

WAR CRIMES CHAMBER PROJECT

PROJECT IMPLEMENTATION PLAN **REGISTRY PROGRESS REPORT**



Table of Contents

I. INTRODUCTION	4
II. POLICY PAPER	6
1. BACKGROUND	6
2. INSTITUTIONAL FRAMEWORK	6
3. STATEMENT OF PURPOSE AND GOALS	7
4. ASSUMPTIONS	7
5. TIMELINES FOR IMPLEMENTATION	8
Phase I	8
Phase II	8
Phase III	8
Phase IV	9
Phase V	9
Phase VI	9
6. METHODOLOGY	9
7. ORGANISATION OF THE REGISTRY AND PROGRESS REPORTS	10
a. Administration Division	10
b. Court Management Section	14
c. Judicial Support Section	17
d. Prosecution Support Section	17
e. Criminal Defence Office Section	18
f. Detention Section	22
g. Information Technology Management Section	24
h. International Protocol Section	25
i. Security Section	26
j. Victim And Witness Management Section	26
k. Public Information Section	27
l. Legal Counsel Section	28
III. THE INSTITUTIONAL FINANCIAL PLAN WCC PROJECT	30
Section 1	30
Section 2	31
1.0 Introduction	31
2.0 The Planning Period	31
3.0 The Financial Structure	31
4.0 The Scope	32
5.0 The Controls	32
6.0 The Cash Flow	33
7.0 Funding	34
8.0 Added Value	36
9.0 The Incremental Effect of Adding Chambers	38
10.0 Change Management	39
11.0 The Drivers of Establishment, Transition and a Fair trial	39
IV. APPENDICES	40

GLOSSARY

BiH: Bosnia and Herzegovina

CDSS: Criminal Defence Support Section

ICTY: International Criminal Tribunal for the former Yugoslavia

LCO: Legal Counsel Office

OHR: Office of the High Representative for Bosnia and Herzegovina

PIC: Peace Implementation Council

WCCP: War Crimes Chamber Project

CMS: Court Management Section

<p style="text-align: center;">Project Plan for the Registry, Section 1 of the Court of BiH and the Special Department of the Prosecutor's Office of BiH</p>

I. INTRODUCTION

The War Crimes Chamber Project has been in existence for only a short period. However, thanks to the commendable preparatory work of the CIPRU staff of the OHR on the project to establish a Chamber of the Court of BiH to prosecute violations of international humanitarian law and other grave abuses of human rights, which occurred during the conflict, the work of the project has made immense progress over the last few months. We are confident that proceedings will proceed as expected in January 2005.

The philosophy of the War Crimes Chamber Project is that accountability for the gross violations of human rights that took place during the conflict is of concern to all humanity but ultimately remains the responsibility of the people of Bosnia and Herzegovina themselves. Only the support and commitment of the People of Bosnia and Herzegovina can ensure the viability of the War Crimes Chamber of the Court of BiH and the success of this society in strengthening the values of justice. The Project is providing, with the funds available, both the necessary physical infrastructure and the expert legal and administrative assistance to ensure the Courts of BiH is able to meet both the expectations of the citizens of this country and standards required by the international community.

The proper role of the international community in this process is and should be to empower the people and institutions of Bosnia and Herzegovina with the necessary management and technical tools and financial and material resources which can give them the capacity to carry out the task of bringing to justice perpetrators of crimes of this magnitude.

The staff of the War Crimes Chamber Project, both nationals and internationals, takes very seriously the mandate vested upon them by the international community to create capacity for the people of Bosnia and Herzegovina to deal with issues relating to accountability for the crimes that were perpetrated during the conflict of the 1990s. Revisions have been made to the Project plan which will ensure the transfer of valuable resources such as payment of salaries for expatriate personnel to capital expenditure and capacity building programs. These tools and assistance will benefit the system of administration of justice of BiH long into the future. Structures are being built for the proposed court that will give nationals the leading role in how the court will function. National staff are being recruited at all levels to help manage the Registry from the very beginning in order to ensure a seamless transition.

The people of Bosnia and Herzegovina need more assistance than is currently available to ensure the success of the efforts to create national capacity for the prosecution of the violations of international humanitarian law and other grave abuses of human rights, which occurred in this country. The War Crimes Chamber Project is endeavouring to make the best possible use of the resources at its disposal; but these resources are not adequate. The project proposes to issue regular reports on its work to keep the project's funding partners and the citizens of BiH aware of the impact that their contributions are having and the needs that remain to be met. This will be done through regular briefings for supporters of the project and the production and

circulation of written monthly reports. More comprehensive quarterly and annual reports will also be produced and broadly circulated.

It is in this spirit that we issue this second monthly report. We express our gratitude for the support we have received thus far. We also trust that our efforts to be transparent and accountable in implementing this project will inspire nations and NGOs to do more to support the War Crimes Chamber Project in particular and the system of justice of Bosnia and Herzegovina in general.

The support and assistance of the Minister of Justice BiH, Mr. Slobodan Kovac and his staff, the President of the Court of BiH, Ms. Meddzida Kreso, and the Chief Prosecutor of BiH, Mr. Marinko Jurcevic, are specifically appreciated, as they will be the primary managers of the work of the Registry when it is created by legislation and international agreement. We also express our gratitude to all countries engaged in the project and the High Representative for Bosnia and Herzegovina for their continuing support.

The Staff of the
War Crimes Chamber Project
Office of the High Representative
Sarajevo, Bosnia and Herzegovina

II. POLICY PAPER

1. BACKGROUND

The Joint Conclusions between the International Criminal Tribunal for the former Yugoslavia (the ICTY) and the Office of the High Representative for Bosnia and Herzegovina (OHR) in January 2003 recommended the establishment of a Specialized Chamber (the War Crimes Chamber) within the Court of BiH (the Court) and a Specialized War Crimes Department (the Special Department) in the Prosecutor's Office of BiH (the Prosecutor's Office). The project for the establishment of both institutions is referred to in this document as The War Crimes Chamber Project (WCCP or the Project).

The purpose of the Project is to provide the system of justice of BiH with the tools and capacity to ensure international standards in the prosecution and trial of war crimes cases.

It is anticