Court, an initial proposal was submitted to the Court's judges for their consideration in 2014,¹⁵⁹ consisting of the merger of the four entities into two, namely a Victims' Office and a Defence Office.

411. In October 2014, the Registrar presented to the Assembly a *Draft Basic Outline of Proposals to Establish Defence and Victims Offices*,¹⁶⁰ a document that offered a preliminary overview of the vision, ideas and rationale behind the proposals. This document was intended to serve as a basis for further discussion with relevant stakeholders. Throughout the months following presentation of this document, the Registrar's proposals received widespread attention from members of the legal profession, experts, NGOs and State representatives and from the relevant Registry sections. During its thirteenth session, and reflecting on the Registrar's proposals, the Assembly

¹⁵⁹ Pursuant to article 52 of the Rome Statute, it is for the judges of the Court to amend the Regulations of the Court. See also Regulation 6, *ibid.*

¹⁶⁰ DRAFT - Registry *ReVision* Project - Basic Outline of Proposals to Establish Defence and Victims Offices, see http://www.uianet.org/sites/default/files/Registry_ReVision_BasicOutline_Defence_Victims_Offices_0.pdf.

[w]elcome[d] the initiative of the Registrar, in the context of legal aid related aspects of the Registry *ReVision* project, to reorganize, streamline and strengthen the Registry’s support to the defence and victim participation and representation and [underlined] the need for measures to achieve greater synergy and efficiency in the legal aid system.¹⁶¹

412. In addition to discussions with the Plenary of Judges, the Registrar held a number of meetings in The Hague, New York and elsewhere with representatives of States Parties and civil society, with counsel practising before the Court and other internal and external stakeholders. These discussions were instrumental in generating new ideas and approaches to improving Registry functions and services to victims and the defence in the context of the existing proposals.

413. This consultation process led to a two-day Expert Conference held in March 2015, with the participation of around 70 experts with extensive experience in the functioning of the Court in the area of defence and victim participation in the proceedings. Many defence counsel and legal representatives of victims in cases before the Court attended, as did a substantial number of NGO representatives and individual experts. This consultation allowed the Registrar to reconsider some of the original ideas and, as a consequence, led to the initial proposals being reviewed and developed further.

414. The revised concept was presented on 28 May 2015 for the consideration of the Judges in view of the necessary amendments to the Regulations of the Court required to fully implement these initiatives. Meanwhile, the Registry has put the reorganisation of these offices on hold.

415. Although these Sections have not been revised, there have been minor staffing changes in three of the four unrevised offices, as detailed below.

<i>SECTION</i>	<i>Difference in posts/positions</i>	<i>Reasons for staffing changes</i>
Victims Participation and Reparations Section	-9	Nine posts which were already located in the field were formally redeployed to the new sub-programme of Field Offices, in accordance with the new Registry structure. Three GTA positions (in Headquarters) were converted into established posts.
Counsel Support Section	+1	The increase of one post is due to the fact that two staff members each held 50 per cent of one post, and both worked full time, with the other share being covered by unapproved GTA due to the workload demand. It was deemed that the Section would need to retain both staff members working full time. The positions were thus converted to established posts as they were considered to be required long-term, as well as in order not to disadvantage these staff members compared to other Registry staff members whose positions, in the same situation, were converted to established posts. The outcome thus merely retained the status quo, although in practice this led to an increase in one post.
Office of Public Counsel for the Defence	0	No major changes.
Office of Public Counsel for Victims	+0.5	The 0.5 increase in staffing is due to conversion of one 0.5 GTA-FTE to an established post (1.0 FTE), similar to the situation in Counsel Support Section.

¹⁶¹ *Official Records ... Thirteenth session ... 2014* (ICC-ASP/13/20), vol. I, part III.A, ICC-ASP/13/Res.5, para. 50.

O. Division of External Operations: Office of the Director

416. The newly-created Division of External Operations (DEO) consists of the External Operations Support Section, the Victims and Witnesses Section, the Public Information and Outreach Section, and the Field Offices. As such, the Division has consolidated Registry functions in the areas of State cooperation, victim and witness protection and relocation, public information, outreach, and field operations that were already performed in the Registry, but without an overarching structure.

417. The Division is headed by a Director who provides advice, guidance and support to the Registrar and the Registry Management Team on all issues related to the Court's external operations. The Director is responsible for developing and implementing a clear strategy for the Division and overseeing the work of the Chiefs within the Division and, crucially, the Chiefs of Field Offices. The Director is also responsible for the development and implementation of crisis management mechanisms, and plays a key role in ensuring effective and cooperative relations with the States Parties to the Rome Statute, situation countries, international organisations and other stakeholders relevant for the Court's operations.

(i) Main problems identified

418. *Dispersed Registry external operations, lacking high-level coordination and strategic direction.* Previously, Registry functions in the area of external operations were highly dispersed with no overall structure. Within the Immediate Office of the Registrar, there were several positions dealing with external relations and State cooperation. Dedicated human resources for State cooperation were also within the Office of the Director of Court Services and the Field Operations Section. The Victims and Witnesses Section was within the Division of Court Services and reported to its Director, even though most of the challenges faced in relation to victims and witnesses were in the field and not in the courtroom. The Public Information and Documentation Section did not fall under any Division but reported directly to the Registrar. This fragmentation frustrated the effective performance of these functions, as it led to inconsistencies, confusion and a lack of overall strategic direction.

419. *Lack of effective management and oversight of field operations.* There was no effective management and oversight of field operations, either on the ground or at Headquarters. The number of reporting lines was extremely high and simply unsustainable. This is because each Registry staff member in each of the Field Offices reported directly to their respective Section at Headquarters (e.g. field security staff to the Safety and Security Section or field outreach staff to the Public Information and Documentation Section). This prevented effective management of and coordination among the field staff. The problem was exacerbated by the absence of a dedicated senior manager who would oversee the work of all Field Offices and ensure a consistent and holistic approach across all field operations. Indeed, as mentioned above, the fact that there was "no overall authority in the field structure" was listed as the first shortcoming of the Registry's field operations by the Office of Internal Audit.¹⁶²

¹⁶² See para. 9.

(ii) Solutions found and efficiencies achieved

420. *Establishment of the new Division and Director's Office, ensuring high-level coordination and strategic direction.* The Division concentrates all Registry external operations under one strategic leadership, located within the Office of the Director. In terms of cooperation, these operations relate to both mandatory cooperation under Part 9 of the Rome Statute and voluntary cooperation, such as conclusion on agreements on the relocation of witnesses. Consolidation of Registry external operations within a single Division increases coordination and cooperation between the relevant Registry Sections, ensures consistency in operations, and maximises the use of existing resources. Through her/his direct contacts with State representatives, the Director plays a crucial role in securing agreements and arrangements with situation countries, States Parties and international organisations in support of Court proceedings, including on witness protection, relocation and support for field operations, based on substantive feedback from the relevant Sections under the Director's authority.

421. *Better management and oversight of field operations.* The Director is the first reporting officer to all Chiefs of Field Offices, who are in charge of proper management of the Field Offices, while also performing a representational role.¹⁶³ As such, the Director ensures proper management and oversight of all field operations, providing strategic guidance and a holistic and consistent Registry approach across all Field Offices.

(iii) Overview of structural changes

Revised structure (new office):



(iv) Staffing implications

422. *Increased staffing (+3 positions).* The Office of the Director of the Division of External Operations is an entirely new office. However, the creation of these positions has been effectively offset by redeploying or abolishing positions in other immediate offices within the Registry. The position of Deputy Registrar (D-1) was vacant following the expiration of the previous Deputy Registrar's mandate on 16 October 2013, and was not retained in the new structure. The function performed by the External Affairs Coordinator (P-3) effectively already existed in the Office of the Director of Judicial Services and was performed by one of the two Judicial Coordinators (P-3). It was thus simply moved to the newly-created OD-DEO. Finally, two positions of Administrative Assistants (GS-OL) in the Immediate Office of the Registrar were abolished, which allowed for the creation of an administrative position in the OD-DEO.

¹⁶³ For the role of Chiefs of Field Offices, see paras. 536-538, as well as 541-550.

Previous staffing
N/A.

Revised staffing	
Director, DEO (D-1)	New
External Affairs Coordinator (P-3)	Maintained ¹⁶⁴
Administrative Assistant (GS-OL)	New

Division of External Operations – Office of the Director	D-1	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision	-	-	-	-	-	-	-	-	-	-	-
Revised	1	-	-	1	-	-	2	-	1	1	3
Difference	+1	-	-	+1	-	-	+2	-	+1	+1	+3

(v) Staffing after the reorganisation

423. The *Director of External Operations (D-1)* is supported by an *External Affairs Coordinator (P-3)*, and an *Administrative Assistant (GS-OL)*.

424. The *External Affairs Coordinator (P-3)* supports the Director in the coordination of the day-to-day work within the Division and the Field Offices, and coordination with the relevant staff in the Immediate Office of the Registrar and the Offices of the two other Directors. She/he also provides assistance and analysis to the Director regarding policies and development issues, drafts various documents, manages administrative matters and monitors the implementation of the crisis management framework.

425. The *Administrative Assistant* performs standard administrative duties in the office, including scheduling, note taking and organising meetings, but also acts as a replacement to the Personal Assistant to the Registrar.

(vi) Capacity to absorb future workload increases

426. *High.* Given the Office's predominantly strategic and oversight role, workload increases can be adequately absorbed.

(vii) Organisational development plans

427. In the context of organisational development, the following actions have been undertaken or are planned by the Office of the Director of External Operations:

- Set up an effective system of meeting schedule and information sharing in the Division, including clear guidance on the delegation of authority.
- Develop a central database/knowledge hub relating to all meetings with all external stakeholders to ensure uniformity and appropriate follow up of Registry contacts with them.

¹⁶⁴ The position of External Affairs Coordinator (P-3) has been redeployed from the former Office of the Director, Division of Court Services. No substantial change.

- Review the existing SOPs and propose amendments in line with the effective functioning of the new Registry structure.
- Develop clear lines of responsibility between the Chiefs of Field Offices and the Sections in The Hague, with focus on cooperation rather than separation of responsibilities, on avoiding duplication and on effective exchange of information; finalise a manual for field offices by the end of 2016, and facilitate the training for Chiefs of Field Offices in order to help them better understand and fulfil their duties in the field.

P. External Operations Support Section

428. The newly-created External Operations Support Section (EOSS)¹⁶⁵, took over the modified role of the former Field Operations Section, as well as several functions previously located elsewhere within the Registry, including external relations and State cooperation from the Immediate Office of the Registrar; State cooperation coordination from the Office of the Director of the former Division of Court Services; and security analysis from the Security and Safety Section.

429. EOSS has thus assumed a central coordination role for functional areas previously performed by the Registry, namely: (a) external relations and State cooperation, which is now consolidated within the External Relations and State Cooperation Unit (ERSCU); (b) mission planning, support to the Field Offices and crisis management support, which is the function of the Coordination and Planning Unit (CPU); and (c) information collection and analysis, which is the function of the Country Analysis Unit (CAU). Bringing together all three Units in a single Section within the Division of External Operations, dedicated to supporting the Registry's and the Court's external operations, ensures a coordinated, comprehensive and holistic approach.

430. The Committee on Budget and Finance requested the Registry to provide an "explanation of the added value"¹⁶⁶ of this Section for its twenty-sixth session in April 2016. In the light of this, as well as the fact that this is an entirely new Section, the information provided below is more detailed compared to other Sections and formed part of the Registry's response to the Committee.

(i) Main problems identified

(a) Decentralised, uncoordinated and understaffed external relations and State cooperation Registry function

431. In the previous Registry structure, a number of positions dealing with external relations and State cooperation were spread over different parts of the Registry, including the Immediate Office of the Registrar, the Office of the Director of the Division of Court Services, and the Field Operations Section. In the context of Registry operations, "external relations" generally refers to interaction with external stakeholders, including States and international organisations such as the United Nations, necessary for execution of the Registry's mandate, while "cooperation" refers to both mandatory cooperation stemming from Part 9 of the Rome Statute on International cooperation and judicial

¹⁶⁵ Initially referred to as the External Relations and Field Cooperation Section.

¹⁶⁶ *Official Records ... Fourteenth session ... 2015 (ICC-ASP/14/20)*, vol. II, part B.3, para. 63.

assistance (e.g. cooperation on warrants of arrest or the freezing of assets) and voluntary cooperation (e.g. conclusion of witness relocation agreements or agreements on interim release). These tasks fall squarely within the Registry and directly support judicial activities and are frequently requested by the judiciary, as well as other relevant parties and participants in the proceedings. Under rule 13 of the Rules of Procedure and Evidence (RPE), “the Registrar shall serve as the channel of communication of the Court”.¹⁶⁷ Furthermore, rule 176.2 of the RPE sets out the Registrar’s role in transmission of cooperation requests made by the Chambers and subsequent follow up with States. Specifically in relation to victims and witnesses, under rule 16, the Registrar is responsible for a number of functions, including negotiating agreements on the relocation of witnesses. Dispersal of the Registry’s external relations and State cooperation functions, and the concomitant lack of coordination produced overlaps and inefficiencies, for example, lack of clarity as to the internal processes when cooperation requests involving complex legal issues, and thus requiring inter-Section coordination and consultation, were drafted.

432. At the same time, staffing resources were grossly insufficient to deal with the workload. The Registry was unable to adequately react to cooperation requests by the Chamber or proactively identify cooperation opportunities in practical and tangible ways. Requests for cooperation and assistance by the Chambers were transmitted, sometimes with a delay, but there was little capacity to effectively follow up on these requests and obtain the required cooperation. Regarding the freezing of assets, the limited human resources were dedicated to drafting requests and follow-up, leaving no time for strategic planning and engagement with key stakeholders on this matter. It was not possible to ensure adequate access to the resources that could be used for legal aid and, potentially, reparations. Capacity to deal with complex cases and situations that required dedicated human resources was insufficient, as the Registry’s external relations and State cooperation staff had to deal with all situation countries, given the low staffing levels. In other words, the lack of resources had a direct negative impact on the effectiveness of judicial proceedings and the Court’s operations in general.

433. As a result of insufficient resources to undertake effective cooperation with situation countries, Registry staff sometimes had to rely on the staff of the Office of the Prosecutor to follow up on certain issues. This created confusion among external stakeholders as to the roles of the different organs of the Court and risked undermining the image of the Registry as a neutral service provider.

434. Furthermore, increased judicial activities had led to a marked increase in the need to relocate witnesses, and hence the need to conclude more voluntary relocation agreements with States. This has been one of the main challenges for the Court’s operations as a whole for a number of years. Yet external relations and State cooperation rarely had sufficient human resources to adequately pursue such opportunities and engage effectively with States to build a sustainable strategy.

435. In summary, in the areas of mandatory and voluntary cooperation – both of which are crucial for the successful execution of the Registry’s mandate in supporting judicial activities – the Registry was able at best to perform day-to-day tasks in “damage control” mode as a result of a decentralised, uncoordinated and insufficiently staffed Registry external relations and State cooperation function. The situation was neither optimal nor sustainable.

¹⁶⁷ Which is without prejudice to the authority of the Office of the Prosecutor under the Statute to receive, obtain and provide information and to establish channels of communication for this purpose, Rule 13, Rules of Procedure and Evidence.

(b) Inadequate support to Field Offices, inefficient mission planning, and inadequate crisis management support

436. The Field Office support was inadequate. In the absence of effective control over the staff and resources in the field by a senior manager on the ground, the former Field Operations Section had to micro-manage the Field Offices from Headquarters. This was neither feasible, as the Section lacked the appropriate resources, nor advisable, as it precluded the proper functioning of the Field Offices. No effective system of control and checks and balances was in place.

437. Mission planning and implementation of mission activities, together with strategic planning of field operations and Field Office support, were not organised in such a way as to allow for effective prioritisation of missions and a general overview of all missions taking place in situation and non-situation countries. Not all mission plans were formalised and processed through a single focal entity.

438. Likewise, the absence of up-to-date crisis management procedures created a dangerous gap in the Court's capacity to provide adequate logistical and coordination support in the event of a crisis. Formalised roles and procedures and adequate organisation-wide training are pre-requisites for any organisation facing potential operational crises. By their nature, the Court's operations are likely to take place in areas and in circumstances that could lead to operational crises. It was deemed necessary to ensure that crisis management be not only assigned as an executive function to senior management of the Registry but that the operational support for this function be clearly allocated.

(c) Information collection and analysis was dispersed and severely inadequate

439. Resources dedicated to information collection and analysis were also dispersed. Formerly, three positions in the previous structure dealt exclusively with information analysis (one in FOS and two in SSS). The separation of these functions between two Sections was not optimal as it did not allow for synergies or comprehensive analysis. SSS provided security analysis, which frequently required the consideration of socio-political factors. FOS gathered various types of information for the purposes of cooperating with stakeholders in the field, such as the United Nations and its missions, whose support is essential for the effective operation of the Court. Furthermore, staff in other Sections were often informally involved in or had to carry out their own analysis on an ad hoc basis, absent a central analysis Unit. Within IOR, staff dealing with external relations and State cooperation collected and analysed their own information for the purpose of their work, but without sufficient resources or expertise to do so properly. They focused mainly on political analysis, which frequently involved security considerations. Other Registry Sections and staff, such as those dealing with public information and outreach, also carried out their own information collection and analysis. The fact that there was a significant overlap in information collection and analysis – in that different Registry staff still had to address the full spectrum of security and socio-political considerations from their own perspectives – meant that Registry resources were used most inefficiently.

440. Crucially, this highly decentralised information collection and analysis function produced sub-optimal or even inadequate analyses. Senior management, in particular, was unable to rely on integrated analyses of security and political trends, for instance in relation to situation countries, and was therefore unable to adequately assess the implications for operational planning and implementation. The Court has a duty of care towards its staff, an obligation to ensure that its staff are able to work in a safe environment and that they are protected against various risks, as well as a duty

of care towards its assets. Yet, due to sub-optimal information collection and analysis, opportunities and risks were frequently not identified sufficiently in advance and the safety and security of the Court's staff and assets could not be ensured in a timely and adequate manner. The incident in June 2012 involving the detention of four of the Court's staff members in Zintan, Libya, for several weeks, as well as the slow and inadequate reaction to it, were partly due to the lack of timely and sufficiently comprehensive information analysis. Incidents of this type not only cause grave risk to the Court's staff and its assets, but also expose the Court to liability for its failure to exercise its duty of care.

(ii) Solutions found and efficiencies attained

(a) *Coordinated and strengthened external relations and State cooperation function through ERSCU*

441. ERSCU deals mainly with three aspects of external operations, now in a centralised and coordinated way. Firstly, the Unit is engaged in all aspects of judicial cooperation that stem from judicial decisions and from obligations to support the work of parties in the proceedings, such as the defence teams, as well as other Sections within the Registry, including those dealing with witness protection or victim participation. With respect to cooperation requested by the Chambers, the Unit drafts and transmits requests; consults internally and with other organs to develop a notification strategy; liaises with States to ensure implementation (including organising complex operations on their territory, if required) and addresses possible difficulties; reports back to the Chambers on the status of implementation; and advises the Chambers on technical and operational aspects, as appropriate. These activities relate mostly to mandatory forms of cooperation stemming from Part 9 of the Rome Statute. As regards judicial cooperation, the Unit also supports the Presidency's enforcement unit, upon request.

442. Secondly, ERSCU supports all other forms of cooperation necessary for the Court to perform its mandate, such as advocacy for or negotiation of various agreements, including agreements on privileges and immunities in a situation country, agreements on interim release and acquittal, or agreements on witness relocation. The Court is constantly confronted with major challenges in terms of cooperation, whether mandatory or voluntary. Although progress has been made in recent years, much more and better coordinated and strategic work needs to be undertaken. ERSCU's role in this regard is crucial.

443. Lastly, ERSCU represents the Registry in external relations meetings and fora, such as the Hague Working Group, and coordinates the Registry representation generally. It liaises with the Assembly of States Parties and its subsidiary bodies, and engages with international and regional organisations to obtain the necessary support for the Court's operations, through, *inter alia*, the conclusion of memorandums of understanding with the relevant United Nations missions in or near situation countries, which are necessary for the successful execution of the Court's activities. The Unit also supports the Registry's operational and cooperation efforts through identifying key stakeholders, assisting with mission preparation, drafting background papers and speaking notes, organising and attending events, and so forth.

444. In determining ERSCU's exact staffing requirements, a detailed assessment was made of the Unit's workload. For 2014 and 2015, on average *per year*, Registry staff dealing with external relations and State cooperation had to: prepare 240 written specific requests for assistance to States on

various cooperation issues related to judicial proceedings and follow up on these requests; submit 50 different filings to the Chambers; produce 45 background papers and speeches for Registry senior management and Judiciary; draft five reports for external stakeholders; support 34 missions of Registry sections and clients by providing advice and assistance in framework negotiations; negotiate and draft three voluntary agreements with States, and participate in eight major visits or events and in around 100 visits of various external stakeholders to the Court. However, as mentioned above, a number of these tasks could not be performed optimally or were performed with delay. Requests were sent but not effectively followed up, asset freezing could not be pursued strategically, and complex cases could not be adequately dealt with in the absence of dedicated resources. Furthermore, a number of requests or opportunities could simply not be pursued and crucial opportunities were lost. This had a direct negative impact on the effectiveness of judicial proceedings and on the Court's operations. In order to address shortages in staffing, three additional posts were created for these tasks now coordinated within ERSCU, as detailed below.

445. All three functional aspects of ERSCU already existed in the previous structure, but are now performed in a centralised and coordinated manner, with additional staffing to enable the Unit to perform at the minimally optimum level. This will ensure that Registry adequately performs its mandatory and voluntary external relations and State cooperation function, which is essential for supporting the judicial activities of the Court.

(b) More coordinated support to the Field Offices, better mission planning and crisis management support through CPU

446. The role of the Coordination and Planning Unit is threefold. Firstly, it is the central coordination hub for effective communication between Headquarters and the various Field Offices. The Unit provides the Field Offices with the necessary practical and logistical support from Headquarters, either directly or by coordinating and planning such support through different Sections at Headquarters. CPU is the focal point for all matters of logistics and administration at Headquarters for all Field Offices.

447. Secondly, CPU is the operating centre within the Registry for all mission planning worldwide and strategic planning, providing support to all relevant parties for official travel purposes, including the Office of the Prosecutor, legal counsel for the accused or victims, the Trust Fund for Victims, as well as Registry's Victims Participation and Reparations Section, Victims and Witnesses Section and others.

448. Lastly, CPU plays a leading role in supporting the implementation of the Crisis Management Protocols, which is the responsibility of the Office of the Director of External Operations. The Unit provides a central operations centre with information on all operations away from the seat of the Court.

449. CPU's main workload drivers are the number of missions away from Headquarters and the complexity of these missions. For the eight situations before the Court at the time of assessment during the reorganisation, approximately 1,300 field missions were conducted per year, requiring CPU to plan, coordinate and approve around six missions every day. On average, there were a further 200 missions to non-situation countries per year.

450. Compared to the previous structure, CPU has gained additional tasks in three important areas. Firstly, and most importantly, CPU's role has changed and increased significantly in relation to Field Office support. In the new structure, the Field Offices are managed by a Chief of Field Office (P-5) on the ground – or by an Administration and Operations Officer (P-3) in smaller Field Offices involving a lower level of field activities – in terms of human resources, administrative issues, budget, coordination of field activities, and in contacts with national authorities, international organisations, and other stakeholders in the field. This means that Field Offices now function much more independently and with increased responsibilities, which, in turn means that they need greater support from Headquarters than they used to receive from the former FOS. This very support is provided by CPU, and involves support in both the day-to-day operations of the Field Offices and in long-term coordination and planning. It ranges from logistical to administrative and any other support that may be required by the Field Offices, all of which is provided from or through CPU as the focal point for all issues coming from the Field Offices, in coordination with the relevant Sections at Headquarters. CPU will also have to put in place mechanisms for control over the offices to ensure full compliance with Financial Rules and Regulations, human resources policies and all other applicable rules and polices. This, together with the new field structure, will ensure proper checks and balances and adequate control over the Field Offices. CPU's increased role in supporting the Field Offices is the main driver for an increase in its staffing.

451. Another important additional element of CPU's enhanced role is mission planning. The Unit has assumed a greater coordination role within the Registry and the Court as it is now responsible for coordinating *all* missions world-wide, and not just those in the field, which was the case in the past.¹⁶⁸ In practice, this involves coordinating and planning on average an additional 200 missions per year.

452. Lastly, because of its central role in all operational support, CPU was assigned responsibility in the design and implementation of coordinated crisis management practices within the Registry first, and potentially, Court-wide. Although all sorts of events can lead to a crisis, the likelihood of crises occurring in connection with field operations is high, as illustrated by the above-mentioned incident in Zintan, Libya. In the light of the CPU's field coordinating role, this function was deemed to be best placed within CPU.

453. These various additional tasks necessitated the creation of three additional posts, as outlined below.

454. Thus while CPU's core functions existed in the previous structure, its redesigned role and additional tasks, which directly address previously identified problems – and in particular CPU's increased direct and coordinating support role to the Field Offices – are the reason for additional staffing resources. The restructured CPU will provide better and more coordinated support to the Field Offices, better and more comprehensive mission planning and better crisis management support.

¹⁶⁸ In 2016, further work was carried out by the Synergies Working Group finding complementarity between both OTP and Registry internal processes in the coordinated implementation of Mission Plans. Further recommendations encourage the application and implementation of mission planning software capabilities, which is currently ongoing.

(c) *Strengthened and coordinated information collection and analysis through CAU*

455. The third Unit within EOSS, Country Analysis Unit, is the central unit providing high-quality, targeted and consolidated information and analysis on security and socio-political developments in countries of relevance for the work of the Court, in order to enable the Court to successfully implement its core activities and meet its duty of care towards its staff and assets.

456. Crucially, CAU performs a *neutral* analytical function for the Registry itself, Registry clients and other organs of the Court. Knowledge, expertise and contacts already available in OTP and other parts of the Court are utilised to the extent possible. However, given the Registry's role as a neutral service provider, CAU allows the Registry to provide its analysis services to *all* its clients, including OTP, defence counsel, victim representatives and Chambers, as well as to other parts of the Registry without conflict of interest. CAU provides these services by identifying security and socio-political developments that may have an *adverse impact* on the Court's operations, including early warning analysis, and identifying *opportunities* that may assist in the successful implementation of the Registry's core activities, such as political developments which open opportunities for witness protection and relocation. CAU maintains regular contacts with the Field Offices to ensure a two-way exchange of information.

457. The Unit produces expert reports for the Registry leadership as well as other relevant Registry offices and organs, when required. These reports may be in the form of weekly or monthly analysis reports, situation briefs, early warning notices, immediate action requests, incident or crisis situation analyses, and other products. Examples include a Chamber's request to the Registry to provide analysis of the possibility of conducting *in situ* proceedings in a case, or a country analysis in support of the work of the Victims and Witnesses Section in determining appropriate witness protection and relocation measures. CAU also provides security assessments of the locations and facilities at which video-link testimonies, which are increasingly used in proceedings, are to take place. This entails it assessing the overall security and political situation in the country and ensuring that the chosen location and facilities conform to set standards. Another example is the Unit's role in continuous monitoring of the information on the whereabouts of the Court's suspects at large, which is crucial for alerting the relevant national authorities on these developments in a timely and appropriate manner so as to ensure the arrest.

458. CAU's workload is somewhat dependent on that of ERSCU and CPU. This is because while CAU provides services to the entire Registry, it is particularly involved in assisting ERSCU and CPU. ERSCU staff no longer perform their own information collection and analysis, as was the case in the past, but rely on CAU in this regard. The more cooperation requests are made to and other activities required of ERSCU, the more likely it is that CAU will be asked to provide the adequate analysis. Much will depend on the circumstances as the same analysis may apply in multiple or indeed numerous instances. Similarly, the more countries and regions CPU needs to deal with to coordinate, plan and approve missions, the more it will rely on CAU's services. However, CAU's workload goes beyond EOSS as CAU also provides a comprehensive security and socio-political analysis to Registry senior management, other Registry Sections, other Court principals and organs and indeed the Court as a whole.

459. CAU has been strengthened with four additional posts, in addition to three positions maintained from the previous structure and redeployed from FOS and SSS. The reasons for additional staffing resources are twofold. As mentioned above, Registry's information collection and analysis

function was highly dispersed and extended beyond the three specifically redeployed positions. It included staff from IOR and other parts of the Registry (e.g. public information and outreach). As the roles of those staff have been redefined, they will stop producing their own information analysis, as CAU now performs this function on behalf of the entire Registry and all its clients in a coordinated and comprehensive manner. The removal of information analysis from other parts of the Registry created a functional gap which needed to be addressed with additional sources within CAU.

460. Furthermore, as detailed above, the Registry's information analysis was greatly inadequate, to the extent that senior managers were unable to rely on high-quality analyses of security and political trends and could not ensure optimal execution of the Court's operations, and performance of its duty of care towards its staff and assets, as illustrated by the Zintan incident. This too necessitated strengthening the pre-existing Registry function on information collection and analysis.

461. In comparing the Registry's CAU with OTP's Situation Analysis Section (SAS) of the Jurisdiction, Complementarity and Cooperation Division, it is worth noting that they analyse *different types of information*, sometimes on the same but *frequently on different countries and regions*, for *different purposes* and for *different actors*.

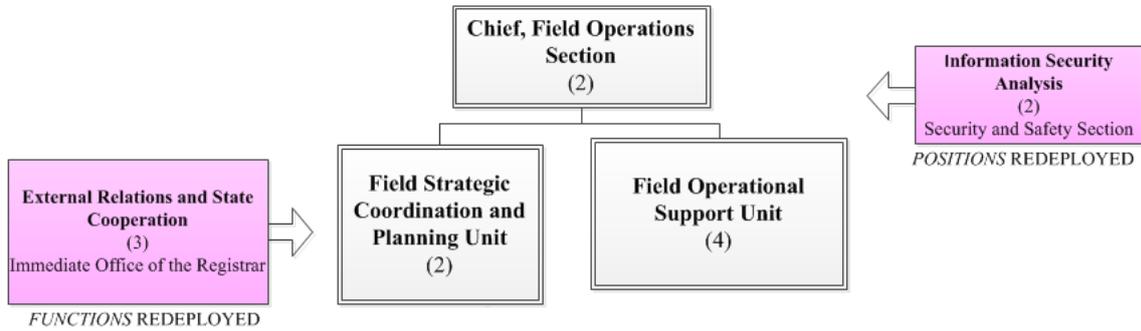
462. OTP's mandate requires OTP-specific analysis focused on the relevant legal criteria stipulated in the Rome Statute. OTP carries out such analysis, which includes a significant focus on countries under preliminary examination, for all situations brought to its attention, for the purposes of prosecutorial and operational activities and for the exclusive use of the staff of the Office of the Prosecutor.

463. On the other hand, the Registry CAU focuses primarily on the analysis of security and socio-political dynamics. CAU does not focus on countries under preliminary examination but mainly on situation countries and their regions. This is necessary for the successful implementation of virtually all Court activities in the field, from witness protection to outreach activities or field missions. Furthermore, as mentioned, this analysis is required by and provided to *all* Registry clients to whom the Registry provides its *neutral* services, including the defence, victims' representatives and, when requested, Chambers, as well as other parts of the Registry. For reasons of confidentiality and conflict of interest, most Registry clients cannot rely on the OTP's analysis, nor would the OTP's analysis be suited to their needs. Nonetheless, inter-organ savings between OTP and the Registry in the area of information analysis can be achieved through the common purchase of subscriptions, licences and analyst training.

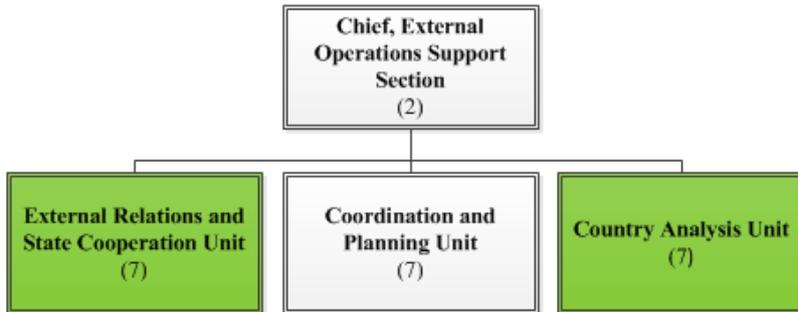
464. In conclusion, the Registry information collection and analysis function was previously dispersed and greatly inadequate. The creation of a Unit dedicated to this function was necessary to provide coordinated, comprehensive and high-quality information collection and analysis. The creation of four additional posts within this function/Unit, in addition to three positions maintained from the previous structure, was necessary to address the gap created by other Registry staff not performing their own information collection and analysis and to ensure the high quality of the analysis provided, which is essential for the successful preparation and implementation of the Court's operations. At the same time, through CAU, analyst resources are used more efficiently and the Court is able to meet its duty of care to its staff and assets.

(iii) Overview of structural changes

Previous structure:



Revised structure:



(iv) Staffing implications

465. *Increased staffing (+10 positions).* As detailed in the tables below, the newly-created EOSS consists of 23 posts, compared to 13 posts (12 established posts and one GTA position) that existed in the previous Registry structure, performing external operations support functions that were spread over FOS, SSS and IOR, and are now consolidated within EOSS. The net staffing increase for EOSS is therefore 10 posts.

466. This net increase is fairly evenly distributed over the three Units, namely three additional posts for external relations and State cooperation within ERSCU, three for support to the Field Offices, mission planning and crisis management support within CPU, and four for information collection and analysis in CAU, for the reasons outlined above. As with the other posts created during the reorganisation, these posts were established within the overall Registry budgetary envelope of pre-existing established posts and approved positions, with a net saving of €443.8 thousand.¹⁶⁹

467. *Office of the Section Chief.* The position of the Chief of External Operations Support Section (P-5) is effectively the substantially changed position of the former Chief of the Field Operations Section, as determined by the external classification expert and in accordance with the processes of

¹⁶⁹ See paras. 23-24.

the Registry's reorganisation. The Administrative Assistant (GS-OL) was maintained from the previous structure. No additional posts were created in the Office of the Section Chief.

468. *External Relations and State Cooperation Unit.* The Head of ERSCU (P-4) is the substantially changed position of the former Head, Field Strategic Coordination and Planning Unit (P-4), FOS. One External Relations and Cooperation Officer (P-3) is the substantially changed position of the Cooperation Adviser (P-3) within IOR. The other post of External Relations and Cooperation Officer (P-3) is new, as are four positions of Associate External Relations and Cooperation Officer (P-2). On the other hand, the positions of Senior Adviser on External Relations (P-5) and Associate Executive Officer (P-2), both within the previous structure of IOR, were abolished and their functions have been reallocated to ERSCU. The net staffing increase for Registry external relations and State cooperation is three posts.

469. *Coordination and Planning Unit.* The Head, Coordination and Planning Unit (P-4) is the substantially changed position of Head, Field Operational Support Unit (P-4), FOS. The positions of three Situation Desk Assistants (GS-OL) have been maintained. There are three new posts: Desk Officer (P-3), Operations Planning and Coordination Officer (P-2), and one additional Situation Desk Assistant (GS-OL).

470. *Country Analysis Unit.* Three positions were maintained from the previous Registry structure, namely two Associate Analysts (P-2) and one Analyst Assistant (GS-OL). The job titles changed,¹⁷⁰ but there was no substantial change to the previous functions. One was moved from the former FOS and two were redeployed from SSS. Four new posts include: Head, CAU (P-4), two Analysts (P-3) and one additional Analyst Assistant (GS-OL).

471. Lastly, it is worth noting that of 23 posts in EOSS, 15 have been filled by *Registry staff members* from the previous Registry structure. This includes 11 staff members who have retained the same position or obtained a substantially changed position in the same area of Registry external operations as in the previous structure. In addition, four newly-created posts have been filled through priority recruitments by Registry staff whose positions were abolished during the reorganisation. The knowledge, experience and skills of the Registry staff members have been retained, and can now be used in a more centralised, coordinated and strategic manner.

External Operations Support Section	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision (FOS, SSS, IOR-selected)	2	2	1	3	-	8	-	5	5	13
Revised	1	3	5	7	-	16	-	7	7	23
Difference	-1	+1	+4	+4	-	+8	-	+2	+2	+10

¹⁷⁰ Field Strategic Planning Officer (P-2), Security Analyst (P-2), Security Sergeant (GS-OL) respectively.

Previous staffing (FOS)		Revised staffing	
Chief, FOS (P-5)	Substantial change - Abolished	Chief, EOSS (P-5)	Substantially changed ¹⁷⁵
Administrative Assistant (GS-OL)	No substantial change	Administrative Assistant (GS-OL)	Maintained
Field Operational Support Unit		External Relations and State Cooperation Unit	
Head, Field Operational Support Unit (P-4)	Substantial change - Abolished	Head, External Relations and Cooperation Unit (P-4)	Substantially changed ¹⁷⁶
Logistics Assistant/Desk Officer (GS-OL) x3, (1x GTA)	No substantial change x2; GTA converted x1	External Relations and Cooperation Officer (P-3) x2	Substantially changed ¹⁷⁷ x1; New x1
Field Strategic Coordination and Planning Unit		Coordination and Planning Unit	
Head, Field Strategic Coordination and Planning (P-4)	Substantial change - Abolished	Associate External Relations and Cooperation Officer (P-2) x4	New
Field Strategic Planning Officer (P-2)	No substantial change ¹⁷¹	Country Analysis Unit	
Functions redeployed from IOR to ERSCU/EOSS¹⁷² (in modified/new posts)		Head, Country Analysis Unit (P-4)	New
Special Adviser on External Relations (P-5)	Abolished	Analyst (P-3) x2	New
Cooperation Adviser (P-3)	Substantial change – abolished	Associate Analyst (P-2) x2	Maintained ¹⁷⁹
Associate Executive Officer (P-2)	Abolished	Analyst Assistant (GS-OL) x2	Maintained ¹⁸⁰ x1; New x1
Positions redeployed from SSS to CAU/EOSS			
Security Analyst (P-2)	No substantial change ¹⁷³		
Security Sergeant (GS-OL)	No substantial change ¹⁷⁴		

472. As the table above combines positions from different Sections, the staffing impact if EOSS is compared only to the former Field Operations Section is given below. This comparison is necessary for a Registry-wide overview, which is presented above in chapter II.C.

External Operations Support Section	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision (FOS, both HQ and field)	1	3 ¹⁸¹	5 ¹⁸²	1	-	10	1	42.1 ¹⁸³	43.1	53.1 ¹⁸⁴
Revised	1	3	5	7	-	16	-	7	7	23
Difference	0	0	0	+6	-	+6	-1	-35.1	-36.1	-30.1

¹⁷¹ Title of the post in the new structure is Associate Analyst (P-2), CAU.

¹⁷² In addition, in the previous structure, Legal Coordinator (P-3) within the Office of the Director of Court Services also performed the State coordination role. This function was partially moved to ERSCU and is not counted in the pre-reorganisation staffing.

¹⁷³ Title of the post in the new structure is Associate Analyst (P-2), CAU.

¹⁷⁴ Title of the post in the new structure is Analyst Assistant (GS-OL), CAU.

¹⁷⁵ Substantially changed position of Chief, Field Operations Section (P-5).

¹⁷⁶ Substantially changed position of Head, Field Strategic Coordination and Planning (P-4), FOS.

¹⁷⁷ Substantially changed position of Cooperation Adviser (P-3), IOR.

¹⁷⁸ Substantially changed position of Head, Field Operational Support Unit (P-4), FOS.

¹⁷⁹ One post is the previous position of Field Strategic Planning Officer (P-2) which did not undergo a substantial change; the other post is a redeployed post of Security Analyst (P-2) from SSS which did not undergo a substantial change either.

¹⁸⁰ Redeployed from SSS. Position title before ReVision was Security Sergeant (GS-OL).

¹⁸¹ Two P-4 established posts (2.0 FTE) and 1 P-4 GTA position (1.0 FTE).

¹⁸² Four P-3 established posts (4.0 FTE) and 1 P-3 GTA position (1.0 FTE).

¹⁸³ Thirty (30) GS-OL established posts (30.0 FTE) and twelve (12) GTA positions (12.1).

¹⁸⁴ Field Operations Section staffing structure for 2015 comprised a total of 39 established posts and 15 GTA positions, equivalent to 14.1 FTE. The total number of positions was 53.1 FTE.

(v) Staffing after the reorganisation

473. The *Chief of the External Operations Support Section (P-5)* oversees the management of the Section and advises the Director of External Operations on relevant strategies and objectives in external relations, State cooperation, field operations and security and socio-political analysis activities. The Chief represents the Registry in relations with the Assembly, liaises and builds partnerships with State representatives and intergovernmental organisations in order to ensure cooperation with and support to the Court's operations. The Chief also supports the Director of External Operations in communicating and monitoring operations of the Crisis Management Programme. An *Administrative Assistant (GS-OL)* supports the Chief.

474. The External Relations and State Cooperation Unit consists of the *Head of the Unit (P-4)*, two *External Relations and Cooperation Officers (P-3)* and four *Associate External Relations and Cooperation Officers (P-2)*. The *Head of ERSCU* leads the work of the Unit, which is the central unit for implementing and coordinating Registry activities in relation to both mandatory cooperation and voluntary forms of cooperation. She/he advises on high-level external relations activities, fundraising opportunities, missions and all questions pertaining to judicial cooperation, and assists with the Registry's interactions with the Assembly and its subsidiary bodies. The Head alerts the Chief of Section about any outstanding issues in relation to cooperation, such as untimely implementation of requests for assistance, and seeks opportunities to enhance cooperation with the Court.

475. Two *External Relations and Cooperation Officers (P-3)* are directly responsible for a number of cases and tasks in relation to judicial and voluntary forms of cooperation with the Court. The former includes arrest strategies for suspects at large, enhancing cooperation on the freezing of assets, and reinforcing relationships with the United Nations and its missions and bodies, such as the UN Sanctions Committee. These functions and related tasks stem directly from judicial decisions and judicial operations. Activities in relation to voluntary forms of cooperation include negotiation and conclusion of agreements on privileges and immunities in a situation country, agreements on interim release and acquittal and witness relocation agreements. External Relations and Cooperation Officers coordinate their activities with the relevant cooperation and external relations staff from OTP and the Presidency, as appropriate. They also supervise the work of the Associate External Relations and Cooperation Officers.

476. Four *Associate External Relations and Cooperation Officers (P-2)* draft requests for assistance, reports to the Chambers (filings), diplomatic correspondence, including a large number of notes verbales, general reports and other relevant documents. They are in charge of specific cases that require constant follow-up, they flag potential case-specific difficulties and maintain a network of focal points from, among others, States and international organisations, that enable them to carry out their duties. They also manage the cooperation and external relations database. Depending on the level of complexity of each case/situation, each Associate External Relations and Cooperation Officer normally deals with up to two situation countries.

477. The *Head of the Coordination and Planning Unit (P-4)* manages the work of the Unit and advises the Chief of Section on strategic planning of field operations and missions away from Headquarters. The Head is the focal point for all mission planning and approves the planning of missions away from Headquarters to situation and non-situation countries. The Head also acts as a focal point for support to field operations and Field Offices, identifying policy gaps and proposing the adoption of Administrative Issuances in consultation with the Chief(s) of Field Office(s). Throughout

the life-cycle of a Field Office, the Head of CPU provides administrative, operational and policy support to Field Offices, liaising closely with other Registry Sections. She/he is responsible for developing and maintaining a comprehensive manual for field operations and assists in the opening and closure of Field Offices.

478. One *Desk Officer (Mission Planning) (P-3)* manages the operating centre for the planning, prioritisation and authorisation of all missions. The Desk Officer monitors missions taking place in all situation and non-situation countries. She/he alerts the Head of Unit in case of a specific, high-level or sensitive mission or the need for additional internal or external operational assistance, for example through the United Nations or national authorities. The Desk Officer proposes solutions in case of conflict, interference or limitation among different missions. The Desk Officer also provides operational support to the Field Offices, proposes the adoption of inter-Field Office procedures or guidelines, and assists the Head of Unit in coordinating any necessary Registry support and assistance for missions away from Headquarters. The Desk Officer manages a team of Situation Desk Assistants.

479. One *Operations Planning and Coordination Officer (P-2)* monitors and has a thorough understanding of the Court's operational activities in the field. Throughout the life-cycle of a Field Office, she/he assists in providing operational support, policy support and coordinating Field Offices. This includes developing plans related to the Field Office life-cycle such as the opening and closure of Field Office locations, as well as mid-term planning and forecasting of field activities and special projects. She/he provides support and advice for the adoption of Field Office-specific guidelines, and develops and maintains a dedicated field operations Lessons Learnt database involving all field actors.

480. Four *Situation Desk Assistants (GS-OL)* support the daily administration and execution of the tasks of the Coordination and Planning Unit. They provide operational support to all Court personnel travelling on official mission, whether to the field or elsewhere. They assist in providing other support to the Field Offices, including on administrative and logistical issues, by assisting the Field Offices directly or by liaising between the Field Offices and the relevant Sections at Headquarters. Their duties also include coordination of operational reports and providing statistics, controls, estimates, projections, analysis, and summary reports.

481. In the Country Analysis Unit, the *Head of the Unit (P-4)* manages the Unit and ensures the provision of timely, credible and integrated security and socio-political analysis. The Head of CAU provides strategic advice to the Section Chief and Registry's senior management regarding early warning and threat identification on country, regional and global levels, as well as on events and risks that may affect the achievement of the Registry's objectives, and, accordingly, proposes measures to mitigate such risks. The Head works closely with Field Offices to ensure exchange of information and relevant analyses, and oversees the implementation of effective mechanisms for systematic information collection, analysis and dissemination between Headquarters and Field Offices, as well as across the Registry as a whole. The Head of CAU develops cooperation and partnership agreements with relevant organisations to expand a network of reliable sources and contributes to effective early warning and crisis management through close coordination with the two other Units and Field Offices, under the guidance of the Section Chief. The Head maintains regular channels of inter-organ communication and information sharing, particularly with the Office of the Prosecutor, but also with other Court organs and Registry clients.

482. CAU also includes two *Analysts (P-3)*, two *Associate Analysts (P-2)* and two *Assistant Analysts (GS-OL)*. The Analysts provide timely, credible and integrated analysis on security and

socio-political issues in situation countries and other countries of relevance to the Court's operations. They do so for specific analysis projects requiring input from ERSCU and CPU, as well as from the Field Offices. They also work closely with other Registry Sections, including the Public Information and Outreach Section, SSS and VWU, to gather and share relevant information, where appropriate. The two Analysts supervise and coordinate the work of more junior analysis staff within the Unit.

483. Two *Associate Analysts (P-2)* conduct targeted research on situation countries and other countries of relevance for the Court's operations and draft timely, credible and integrated analysis reports on security and socio-political issues, as required. They assist in providing advice and solutions to the Unit Heads and the Section Chief for the planning and implementation of operations. They maintain effective mechanisms for systematic information collection, analysis and dissemination and, when appropriate, support the crisis management team and ensure timely dissemination of warnings and alerts.

484. Lastly, two *Assistant Analysts (GS-OL)* support the Unit by continuously monitoring security and socio-political developments in situation countries or other countries of relevance to the Court's operations, by consulting a wide variety of sources. They conduct field information collection and fact-checking for specific risk assessments identified by the Head of Unit. They also provide technological support by presenting analysis in a visual format, such as maps and charts.

(vi) Capacity to absorb future workload increases

485. *High.* Following the strengthening of EOSS staffing, all three Units have a moderate to high capacity to absorb additional workload.

486. The new structure of ERSCU allows for a degree of flexibility between its two core areas – external relations and State cooperation – as staff members are trained in both areas. This enables the Unit to cope with additional workload by re-assigning the staff between the two areas, as necessary. The current cases and situations are assigned to staff taking account of the level of complexity of each case, with two situations generally considered a maximum per Associate External Relations and Cooperation Officer. Should there be a significant increase in the number of situation countries before the Court, additional resources may be necessary.

487. CPU is capable of absorbing additional workload, to a moderate degree, beyond the provision of continued administrative and operational support to the Field Offices, when required, including yearly field reviews, judicial site visits, coordinated support in the transfer of suspects and witnesses, coordinated support for the implementation of hearings *in situ*, coordinated support in staff/detainee repatriations, and crisis management capacity.

488. In 2015 and 2016, the current CAU structure, consisting of two teams of three persons each, was able to absorb a new situation country, Georgia. The Unit would be able absorb a further workload increase of one or two situations, depending on developments and requirements in other situations before the Court.

(vii) Organisational development plans

489. In the context of organisational development, the following actions have been undertaken or are planned by the External Operations Support Section:

- Develop a protocol for establishing, functioning and closing down Field Offices, as well as the related policies.
- Develop a system to avoid duplication of activities between CAU and OTP's Situation Analysis Section and ensure regular exchange of information; continue engaging with OTP through the joint synergies exercise in order to achieve more complete analysis coverage mapping.
- Develop a comprehensive strategy for cooperation with States and other relevant stakeholders in relation to all forms of voluntary cooperation, including agreements on witness relocation, agreements on interim release, and on the freezing of assets.

Q. Victims and Witnesses Section

490. The Victims and Witnesses Section (VWS) is one of the largest Registry Sections in terms of staffing, illustrating the central role played by the Registry in the area of victim and witness protection.¹⁸⁵ As stipulated by the Rome Statute, the Section was set up for the purpose of protecting the safety, physical and psychological well-being, dignity and privacy of victims and witnesses. This includes the provision of protective measures and security arrangements, counselling and other assistance to witnesses, victims who appear before the Court and others who are at risk on account of testimony given by such witnesses. In order to establish an effective national and international protection regime for these individuals, the Section actively pursues a policy of concluding relocation and other cooperation agreements with States Parties and other relevant actors, in close coordination with the Director of External Operations.

(i) Main problems identified

491. *Suboptimal communication with and capacity in the field.* Although VWS plays an important role in relation to assistance and support to witnesses who appear in court proceedings in The Hague, the major challenges faced by VWS lie in the protection and support of witnesses in the field. This includes issues in relation to protection and support within situation countries, but also in relation to securing relocation countries for interim or long-term resettlement. As such, the previous structure, in which VWS belonged to the Division for Judicial Services, was not optimal in that the communication within Divisions at Headquarters and with the field was not sufficiently developed and was regularly compartmentalised. At the same time, VWS field staff had no decision-making authority over specific cases, but relied heavily on Headquarters staff, which led to complicated and slow decision-making.

¹⁸⁵ VWS was the largest Section resulting from the reorganisation. However, due to the increase in staffing in the Security and Safety Section after the reorganisation, linked to the Court's move to larger premises, the SSS has become the Registry's largest Section in terms of staffing.

492. *Significant travel costs.* The fact that local field staff were effectively required to conduct only low level, non-decision making and routine activities also had significant implications for VWS travel costs. The working methodology which had evolved over the years in VWS was to fly protection, support and operations staff from Headquarters to Field Offices and elsewhere in order to conduct assessments of victims and witnesses, welfare visits, case reviews, troubleshooting and case management. This was extremely resource intensive and expensive.

493. *Insufficient focus on pursuing relocation agreements.* Furthermore, the structural arrangement did not facilitate the pursuit of relocation agreements with States. The Section Chief was heavily involved in both managerial and operational issues, and could devote only limited time to pursuing relocation agreements, although these are crucial for the effective implementation of the Registry's mandate, especially in the light of the growing number of witnesses appearing before the Court and in need of support and/or protection. This has produced a significant backlog of relocations to be implemented, prolonging the stay of clients in the care of VWS. This, in turn, led to an increased workload on the Section, increased long-term costs and crucially, had a detrimental impact on the lives of those witnesses and victims under VWS protection.

494. *Inadequate and inefficient internal design.* The previous internal structure of VWS offered little flexibility to adapt to fluctuations in court schedules and protection needs on the ground, which resulted in an uneven workload distribution. Functioning in silos – according to three separate VWS functions: protection, support and operations – resulted in a lack of cooperation between the Units and duplication of work. The previous organisational design of VWS was identified as a root cause of difficulties experienced, with significant weaknesses in lines of supervision, inadequate levels of accountability, unclear chain of command and chaotic lines of communications, all leading to poorly directed and managed staff members in the field and at Headquarters.

495. *Underdeveloped analytic function.* The analytic function of VWS is fundamental to the core business of providing protection to persons at risk and was underdeveloped in the previous structure, with insufficient staffing levels. This created possibilities that decisions on protection would be made without a full and comprehensive understanding of the risks faced or that analysis would not be delivered in time, thus creating a bottleneck for the Section and endangering the efficient and prompt delivery of VWS services.

(ii) Solutions found and efficiencies achieved

496. *Better communication with the field and strengthened VWS capacity in the field.* In the light of the need for closer cooperation with the field, VWS has been redeployed to the new Division of External Operations. This enables the Office of the Director of the Division of External Operations to act as the main liaison between VWS and the Field Offices, while ensuring a holistic and consistent approach across the many and varied Registry activities in the area of external operations. At the same time, the Section now has more staff working in the field than at Headquarters, with field staff operating with higher responsibilities than previously. This has allowed for day-to-day decision-making on case management to be carried out in the field, which means faster and more considered assistance and protection provided to the victims and witnesses.

497. *Significantly reduced VWS travel costs.* The above-mentioned structural changes have also allowed for significant savings in VWS staff travel. Because VWS field staff now have the capacity

to manage cases locally and there is clarity in ownership of cases, accountability, supervision and reporting lines, there is a markedly reduced need for Headquarters staff to travel to the field in order to manage cases. Indeed, had the reorganisation not taken place, VWS would have had to request an additional €1 million for travel purposes in the 2016 budget alone.¹⁸⁶

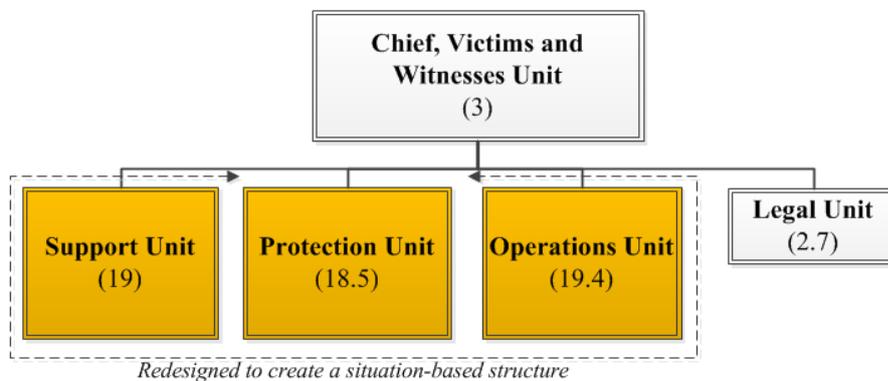
498. *Greater focus on securing relocation agreements with States.* Redeployment of VWS to the new Division of External Operations also enables the Director of the Division to take a strong lead in the negotiation and conclusion of relocation agreements with States. In the light of the significant costs involved in prolonged witness protection, this may lead to long-term savings and efficiencies. At the same time, the recruitment of a Chief, for the first time, from a witness protection background, has led to opportunities to reach out to the global network of witness protection managers. This has already had a positive impact in the number of relocations achieved. The total number of relocations in 2015 alone equalled the combined number of all relocations prior to 2015.

499. *More coherent VWS structure based on situation teams.* The new internal structure uses the Section’s resources more effectively, finding synergies between previously separate functions relating to protection, support and operations, and centralising them within one strong section. In particular, the new Section is organised in teams, headed by a team leader, for each situation country. They are multi-disciplinary teams, providing support, protection and operational services simultaneously.

500. *Improved analytic capacity.* In the light of the need to preserve confidentiality, restricted access to very sensitive information and to create bespoke risk assessments for protected victims and witnesses, a specialised VWS Case Development team has been retained and strengthened in the new structure. The team works closely with the Country Analysis Unit of the External Operations Support Section within the Division of External Operations. While the VWS Case Development team focuses wholly on specific individuals under VWS care – work which is highly confidential and which therefore cannot leave the secure environment of VWS – the Country Analysis Unit focuses more on overall and general security and socio-political aspects.¹⁸⁷ Assessments carried out by VWS and the Registry need to be accurate, neutral and independent. An investment in their analytic capacity is a direct investment in fair, expedient and efficient judicial proceedings.

(iii) Overview of structural changes

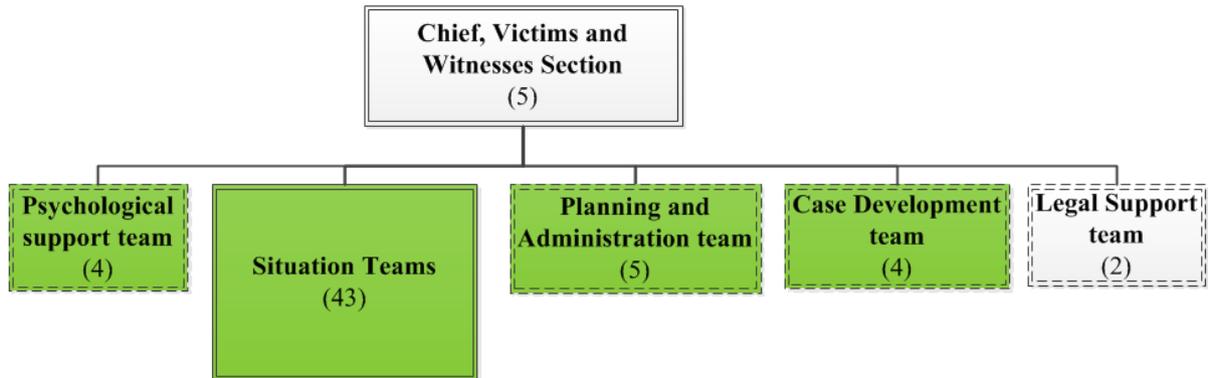
Previous structure:



¹⁸⁶ See chapter III.A(ii), paras. 140-141.

¹⁸⁷ See chapter IV.P(ii)(c), paras. 455-464.

Revised structure:



(iv) Staffing implications

501. *Increase in staffing (+0.7 position).* While the number of staff has remained about the same, there have been some changes, including an increase in the level of a number of professional positions as well as a number of GS-OL posts being replaced with professional posts at the junior level to allow for more flexibility in rotating VWS staff between different field duty stations.

Previous staffing	
Chief, VWU (P-5)	No substantial change
Administrative Officer (P-3)	Abolished
Administrative Assistant (GS-OL)	No substantial change
Support Unit	
Support Officer (P-3)	Abolished
Associate Support Officer (P-2) x3 (1 is GTA)	No substantial change; GTA converted x1
Senior Support Assistant (GS-PL)	No substantial change
Support Assistant (GS-OL) x6	No substantial change x3; Abolished x3
Field Support Assistant (GS-OL) x8	No substantial change x4; Abolished x4
Protection Unit	
Head, Protection Unit (P-4)	No substantial change
Psychologist / Psychological Trauma Expert (P-3), GTA	No substantial change, GTA converted
Analyst (P-3)	No substantial change
Associate Analyst (P-2), GTA (0.7 FTE)	No substantial change, GTA converted
Associate Psychologist (P-2), GTA	No substantial change, GTA converted
Associate Protection Officer (P-2) x8 (4 are GTAs, 0.7 FTE each)	Substantial change - abolished
Field Confidential Accounts Assistant (GS-OL) x2	Abolished
Confidential Accounts Assistant (GS-OL)	No substantial change
Protection Assistant (GS-OL) x2 (1 is GTA)	No substantial change; GTA converted x1
Data Entry Clerk (GS-OL), GTA	Abolished
Business Analyst (P-3), GTA	Abolished

Revised staffing	
Chief, VWS (P-5)	Maintained
Senior Manager (P-4)	New
Senior Administrative Assistant (GS-PL)	New
Administrative Assistant (GS-OL) x2	Maintained x1; New x1
Situation Teams	
Senior Manager (P-4) ¹⁸⁸ x2	Maintained
Team Leader (P-3) x3	New
Associate Welfare Officer (P-2) ¹⁸⁹ x5	Maintained x1; GTA converted x1; New x3
Associate Case Officer (P-2) x3	Substantially changed
Associate Team Leader (P-2) x5	Substantially changed
Associate Field Case Officer (P-2) x5	New
Senior Case Management Assistant (GS-OL) x3	Maintained x2; GTA converted x1
Case Management Assistant (GS-OL) x3	Maintained
Field Case Management Assistant (GS-OL) x14	Maintained
Psychological Support Team	
Psychologist (P-3)	GTA converted
Associate Psychologist (P-2) ¹⁹⁰ x2	Maintained x1; GTA converted x1
Senior Welfare Assistant (GS-PL) ¹⁹¹	Maintained
Planning and Administration Team	
Planning Officer (P-3) ¹⁹²	Maintained
Associate Planning Officer ¹⁹³ (P-2)	GTA converted

¹⁸⁸ Position titles before *ReVision* were Head, Protection Unit (P-4) and Operations Officer (P-4), respectively.

¹⁸⁹ Position title of one post of Associate Welfare Officer (P-2) before *ReVision* was Associate Support Officer (P-2) (GTA).

¹⁹⁰ Position title of one post of Associate Psychologist Officer (P-2) before *ReVision* was Associate Support Officer (P-2).

¹⁹¹ Position title before *ReVision* was Senior Support Assistant (GS-PL).

¹⁹² Position title before *ReVision* was Administrative and Operations Officer (P-3).

¹⁹³ Position title before *ReVision* was Associate Administrative and Operations Officer (P-2).

Operations Unit	
Operations Officer (P-4)	No substantial change
Administrative and Operations Officer (P-3)	No substantial change
Field Witness Officer (P-3) x3	Substantial change – abolished
Senior Operations Assistant (GS-OL)	No substantial change
Operations and Field Coordination Assistant (GS-OL) x2	No substantial change x1; Abolished x1
Trial Operations Assistant (GS-OL), GTA (0.7 FTE)	Substantial change - abolished
Field Operations and Protection Assistant (GS-OL) x10	No substantial change
Associate Administrative and Operations Officer (P-2), GTA (0.7 FTE)	No substantial change, GTA converted
Legal Unit	
Associate Legal Officer (P-2) x2 (1 is GTA, 0.7 FTE)	Substantial change - abolished
Assistant Legal Officer (P-1), GTA	Abolished

Administrative Assistant (GS-OL) x3 ¹⁹⁴	Maintained x2; New x1
Case Development/Analysis Team	
Analyst (P-3)	Maintained
Associate Analyst (P-2)	GTA converted
Assistant Analyst (GS-PL) x2	New
Legal Support Team	
Legal Officer (P-3)	New
Associate Legal Officer (P-2)	Substantially changed

Victims and Witnesses Section	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision	1	2	9 ¹⁹⁵	13.9 ¹⁹⁶	1	26.9	1	34.7 ¹⁹⁷	35.7	62.3¹⁹⁸
Revised	1	3	7	23	-	34	4	25	29	63
Difference	0	+1	-2	+9.1	-1	+7.1	+3	-9.7	-6.7	+0.7¹⁹⁹

(v) Staffing after the reorganisation

502. The Chief of the Victims and Witnesses Section (P-5) is responsible for the overall management of VWS. In close coordination with the Director of the Division of External Operations, the Chief also initiates and follows up on negotiations on relocation agreements. The Chief enforces compliance with policies and procedures, with a specific focus on witness information management, financial information management and incident review. She/he also oversees VWS operations in the field. Although VWS field staff are embedded in the Field Office and report for administrative purposes to the Chief of Field Office, they continue to report on substantive matters directly to the Chief of VWS at Headquarters. As such, the Section Chief also maintains close contacts with Chiefs of Field Offices. An *Administrative Assistant (GS-PL)* supports the Chief.

503. Two *Senior Managers (P-4)* manage the Situations Teams and are responsible for the daily functioning of the teams. The Senior Managers focus on operational issues concerning witnesses, oversee support and relocation operations and take care of tactical planning of situations and resources. A third *Senior Manager (P-4)* is responsible for the various Services teams, such as the Case Development team, the Psychological Support team, the Planning team and the Legal team. The Services teams provide support to the day-to-day activities of the operational teams and specialist support (primarily budget and legal) to the Chief.

504. The Situations Teams are divided into sub-teams headed by three *Team Leaders (P-3)* who are responsible for their respective teams at Headquarters and in the field, and for the case

¹⁹⁴ Position titles before *ReVision* were Confidential Accounts Assistant (GS-OL) and Senior Operations Assistant (GS-OL), respectively.

¹⁹⁵ Seven P-3 established posts (7.0 FTE) and two GTA positions (2.0 FTE).

¹⁹⁶ Seven P-2 established posts (7.0 FTE) and nine GTA positions (6.9 FTE).

¹⁹⁷ Thirty-two (32) GS-OL established posts and three GTA positions (2.7 FTE).

¹⁹⁸ VWU staffing structure for 2015 comprised a total of 50 established posts and 15 GTA positions, equivalent to 12.3 FTE. Total number of positions was 62.3 FTE.

¹⁹⁹ Slight variation in the total due to rounding-up of individual FTEs.

management of all VWS clients in the situation countries and related judicial proceedings assigned to them. This includes processing and evaluating requests for referrals and recommending a course of action to the respective Senior Managers. They are supported by three *Associate Case Officers (P-2)* and three *Senior Case Management Assistants (GS-OL)*, as well as three *Case Management Assistants (GS-OL)* who are responsible for the appearance of witnesses in the proceedings and the case development of those in the care of VWS.

505. For each situation country with active VWS operations, Team Leaders have a field-based team of staff that focus on the actual implementation of services in the field. This includes five *Associate Team Leaders (P-2)* who manage the field operations in the situation country assigned to them, including the Initial Response System. Five *Associate Welfare Officers (P-2)* are responsible for providing welfare and support, in coordination and consultation with the Psychologist (P-3). Furthermore, five *Senior Field Case Management Assistants (P-2)* execute protection and support activities in their respective Field Offices, supported by fourteen *Field Case Management Assistants (GS-OL)*.

506. The *Psychologist (P-3)* heads the Psychological Support Unit and is responsible for assessing and managing witnesses in the protection programme by mitigating the psychological impact of protection measures and evaluating the suitability of witnesses to enter into a protection programme. This is particularly relevant for witnesses who are awaiting permanent relocation. The Unit also includes two *Associate Psychologists (P-2)* and a *Senior Welfare Assistant (GS-PL)*.

507. The Planning and Administration Unit (PAU) supports the operational teams in arranging witness travel to and from the Court or in the course of their protective movements, and provides oversight of covert and overt expenditures in all of the situations in relation to witness management. PAU liaises with calling parties, operational teams, Court staff and witnesses in order to maintain a detailed schedule of the appearance of witnesses at Court. PAU consists of a *Planning Officer (P3)*, an *Associate Administrative Officer (P-2)*, and four *Administrative Assistants (GS-OL)*.

508. The Chief and three Senior Managers are supported by a small team of Administrative Assistants (also known as Office Management Team or OMT) consisting of a *Senior Administrative Assistant (GS-PL)* and two *Administrative Assistants (GS-OL)*. The Senior Administrative Assistant provides overall management of the functioning of the Case Management System, supervision of the Office Management Team and is first point of contact for enquiries directed at VWS and, with the OMT, provides a 'front office' for all incoming and outgoing enquiries. The OMT collates all staff data and presents all pre-mission plans for the consideration of the Chief. The OMT provides all administrative support to the VWS Senior Management Team.

509. The Case Development team consists of an *Analyst (P-3)*, an *Associate Analyst (P-2)*, and two *Assistant Analysts (GS-PL)*, which represents a moderate reinforcement of the Unit's analytical abilities in order to provide more accurate and comprehensive risk assessments for protected victims and witnesses.

510. Lastly, the *Legal Officer (P-3)* and the *Associate Legal Officer (P-2)* provide legal advice on operational issues and draft filings and a high number of notes verbales, which requires regular access to the confidential case work, and contribute to the drafting of memorandums of understanding and relocation agreements.

(vi) Capacity to absorb future workload increases

511. *Limited.* Protection and support to the victims, and particularly witnesses, is a crucial task for the Registry, with the most direct impact on judicial proceedings. The workload of VWS is dictated primarily by OTP, the Defence and Chambers as they refer individuals to VWS for the Section's protective measures. This is an area where an increase in the number of protected individuals will frequently require a corresponding increase in Registry resources. The protection of a witness and his/her family costs on average €25,000 per year. This includes a number of fixed costs, such as accommodation, healthcare, education and living allowances, which cannot be readily reduced by the economies of scale or efficiencies achieved. At the same time, providing support to witnesses entails labour intensive psychological support and personalised assistance. In 2016, VWS has to cater for about 130 witnesses and other protected individuals, in addition to continuing to provide the protection and other services guaranteed by the Rome Statute to all 360 witnesses who had been admitted to the protection programme in the previous years. Such a drastic increase in the number of witnesses to be protected led to an increase in the Registry's requested resources for 2016, which was approved by the Assembly.

512. *Reduced increases in travel.* However, as mentioned, the structural changes introduced in the reorganisation provide an effective tool to absorb, to a certain extent, travel-related workload increases. While further cultural and procedural change with a clear governance structure needs to be developed in the context of organisational development, efficiencies for the 2017 and future budgets are equally expected. Going forward, the VWS travel budget is expected to be 30 to 40 per cent lower than it would have been had the previous structure still been in place.²⁰⁰

(vii) Organisational development plans

513. In the context of organisational development, the following actions have been undertaken or are planned by the Victims and Witnesses Section:

- Develop a comprehensive strategy on witness relocation and other forms of witness-related cooperation with States.
- Strengthen cooperation with OTP and with parties in the proceedings; review and update the OTP-VWS protocol, which is fundamental to ensuring an effective working relationship, as well as develop a protocol for relations with the Defence.
- Identify gaps in SOPs and practices in order to provide concrete guidelines emanating from the applicable legal provisions or to cover for areas not envisaged by any legal texts thus far.
- Further develop the Witness Case Management System; while it has already brought the benefits of faster decision-making, further efforts should be made as regards timely development of exit strategies for witnesses under VWS care and in relation to effective implementation systems.
- Strengthen VWS activities in the field, including measures to ensure effective use of and accountability for financial resources.

²⁰⁰ See chapter III.A(ii), paras. 140-141.

- Develop a field manual, aimed at ensuring a consistent handling of all witnesses, whether for OTP or Defence, with a clear overview of the rights and obligations of VWS staff and of all witnesses.

R. Public Information and Outreach Section

514. Public Information and Outreach Section (PIOS), formerly known as Public Information and Documentation Section (PIDS), ensures that the Court proceedings are accessible to the public, engages in outreach and promotes awareness of the Court's activities and mandate among media representatives, affected communities and other global audiences to ensure a proper understanding of and public support for the Court and its activities. The Section is thus based on four pillars: outreach, public affairs, audio-visual products, and visits and events.

(i) Main problems identified

515. *Outreach function insufficiently developed.* Reaching out to the victims and the communities affected by the crimes which are under the Court's judicial determination is essential for the delivery of justice to those for whom the Rome Statute was established. Outreach activities are driven both by the Registry, as per identified needs, and are also specifically ordered by the Chambers.²⁰¹ While PIDS had, over the years, formulated a variety of strategy documents, a number of set objectives still needed to be put into practice, which was largely due to insufficient resources. The situation was also exacerbated by general problems in the field, including the lack of adequate management of field staff.²⁰²

516. *Public affairs function and on-line presence insufficiently developed.* There was insufficient clarity on how best to promote the visibility of the Court, and how to develop appropriate messages and engage in discussions about the Court. This problem, too, was linked to limited staffing resources, and was most noticeable in the area of on-line communication. The Court's website was not adequate in terms of design or content, nor was it well-suited to mobile devices. Social media were not sufficiently used. A growing number of journalists, academics and stakeholders were subscribing to the social media of third parties in order to obtain the latest information on judicial developments and the Court in general, frequently in the absence of sufficiently innovative or interesting information released by the Court itself. While the Court had taken some steps to improve its online capabilities over the past years, it needed to further develop these and implement an on-line communications strategy in order to reach vast audiences across the globe.

²⁰¹ See for example, "Judgment on the appeals against the 'Decision establishing the principles and procedures to be applied to reparations' of 7 August 2012 with AMENDED order for reparations (Annex A) and public annexes 1 and 2", *Lubanga*, ICC-01/04-01/06-3129-AnxA, para. 52. See also Ongwen: "Decision Establishing Principles on the Victims' Application Process", ICC-02/04-01/15-205, para. 11.

²⁰² See chapter IV.S(i), para. 534.

(ii) Solutions found and efficiencies achieved

517. *Strengthened outreach, both at Headquarters and in the field.* Additional resources have been added to the Outreach Unit at Headquarters, in particular one Outreach Policy Officer (P-3) to assist the Head of the Outreach Unit in strengthening the Court's capacity to develop outreach strategies and policies in a centralised way for all situations before the Court. These strategies are then implemented by the field staff, where there is a Registry field presence, or by the Outreach Unit itself in situation countries where the Court lacks a field presence. In situation countries with a field presence, outreach field staff operate within cohesive teams, together with staff dealing with victim participation, which improves coordination among staff and produces efficiencies in that it allows flexibility in dealing with shifting priorities and workload increases.²⁰³ At the same time, more experienced professional staff are required to perform these functions (P-3, from previously P-2). These field staff now perform outreach activities under the supervision of a Chief of Field Office (P-5), but within strengthened strategic and central policy guidance from Headquarters. As such, outreach is strengthened both at Headquarters and in the field, both from a substantive perspective and a perspective of an increased number of activities.

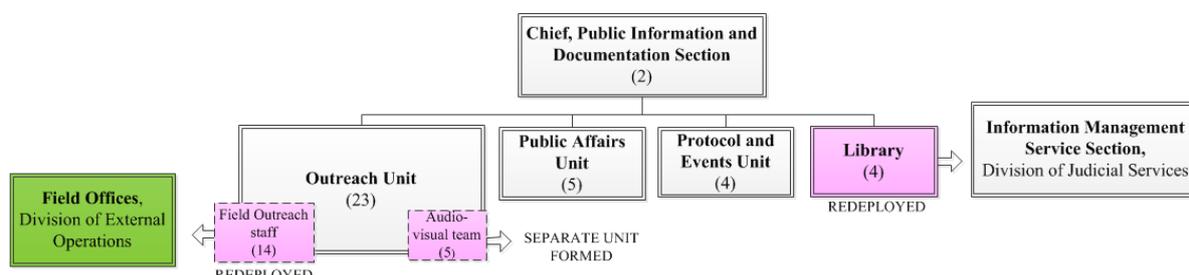
518. *Strengthened public affairs, particularly in online communication.* The Public Affairs Unit has been reinforced, mainly in relation to the Court's website and for the development and implementation of a social media and online communications strategy. The Court's website and social media are cost-effective means of reaching wide-ranging audiences, but they also require resources, staffing and expertise if they are to be used effectively. They require continued engagement, frequent innovation, as well as the monitoring of online contributions. Two new posts, Public Affairs Officer (P-3) and Online Communications Assistant (GS-OL), will be crucial in this regard. With enhanced public affairs capacity, PIOS can now take a stronger role in devising a plan for the use of these tools for the benefit of the Court, such as in the provision of general information about the Court, judicial developments and relevant outreach activities. These will be tailored to different audiences and will contribute to their increased awareness of the Court's activities and may thus increase their interest in or support to the Court. This, in turn, may translate into a series of tangible benefits to the Court, including mobilising relevant actors and audiences in States not yet party to the Rome Statute to join the Rome Statute system, reaching out to underrepresented regions regarding career opportunities at the Court, or reaching out to potential donors to the Trust Fund for Victims and other trust funds.

519. *Streamlined and lighter PIOS structure.* The Audio-visual Unit is now placed directly under the Chief of Section rather than under the Head of Outreach due to its importance and the fact that it provides services not only to outreach but also to the other Units of the Section, other Registry Sections and indeed to the entire Court. This allows the Chief to prioritise the Unit's work and deal with conflicting requests from different clients. Furthermore, the Library was redeployed from PIOS to the Information Management Services Section, while the legal function within PIOS has been moved to form part of the centralised and strengthened Registry Legal Office.

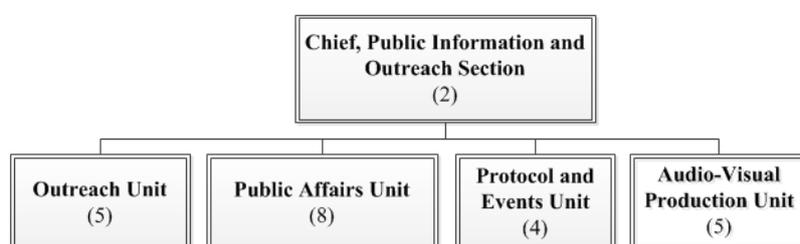
²⁰³ See chapter IV.S(ii), para. 538. Since in the new structure field staff are within a separate sub-programme for the Field Offices, they do not appear in the PIOS staffing table.

(iii) Overview of structural changes

Previous structure:



Revised structure:



(iv) Staffing implications

520. *Reduction in staffing (-14 positions).* The nominal decrease in staffing and staff costs is the result of: (i) redeployment of the Library, consisting of four posts, to the Information Management Services Section; (ii) incorporation of all fourteen field staff, who were already physically located within the Field Offices, into the newly-created sub-programme for Field Offices; and (iii) abolishment of two legal positions, with the legal function being centralised in the Legal Office. On the other hand, two notable staffing increases include: (i) the creation of three new posts in the Outreach Unit at Headquarters to strengthen the outreach function; (ii) and the creation of three new posts in the Public Affairs Unit to strengthen the public affairs function.

Previous staffing	
Chief, PIDS (P-5)	No substantial change
Administrative Assistant (GS-OL)	No substantial change
Outreach Unit	
Head, Outreach Unit (P-4)	No substantial change
Associate Legal Officer (P-2) x2	Abolished
Associate Outreach Officer (P-2)	No substantial change
Field Outreach Coordinator (P-2) x3	Substantial change – abolished
Field Associate Legal Outreach Coordinator (Darfur / Libya) (P-2)	Abolished
Audio-visual Producer (P-2)	No substantial change
Field Senior Outreach Assistant (GS-PL) x2 (DRC and CAR)	Abolished
Production Assistant (GS-PL)	No substantial change
Field Outreach Assistant (GS-OL) x8	No substantial change
Audio-visual Technician (GS-OL)	No substantial change
Audio-visual Technician (GS-OL), GTA	No substantial change, GTA converted
Administrative-Finance Assistant (GS-OL), GTA	Abolished

Revised staffing	
Chief, PIOS (P-5)	Maintained
Administrative Assistant (GS-OL)	Maintained
Outreach Unit	
Head, Outreach Unit (P-4)	Maintained
Outreach Policy Officer (P-3)	New
Associate Outreach Officer (P-2) x2	Maintained x1; New x1
Outreach Assistant (GS-OL)	New
Audio-visual Production Unit	
Head, Audio-visual Unit/Audio-visual Producer (P-2)	Maintained
Audio-visual Production Assistant (GS-OL) x2	Maintained x1; New x1
Audio-visual Technician (GS-OL) x2	Maintained x1; GTA converted x1
Public Affairs Unit	
Head, Public Affairs Unit (P-4)	Maintained
Public Affairs Officer (P-3)	New
Associate Public Affairs Officer (P-2)	Maintained

Public Affairs Unit	
Spokesperson/Head, Public Affairs Unit (P-4)	No substantial change
Associate Public Affairs Officer (P-2)	No substantial change
Graphic Designer (GS-OL)	No substantial change
Graphic Designer and Website Developer (GS-OL), GTA (0.5 FTE)	Abolished
Public Information Assistant (GS-OL)	No substantial change
Public Affairs Officer (Online presence) (P-2), GTA (0.5 FTE)	No substantial change, GTA converted
Protocol and Events Unit	
Protocol and Events Officer (P-3)	No substantial change
Protocol and Events Assistant (GS-OL) x3 (1 is GTA)	No substantial change, GTA converted
Library ²⁰⁴	
Chief Librarian (P-4)	Substantially changed - abolished
Associate Library Officer (P-2)	No substantial change
Library Assistant (Acquisitions) (GS-OL)	No substantial change
Library Assistant (Systems) (GS-OL)	No substantial change

Associate Online Officer (P-2)	GTA converted
Graphic (Media) Designer (GS-OL)	Maintained
Online Communications Assistant (GS-OL)	New
Public Information Assistant (GS-OL) x2	Maintained x1; New x1
Protocol, Events and Visits Unit	
Head, Protocol, Events and Visits Unit (P-3)	Maintained
Protocol and Events Assistant (GS-OL) x3	Maintained x2; GTA converted x1

Public Information and Outreach Section	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision	1	3	1	10.5 ²⁰⁵	-	15.5	3	19.5 ²⁰⁶	22.5	38²⁰⁷
Revised	1	2	3	5	-	11	-	13	13	24
Difference	0	-1	+2	-5.5	-	-4.5	-3	-6.5	-9.5	-14

(v) Staffing after the reorganisation

521. The *Chief of PIOS (P-5)* conceptualises, designs, and oversees the implementation of the Court's public information and outreach strategies. The Chief does so by working closely with the Chiefs of Field Offices, under the overall guidance of the Director of the Division of External Operations. The Chief manages the Section, assisted by an *Administrative Assistant (GS-OL)* who provides administrative support to the Chief and the rest of the Section.

522. The *Head of the Outreach Unit (P-4)* develops, manages and coordinates the implementation of the Outreach strategy in the Unit. The Head is also responsible for expanding and strengthening the Court's network of outreach partners, such as universities, international organisations, States Parties, NGOs and other stakeholders relevant and necessary in assisting the Court in its outreach mission, both in situation countries and globally.

523. The Head is supported by the *Outreach Policy Officer (P-3)*, two *Associate Outreach Officers (P-2)*, and an *Outreach Assistant (GS-OL)*. The outreach team initiates and develops outreach operations in situation countries, following judicial developments in The Hague and remaining in close contact with the field in order to determine exact needs. The team conducts outreach sessions for affected communities and training for journalists, NGOs, legal practitioners and academia. The team also seeks to develop regional partnerships in countries where the Court has no or only a limited field presence.

²⁰⁴ Three posts (one P-2 and two GS-OL) which did not undergo substantial change have been redeployed from the Library to the Information Management Services Section.

²⁰⁵ Ten P-2 established posts (10.0 FTE) and one P-2 GTA position (0.5 FTE).

²⁰⁶ Sixteen (16) GS-OL established posts (16.0 FTE) and four GS-OL GTA positions (3.5 FTE).

²⁰⁷ PIDS staffing structure for 2015 comprised a total of 34 established posts and five GTA positions, equivalent to 4.0 FTE. Total number of positions was 38 FTE.

524. *The Head of the Audio-visual Unit (P-2)* is responsible for all audio and video productions of various events, including press briefings and press conferences, welcoming ceremonies, statements by Principals and senior officials. The Head is assisted by two *Audio-visual Production Assistants (GS-OL)* who follow hearings and draft scripts for the audio-visual summaries of the proceedings for the field. They distribute relevant audio-visual products to the media and the field offices. The two *Audio-visual Technicians (GS-OL)* are responsible for editing audio and video products, uploading them onto the Court's website and ensuring further dissemination.

525. *The Head of the Public Affairs Unit (P-4)* is the Spokesperson of the Court, providing information to the media, the general public or other groups through press releases, statements, interviews, briefings and presentations. The Head identifies exposure opportunities with international and national media, and seeks to establish effective relations with media representatives. The Head also provides advice to senior officials on issues concerning media relations.

526. The Public Affairs Unit also consists of a *Public Affairs Officer (P-3)*, an *Associate Public Affairs Officer (P-2)*, an *Associate Online Officer (P-2)*, a *Graphic (Media) Designer (GS-OL)*, an *Online Communications Assistant (GS-OL)*, and two *Public Affairs Assistants (GS-OL)*. The team prepares various information products, deals with press and general public enquiries and media requests, reviews and/or drafts press releases and media kits, monitors the media, disseminates press releases, weekly updates and other information, and organises press conferences. In relation to online communication, the team is responsible for implementing online media strategy, ensuring that the design and content of the website and social media support the Court's objectives, and managing initiatives via web social media/online communities, moderating dialogue on issues in multiple online communities and conducting and tracking the Court's online campaigns.

527. *The Head of the Protocol, Events and Visits Unit (P-3)* organises and coordinates visits and events which include high-level representatives of States, international organisations and other relevant stakeholders, but also large numbers of the general public attending hearings and visiting the Court. The Head is supported by three *Protocol and Events Assistants (GS-OL)* who receive and process all applications for visits, schedule visits, identify suitable speakers from within the Court and undertake the necessary logistical arrangements. The Unit also supports the organisation of International Criminal Court seminars in The Hague and, when funded externally, abroad.

(vi) Capacity to absorb future workload increases

528. *High.* The redesigned, streamlined and strengthened PIOS is more able to absorb future workload increases. PIOS structure is fit for purpose for a foreseeable future.

529. However, PIOS is one of the three Registry Sections at Headquarters that requested additional resources after the reorganisation,²⁰⁸ due to the move to the new premises. The Court's interim premises had no public area. As such, security guards temporarily performed a reception-like function. This was not optimal as it hampered their primary (security) functions, but was possible as the reception was located close to the security screening area. The Court's permanent premises incorporate a large public area requiring a reception with adequately trained receptionists able to

²⁰⁸ See chapters II.C and II.D on financial envelope of the *ReVision* exercise and relation to 2016 programme budget respectively, paras. 23-37.

guide and inform the public. At the same time, the reception area in the permanent premises is further away from the security screening area which makes it unfeasible for security staff to cover reception. Hence, two *Receptionists (GS-OL)* were requested by the Registry in the 2016 proposed budget and were approved by the Assembly.²⁰⁹

(vii) Organisational development plans

530. In the context of organisational development, the following actions have been undertaken or are planned by the Public Information and Outreach Section:

- Coordinate yearly outreach strategies per situation country, in close cooperation with the Field Offices and under the supervision of the Director of External Operations.
- Develop a yearly plan for audio-visual production and, if required, funding requirements for its implementation.
- Develop a yearly plan for the use of social media.
- Develop guidelines for cooperation with Presidency/Chambers to ensure effective communication about important judicial developments, with clear distribution of responsibilities in relation to the output required, roles and deadlines, in close cooperation with the Registry Legal Office.
- Further develop and go live with new website.
- Strengthen cooperation with OTP and work closely with OTP in identifying possible synergies.

S. Field Offices

531. Field Offices are time-bound and scalable Registry representations in the situation countries. They serve as a staging post for the Court's operations – those of the Registry, Office of the Prosecutor, defence counsel, victim representatives and the Trust Fund for Victims – offering office space, vehicular support for missions and communications material and tools. They are also a source of information for Headquarters in terms of socio-political and security developments in the situation countries, many of which influence the way the Court conducts its operations. The Field Offices should develop and maintain relationships with key partners on the ground, including State representatives, international governmental organisations, media, NGOs and civil society groups in order to assist various Court actors in the execution of their roles in the field.

532. As such, the Field Offices are an effective way of bridging the gap between the Court, based in The Hague, and its operations in the situation countries, thousands of kilometres away from Headquarters. Fully operational Field Offices contribute in a myriad of ways to the successful conduct of trials at the seat of the Court. Without Field Offices and field operations, victims would be unable to participate in the proceedings and witnesses could not be protected, affected communities would not be informed, necessary support and cooperation from national authorities and international

²⁰⁹ Approved programmed budget 2016.

organisations in the field could not be secured, and parties and participants in the Court proceedings could not perform their tasks. In other words, justice would not be delivered.

(i) Main problems identified

533. *Insufficiently strong representational field presence.* The old Field Office structure did not allow for a clear and visible Registry presence in the field, thereby hampering the development and maintenance of adequate relations with the national authorities, international governmental organisations, NGOs, media, civil society groups and the general public. Field Offices were led by Field Office Managers (P-3), with the exception of the Kenya Field Office, which was headed by a Registry Task Force Coordinator (P-4). Field Office Managers were, however, not considered, nor were these positions classified to be considered, as Registry representatives in the field who would establish and maintain effective relationships with the above-mentioned partners and audiences. This meant that for many exchanges with the relevant counterparts in the field, Registry staff from Headquarters had to travel to the field, which both hampered the timely execution of the relevant operations and led to unnecessary travel and travel costs. Lack of visibility of the Field Offices also limited outreach and public information possibilities. This problem was identified not only by the ReVision team but also by the Office of Internal Audit which highlighted as highly problematic the Registry's "[r]educed relevance due to the *lack of a Registry representative* in the field".²¹⁰

534. *Inadequate management and control over Field Offices.* The Field Office Manager and the Task Force Coordinator had no managerial role or control with respect to the work of the field staff, other than local administrative and logistical staff, notably cleaners and drivers. Registry staff in the Field Offices reported to their respective Sections at Headquarters: field security staff to the Safety and Security Section, field outreach staff to the Public Information and Documentation Section, field victims participation and reparations staff to the Victims Participation and Reparations Section and so forth. Even for structural purposes, these field positions were included within the respective Sections. This prevented effective management of and control over the field staff, even at the most basic managerial level (e.g. Field Office Managers not being informed of absences or official travel by field staff). It also created fertile ground for potential abuse of authority by staff members, such as with the case of the sexual abuse of four individuals under the Court's protection programme by a staff member in the Democratic Republic of the Congo which came to light in 2013.²¹¹

535. *Inflexible and insufficiently coordinated field workforce.* Such a compartmentalised approach to the work in the field also created a highly inflexible and uncoordinated field workforce. The work of a Field Office depends greatly on the stage of investigative or judicial activities and therefore fluctuates according to concrete needs. With field staff specialised in only one area, fluctuations in the nature and intensity of work could not be adequately addressed. Furthermore, the structural separation of field staff by function led to lack of coordination among field staff, as well as lack of coordination at Headquarters. Sections/Units were planning and implementing activities which they managed independently of each other, with no overall coordination, which produced sub-optimal results. The existing strategies were partly overlapping and did not articulate any expectation of synergies of working together. Furthermore, a considerable amount of time, energy and resources were spent

²¹⁰ See para. 9 above, emphasis added.

²¹¹ See Independent Review Team, Public Report, Post Incident Review of Allegations of Sexual Assault of Four Victims Under the Protection of the International Criminal Court in the Democratic Republic of Congo by a Staff Member of the Court, available at: <https://www.icc-cpi.int/iccdocs/registry/Independent-review-team-ReportEng.pdf>

awaiting decisions from Headquarters, particularly when conflicting and/or competing requests from field-based Registry staff arose. The Office of Internal Audit listed first among the shortcomings of the Registry's field operations: "[l]ack of coherence, cooperation, communication and oversight of field functions due to *functional silos*."²¹²

(ii) Solutions found and efficiencies achieved

536. *Stronger Registry representation through a Chief of Field Office.* The position of Chief of Field Office (P-5) is introduced in the new structure, only once the Field Office is fully operational during the most intensive phase of pre-trial and trial activities, with the Chief covering sometimes more than one Office simultaneously. The Chief of Field Office represents the Registrar in the situation country or countries and plays a leading role in developing effective relationships with government authorities, diplomatic missions, national and international organisations, NGOs, press, media and civil society, to support Registry and Court operations in various areas, including those pertaining to diplomatic, protocol and consular, judicial and operational cooperation. Such high-level representation ensures that requests for judicial or operational cooperation are dealt with in a more efficient and timely manner, since the Chief is able to quickly address any need that may arise in these contexts. This also significantly reduces the need for travel from Headquarters and thus produces savings.²¹³

537. *Strengthened field management and control over field operations under the Chief of Field Office.* The establishment of the positions of Chiefs of Field Offices, at the peak of a Field Office cycle, ensures effective management of staff and field resources, as well as more effective control over field operations generally. All staff in the field will report directly to the Chief of Field Office, with the sole exception of staff dealing with witnesses support.²¹⁴ This means that the parallel and numerous reporting lines from the field to Headquarters that prevailed in the previous structure are removed. Field staff nonetheless continue to rely on the relevant substantive Sections at Headquarters for specialised advice and practical support. As the manager of all field staff, the Chief of Field Office is responsible for managing and coordinating all Registry operations and services on the ground. Bearing in mind the limited resources of each Field Office, efficiencies will be achieved in the management of the Registry's human and financial resources through the proper planning and prioritisation of field needs by the Chief. Strengthened management and control over field staff also greatly minimises the risks of any possible abuse of authority by field staff. When the Field Office is not at the height of its activities and when staffing levels in the field are low, such as during the early stage when the activities relate mostly to OTP investigations, the Office is managed by an Administration and Operations Officer (P-3) to whom the relevant field staff report.

538. *More flexible and coordinated field workforce.* Outreach and victims' participation/reparation field staff operate in teams. They are all authorised to perform both outreach and victims' participation/reparation functions, as needed. This provides greater flexibility in dealing with the changes in the nature and level of activities in the field, depending on investigative and judicial developments. This represents the most efficient use of the Court's resources in the field, while improving the coordination of field activities. At the same time, the empowerment of the Chief of

²¹² See para. 9 above, emphasis added.

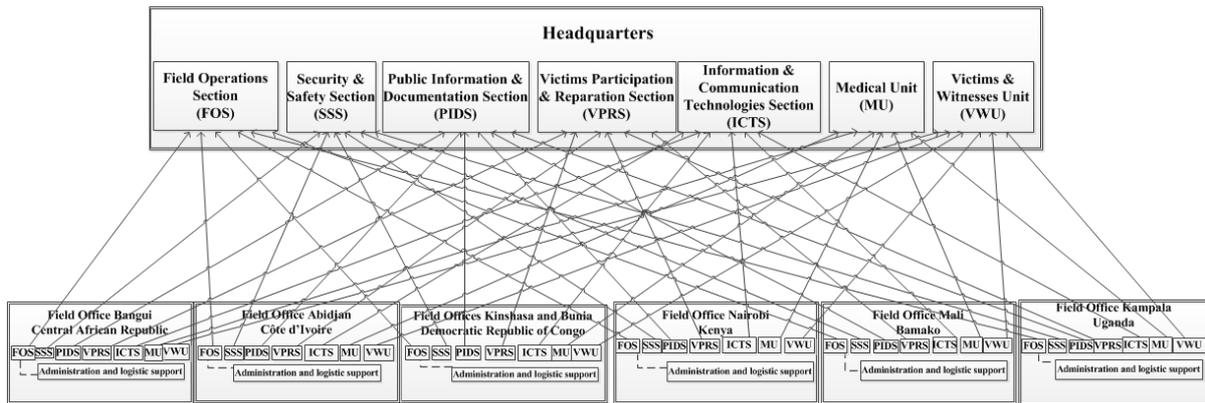
²¹³ See chapter III.A(ii), paras. 142-143.

²¹⁴ They report directly to the Chief of the Victims and Witnesses Section at Headquarters, in the light of the often confidential nature of these activities.

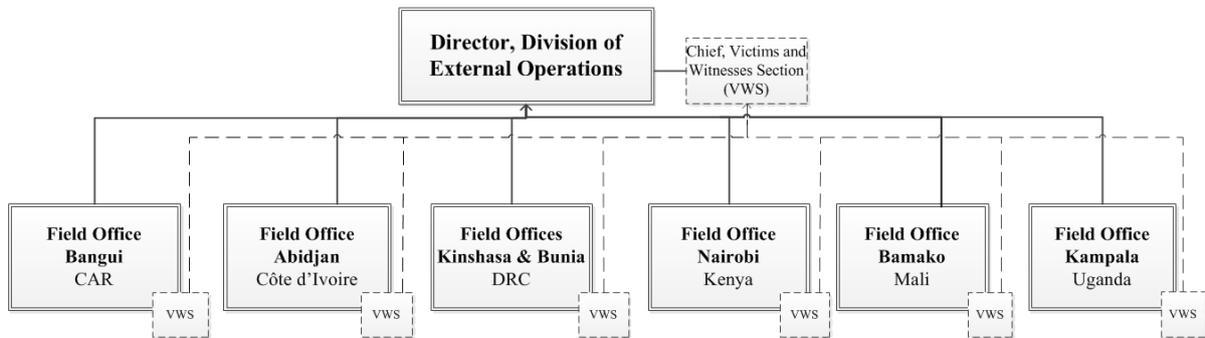
Field Office is instrumental in leading these teams and in ensuring that common and coordinated efforts are now adopted in implementing strategies and that field resources are used most effectively. Better coordination will also ensure a unified approach vis-à-vis external actors, including national authorities and United Nations peacekeeping missions, whose support is indispensable for the conduct of efficient operations on the ground.

(iii) Overview of structural changes

Previous structure:



Revised structure:



(iv) Staffing implications

539. *N/A (new sub-programme)*. Field Offices did not exist as a separate budget sub-programme in the previous Registry budget but the costs of Field Offices were distributed between different Registry sub-programmes of the relevant Sections operating in the field (e.g. Field Operations Section; Public Information and Documentation Section; Victims Participation and Reparations Section; Security and Safety Section; Information and Communication Technologies Section; Victims and Witnesses Unit; and Medical Unit). If all pre-reorganisation field staff from these Sections/Units were to be taken into account, staffing has decreased from the combined total of 86 to 76 staff members.

540. The main changes in staffing in the field in real terms are: (a) the addition of three positions of Chief of Field Office (P-5), two of whom cover more than one office simultaneously; and (b) the replacement of outreach and victim participation staff (P-2) with Field Officers (P-3) who can perform both outreach and victim participation functions. These measures directly address the problems identified in the previous field structure by strengthening Registry representation in the field, ensuring better management and control over field staff and operations, and creating a more flexible and coordinated workforce.

Previous staffing	
Central African Republic (Bangui)	
Field Office Manager (P-3)	No substantial change
Field Security Officer (P-3)	No substantial change
Field Senior Outreach Assistant (GS-PL)	Abolished
Security Lieutenant (Field) (GS-OL)	Abolished
Local Security Assistant (GS-OL)	No substantial change
Field Assistant (VPRS) (GS-OL)	No substantial change
Administrative Assistant (GS-OL)	No substantial change
Field Outreach Assistant (GS-OL)	No substantial change
Driver (GS-OL) x5	No substantial change x3; Abolished x2
Field IT Support Assistant (GS-OL)	Abolished
Senior Driver (GS-OL)	Abolished
Côte d'Ivoire (Abidjan)	
Field Office Manager (P-3) – GTA	No substantial change, GTA converted
Field Outreach Coordinator (P-2)	Substantial change – abolished
Field Assistant (VPRS) (GS-OL), GTA (2 x 0.5 FTE)	No substantial change, GTA converted
Field Outreach Assistant (GS-OL)	No substantial change
Security Lieutenant (Field) (GS-OL)	Abolished
Local Security Assistant (GS-OL)	No substantial change
Administrative Assistant (GS-OL)	No substantial change
Field ICT Assistant	Abolished
Driver (GS-OL) x4	No substantial change
Senior Driver (GS-OL)	No substantial change
Cleaner (GS-OL)	No substantial change
Democratic Republic of Congo (Kinshasa and Bunia)	
Field Office Manager (P-3)	No substantial change
Field Security Officer (P-3)	No substantial change
Field Officer (VPRS) (P-2)	Substantial change – abolished
Field Outreach Coordinator (P-2)	Substantial change – abolished
Forward Field Office Manager (GS-PL)	Abolished
Administrative Assistant (GS-OL) x 2	No substantial change x1; Abolished x1
Security Lieutenant (Field) (GS-OL) x2	Abolished
Field ICT Technician (GS-OL)	Abolished
Field Assistant (VPRS) (GS-OL)	No substantial change
Field Outreach Assistant (GS-OL) x3	No substantial change
Field Senior Outreach Assistant (GS-PL)	Abolished
Local Security Assistant (GS-OL) x2	No substantial change
Driver (GS-OL) x8	No substantial change
Senior Driver (GS-OL)	Abolished
Cleaner (GS-OL) x2	No substantial change
Kenya (Nairobi)	
Registry Task-Force Coordinator (P-4)	Abolished
Field Security Officer (P-3)	No substantial change
Field Outreach Coordinator (P-2)	Substantial change – abolished
Field Outreach Assistant (GS-OL) x2	No substantial change x1; Abolished x 1
Field Officer (VPRS) (P-2)	Substantial change - abolished
Field Assistant (VPRS) x2	No substantial change x 1; Abolished x 1
Administrative Assistant (GS-OL)	No substantial change
Security Lieutenant (Field) (GS-OL) x2	Abolished
Driver (GS-OL) x3	No substantial change x2; Abolished x1
Mali (Bamako)	
Field Office Manager (P-3)	No substantial change
Field Security Officer (P-3), GTA	Abolished
Administrative Assistant (GS-OL), GTA	No substantial change,

Revised staffing	
Central African Republic (Bangui)	
Administration and Operations Officer (P-3)	Maintained
Field Security Officer (P-3)	Maintained
Field Assistant (GS-OL) x2	Maintained
Local Security Assistant (GS-OL)	Maintained
Administrative Assistant (GS-OL)	Maintained
Cleaner (GS-OL)	New
Driver (GS-OL) x3	Maintained
Côte d'Ivoire (Abidjan)	
Chief of Field Office (P-5)	New
Administration and Operations Officer (P-3)	GTA converted
Field Security Officer (P-3)	New
Field Officer (Outreach) (P-3)	Substantially changed
Associate Field Security Officer (P-2)	New
Field Assistant (GS-OL) x2	GTA converted
Local Security Assistant (GS-OL)	Maintained
Administrative Assistant (GS-OL)	Maintained
Senior Driver (GS-OL)	Maintained
Driver (GS-OL) x4	Maintained
Cleaner (GS-OL)	Maintained
Democratic Republic of Congo (Kinshasa and Bunia)	
Chief of Field Office (P-5)	New
Administration and Operations Officer (P-3) x2	Maintained x1; New x1
Field Security Officer (P-3)	Maintained
Field Officer (VPRS) (P-3)	Substantially changed
Field Officer (Outreach) (P-3)	Substantially changed
Associate Field Security Officer (P-2)	New
Administrative Assistant (GS-OL)	Maintained
Field Assistant (GS-OL) x4	Maintained
Local Security Assistant (GS-OL) x2	Maintained
Driver (GS-OL) x10	Maintained x8; New x2
Cleaner (GS-OL) x2	Maintained
Kenya (Nairobi)	
Chief of Field Office (P-5)	New
Field Security Officer (P-3)	Maintained
Administration and Operations Officer (P-3)	New
Field Officer (VPRS) (P-3)	Substantially changed
Field Officer (Outreach) (P-3)	Substantially changed
Administrative Assistant (GS-OL)	Maintained
Local Security Assistant (GS-OL)	New
Field Assistant (GS-OL) x2	Maintained
Driver (GS-OL) x2	Maintained
Mali (Bamako)	
Administration and Operations Officer (P-3)	Maintained
Administrative Assistant (GS-OL)	GTA converted
Uganda (Kampala)	
Field Officer (VPRS) (P-3)	Substantially changed
Administration and Operations Officer (P-3)	Maintained
Associate Field Security Officer (P-2)	New
Administrative Assistant (GS-OL)	Maintained
Field Assistant (GS-OL) x2	Maintained x1; New x1
Local Security Assistant (GS-OL)	Maintained
Senior Driver (GS-OL) x2	Maintained x1; New x1
Driver (GS-OL) x2	Maintained
Cleaner (GS-OL)	Maintained

	GTA converted
Security Lieutenant (Field) (GS-OL), GTA	Abolished
Field ICT Assistant (GS-OL), GTA	Abolished
Cleaner (GS-OL) GTA	Abolished
Uganda (Kampala)	
Field Office Manager (P-3)	No substantial change
Administrative Assistant (GS-OL)	No substantial change
Field ICT Technician (GS-OL)	Abolished
Field Outreach Assistant (GS-OL)	No substantial change
Local Security Assistant (GS-OL)	No substantial change
Driver (GS-OL) x2	No substantial change
Senior Driver (GS-OL)	No substantial change
Cleaner (GS-OL)	No substantial change

Field Offices	P-5	P-4	P-3	P-2	P-1	Total P-staff	GS-PL	GS-OL	Total GS-staff	Total staff
Pre-ReVision	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Revised	3	-	17	3	-	23	-	53	53	76
Difference	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

(v) Staffing after the reorganisation

541. In order to understand the staffing requirements in the field, it is useful to outline the expected life cycle of a Field Office.

542. First, the size of each Field Office varies and is subject to the projected level of different activities. These activities include OTP investigative activities, Registry activities in the areas of judicial cooperation, witness protection and relocation, outreach and victim participation, as well as activities of the Defence, legal representatives of victims and the Trust Fund for Victims. There are various developments in a situation which may trigger a review of operations on the ground and, as a consequence, the scaling up or down of Field Offices, such as, for example, where an investigation had been opened but has not resulted in the issuance of warrants of arrest, or where warrants of arrest have been issued but not implemented for a number of years.

543. Normally, Field Offices may have to be established at a relatively early stage of investigative activities. At that point, the Field Offices will primarily focus on providing support to OTP investigative activities. However, a number of other activities may have to be undertaken. This may include: (i) support to VPRS staff or Legal Representatives in relation to the timely organisation of victim participation; (ii) the setting up of systems for witness protection and concrete witness protection activities; and (iii) the organisation of outreach and public information activities as, already at an early stage, government representatives, diplomats, NGOs, civil society and victim organisations, the media and the general public will have questions about and expectations of the work of the Court.

544. In terms of staffing, this early stage normally translates into the following requirements: an Administration and Operations Officer (P-3), supported by a Field Security Officer (P-3), an Administrative Assistant (GS-OL), one or more Drivers (GS-OL) and a Cleaner (GS-OL). They constitute the core team, which is required to identify an appropriate location for a Field Office, to set up the Office and initiate contacts within the relevant authorities of the situation country. In addition, depending on the circumstances, it may be necessary to have a Field Officer (P-3) dealing with outreach and victim participation, as well as one or more staff members from the Victims and

Witnesses Section. At this point, a Chief of Field Office (P-5) is not yet required as the Administration and Operations Officer (P-3) still manages the Office given the relatively low levels of staffing and activities.

545. The next and most resource-demanding stage in the life cycle of a Field Office is during pre-trial and especially trial activities. Then, in principle, all parties and participants in the proceedings may need to be active in the field. The Registry is normally heavily involved in relation to judicial cooperation and operational cooperation issues, in close coordination with and benefiting from the support of the relevant national authorities. This can range from making a local courtroom available for video-link testimonies of witnesses, to facilitating access and movement of Court staff within the country, to assisting in arrest and surrender operations. The Registry's role in cooperation issues also extends to regular liaison with the relevant international organisations, especially UN peacekeeping missions, which provide valuable assistance for the operations of the Court on the ground. Victim participation and outreach staff need to continue and normally intensify their activities as judicial developments unfold. At the same time, this is the busiest time for the Victims and Witnesses Section in the field as witnesses are most exposed and vulnerable during the trial stage and frequently require a series of protective measures, including relocation within and outside the situation country. The Registry also continues to provide support to the activities of OTP, the Defence, legal representatives of victims and the Trust Fund for Victims.

546. It is only during this stage – when the Field Office is involved in many and highly complex activities involving a great number of Registry staff as well as clients who rely on Registry services – that the presence of a Chief of Field Office (P-5) to manage the Office is normally required. The nature and level of activities still depend on judicial developments at Headquarters, as well as on the specific circumstances of each case and the situation country. However, total staffing requirements may grow substantially, particularly during the trial activities. At its peak, a Field Office may have more than twenty staff members, including: the Chief of Field Office (P-5), an Administration and Operations Officer (P-3), supported by an Administrative Assistant (GS-OL), one or two (Associate) Security Officers (P-2; P-3), one or more Local Security Assistants (GS-OL), up to two Field Officers (P-3) dealing with outreach and victim participation, supported by one or two Field Assistants (GS-OL), one or more Victims and Witnesses staff, one or more (Senior) Drivers (GS-OL), and a Cleaner (GS-OL).

547. These staffing levels may be required up to the end of the trial stage and, depending on the circumstances, during the appeal. While it may be expected that, during the appeal stage OTP activities would significantly decrease, other activities, in particular those relating to witness protection, outreach and victim participation and the Trust Fund for Victims, may continue to be required.

548. Staffing levels are expected to reduce considerably after all judicial activities have come to an end. Witness protection activities may still be required for some time, but normally to a much lesser extent than in the previous stages. Outreach will still be necessary in order to explain the outcome of the judicial activities. Staff dealing with victim participation and reparation will also be needed as victims will continue to be engaged in reparation issues. At the same time, the Trust Fund for Victims may remain engaged in its activities which will require Registry support. Depending on the circumstances, however, a steady reduction in the number of staff is expected. The position of the Chief of Field Office may not be necessary during the final stage of the Field Office cycle and may be abolished after the level of activities and the number of field staff have decreased significantly.

549. In the context of the reorganisation, three positions of *Chief of Field Office (P-5)* were established for the Offices where their presence was necessary, as per the outlined life cycle of a Field Office. Of these three Chiefs, two were to cover two Field Offices each, in the light of the geographical proximity of these offices and the nature and level of activities in the offices which do not require a full-time presence of a Chief of Field Office.

550. The Chiefs are the Registry's main representatives on the ground, being responsible for the administration, management and proper functioning of the field offices. They represent the Registry and, when applicable, the Court, in contacts with various relevant national and international stakeholders mentioned above. In doing so, the Chiefs enhance communication and coordination with such actors in relation to the necessary assistance provided by them to the field operations. The Chiefs also maintain effective relations with key Registry clients such as the Office of the Prosecutor, defence counsel, victim representatives, and the Trust Fund for Victims, ensuring timely high-quality services. As the central coordinators of Registry activities in situation countries, the Chiefs ensure that requests by these Registry clients are dealt with in a coordinated manner, adequately prioritising their requests through appropriate channels. The Chiefs supervise all field staff, both local and international, with the exception of the staff of the Victims and Witnesses Section, while being also in charge of managing the budget of the Field Offices. Chiefs of Field Offices report directly to the Director of the Division of External Operations, while they also provide advice to other relevant staff at Headquarters on strategic, operational, security, political and other issues from the field. They collect pertinent data so as to enable a thorough assessment of the timing and scaling up or down of field presences. Chiefs are supported by an *Administrative Assistant (GS-OL)*.

551. An *Administration and Operations Officer (P-3)* supports the Chief of Field Office or – during those stages when staffing levels and activities in the field do not yet require the presence of a Chief – manage the Field Office and its staff. As such, an Administration and Operations Officer is responsible for planning and overseeing the field office in terms of administrative, logistical and operational matters. She/he manages human, financial and physical resources, and coordinates and supports the day-to-day and special Field Office operations. In Field Offices where there is a Chief of Field Office, that role allows the Chief to focus on coordination, cooperation and representational activities. Unlike the position of Chief of Field Office, this position is required throughout the life-cycle of a Field Office, from the opening to the closure of the office.

552. *Field Security Officers (P-3)* provide advice to the Chief of Field Office – or to the Administration and Operations Officer, as applicable – on the security and safety risks faced by the Court, its personnel, assets, premises and activities in the area of operation. As such, they are responsible for the preparation of security Standard Operations Procedures and Emergency Plans. They provide security training to all personnel, monitor travel authorisations and security clearance procedures, and liaise with security partners on the ground. In some Offices, and depending on the situation on the ground, they are supported by an *Associate Field Security Officer (P-2)*. One Associate Field Security Officer may normally service two Field Offices, attending to the highest priority needs in each of these Offices in order to make the most efficient use of Court's resources. Security Officers rely on the Field Security Coordinator at Headquarters for substantive assistance and guidance.²¹⁵ Security Officers are supported by *Local Security Assistants (GS-OL)*.

²¹⁵ The Field Security Coordinator (P-4) at Headquarters is embedded in the Coordination and Planning Unit within the External Operations Support Section for operational purposes, but forms part of the Security and Safety Section and reports to its Chief on substantial issues so as to ensure a constant information flow to the security management at Headquarters.

553. *Field Officers (VPRS) (P-3)* and *Field Officers (Outreach) (P-3)* operate in cohesive teams, allowing these officers to focus mainly on either the victim participation or outreach function, but also to replace and assist each other in the performance of the other function, when necessary. They perform their functions under the supervision of the Chief of Field Office. Depending on workload and circumstances, Field Officers are joined by local *Field Assistants (GS-OL)* who support Field Officers in the performance of their substantive duties. Field Assistants also organise work schedules and time frames for the completion of tasks in support of field office operations.

554. Field Offices are also staffed, as applicable, with *Senior Drivers (GS-OL)*, *Drivers (GS-OL)* and *Cleaners (GS-OL)*. The number of drivers in each Office depends on operational needs.

555. Each Field Office may have one or more staff of the Victims and Witnesses Section. These staff report directly to the Chief of VWS but, for administrative purposes, they coordinate with the Chief of the Field Office. As such, they form part of the VWS structure and are not listed below.

(vi) Capacity to absorb future workload increases

556. *Moderate.* Having a team consisting of both outreach and victims participation/reparation staff on the ground provides greater flexibility and capacity to absorb workload increase. An increase in the number of outreach sessions and/or victims participating in the proceedings can thus normally be absorbed by the increased flexibility of the workforce. At the same time, Chiefs of Field Offices can cover more than one Office, while through stronger management of field operations, both through the Chief of Field Office and through the Director of External Operations at Headquarters, staffing needs can be better assessed and adjusted according to the level of activities in the field. While much will depend on the nature and intensity of investigative and judicial activities, the new structure's capacity to absorb workload increases is thus greater than that of the previous structure.

557. After the Registry undertook its reorganisation within the 2015 budgetary and activity levels, additional staffing resources were required to cater for the increased activities in 2016.²¹⁶ Staffing requirements in the field in 2017 and beyond will continue to be highly dependent on prosecutorial and judicial developments.

(vii) Organisational development plans

558. In the context of organisational development, the following actions have been undertaken or are planned by the Field Offices:

- Develop a Manual on the relationship between the Field Offices and Headquarters, in cooperation with all relevant Sections of the Registry under the overall supervision of the Director of External Operations.
- In close coordination with the Public Information and Outreach Section, develop and propose yearly public information and outreach strategies for the relevant situation country.

²¹⁶ See chapter II.D, paras. 32-37.

V. Conclusion

559. The revised Registry is gradually transitioning towards a fully “fit-for-purpose” Registry that will provide improved services to the Presidency, the Chambers, the Office of the Prosecutor, witnesses, suspects, accused and their counsel, victims participating in the proceedings and their legal representatives, the Trust Fund for Victims and the States Parties to the Rome Statute.

560. From the Committee on Budget and Finance to internal auditors, external experts, States Parties, civil society, the other organs of the Court, and to the Registry staff members themselves, there was a universal recognition that a thorough reorganisation of the Registry was necessary and long overdue.

561. The many and varied achievements and benefits of the reorganisation have been outlined in the report. They include, at the macro level, a new Division of External Operations, clearer and lighter management structure of the Registry, filling of functional gaps, creating synergies through centralisation, and improved workflows and processes. But they also include, at the micro level, a number of very concrete and practical solutions for the more efficient and effective functioning of the Registry Divisions, Sections, Units, teams and individual staff members.

562. The reorganisation, either directly or indirectly through the above-mentioned benefits, will also produce structural savings and efficiencies against the same workload, particularly in the long run. These long-term savings and efficiencies will significantly outweigh the one-time costs of the reorganisation. In fact, 87 per cent of the total costs of reorganisation are already offset by quantifiable benefits and savings in the course of 2016 (€5,384 thousand) alone. This is excluding a number of other benefits and efficiencies of the reorganisation that are difficult to quantify, such as those pertaining to additional and necessary functions performed by the Registry or improved coordination and communication.

563. While much will depend on the nature and level of activities in the future, if only quantifiable long-term benefits in SSS and VWS were to be taken into account – in relation to a more flexible security workforce and strengthened VWS decision-making in the field respectively – together with an overall leaner Registry structure, this would suggest minimum savings – or reductions in increases – of €1.98 million per year. This would apply to any future year where the Registry’s activities are comparable to the 2016 level. For any year with increased or decreased activities compared to the 2016 level, savings or reductions of increases would also be proportionally higher or lower.

564. In terms of the Registry’s capacity to absorb future workload increases, of eighteen revised Sections and Offices, thirteen now have a high capacity to absorb future workload increases, three have a moderate capacity – the Court Management Section, the Information Management Services Section, and Field Offices – while only two Sections – the Victims and Witnesses Section and the Language Services Section – have a limited capacity to absorb such increases. This is because the latter Sections are highly dependent on the level of investigatory, prosecutorial and judicial activities.

565. In due course, the Registry will also need to draw lessons learnt from the reorganisation. One possible area of focus would be the length of the process. Admittedly, the process was long and complicated, which led to job insecurity among the Court staff and impacted negatively on staff morale. A major factor contributing to the length of the process was the need to ensure that the process was fair, transparent and inclusive. This entailed several rounds of consultations with various stakeholders and a decision-making process that consisted of several stages. Whether the right balance

between the “length” and “fairness” of the process was achieved may be perceived differently by different stakeholders. Nonetheless, as far as the Registry was concerned, fairness was the primary concern. The high standard of the Principles and Procedures applicable to Decisions Arising from the *ReVision* project, as well as a relatively limited number of appeals by staff on the decisions made, 21 in total thus far, illustrate that. But perhaps an even stronger indication of the fairness of the process is the fact that of the 21 appeals, in 19 cases, or 90 per cent of appeals, the Court’s Appeals Board recommended that they be dismissed.²¹⁷

566. The second possible area for lessons learnt concerns communication, both internal and external. The *ReVision* team, the Registrar and the senior management undertook a series of measures to keep the Registry staff, in the first place, but also all other relevant internal stakeholders at the Court, regularly informed of the progress of the reorganisation and outcomes at different stages – through town-hall meetings, individual meetings, email communications, as well as through a dedicated *ReVision* portal on the Court’s intranet page providing regular updates.²¹⁸ However, in hindsight, internal communication could have been more effective. In particular because of the length of the process, uncertainty amongst staff increased, leading to many questions and (mis)perception. A more proactive communication strategy would have addressed at least some of these issues.

567. The same lesson of communication applies to the external stakeholders, and perhaps even more so. While the Registry sought to provide as much information as possible on the progress and possible outcomes of the reorganisation – through group and bilateral meetings and a number of Q&As, in addition to the reports to the Committee on Budget and Finance – some States Parties and NGOs still seemed to lack adequate or timely information. This was largely the result of the Registry having allocated virtually no human or other resources to external communication on the *ReVision* project. Communication with external stakeholders was carried out mostly through the Immediate Office of the Registrar, which itself was undergoing a restructuring and was facing a heavy workload. Furthermore, some information simply could not be provided at the time as the outcome was dependent on different and variable factors and was thus unknown. A concrete example of our inability to communicate effectively for these reasons were the concerns raised in the early stages of the restructuring that *ReVision* was unfairly targeting nationals of one regional group, namely the African Group of States. While these concerns have meanwhile proved unfounded, as the percentage of nationals of African States in the Registry has increased during and since the reorganisation,²¹⁹ they nonetheless damaged the reputation of the project and that of the Registry and the Court as a whole. Addressing such concerns more effectively would have minimised this damage.

568. While the new Registry *structure* may now be in place, the new *Registry* is not. This is because the process of implementing that structure through recruitment to the high number of vacant posts continues and is staggered throughout the whole of 2016. Furthermore, the numerous efforts and planned initiatives in the context of short-, medium- and long-term organisational development objectives, as outlined above, still need to be undertaken. A greater focus will be placed on these towards the latter part of 2016 and the first part of 2017, as the Registry’s staffing levels gradually return to normal. As such, while some positive effects of the reorganisation are already or will be

²¹⁷ See para. 90.

²¹⁸ See paras. 59-63, as well as Part G, ‘Timeline of main developments’, in the Executive Summary.

²¹⁹ From 30 April 2015 to 30 June 2016 representation of nationals from African States Parties in the Registry has increased from 14.73 per cent to 16.20 per cent (target 13.19 per cent). On the other hand, the most significant decrease in regional representation has been for the nationals of WEOG States, from 62.02 per cent to 59.15 per cent (target 42.60 per cent) over the same period.

visible in the short-term, it is 2017, rather than 2016, which will be the year of opportunities for the new Registry to come fully into being and to demonstrate its efficiency and effectiveness.

569. At the same time, in its constant search for efficiencies, the Registry is committed to working closely with the other organs of the Court to find synergies in the spirit of a one-Court principle and the successful and efficient functioning of the institution as a whole.

570. After many years of repeated calls for an organisational change in the Registry, and after a long period of restructuring itself, impatience and eagerness to see concrete results of the Registry's reorganisation are self-evident and entirely understandable. The Registry owes it to the States Parties, to the other Court organs as its main clients and all other relevant parties to demonstrate these results. But ultimately, the Registry owes this to itself, both as the largest organ of a major international judicial institution and as a large community of staff who are looking forward to a better working environment within it. The Registry therefore intends to provide regular updates to all its relevant stakeholders as it progressively matures into its new self. This comprehensive report has hopefully provided full assurances that the Registry is not only on the necessary path of organisational change, but also on the right course towards it.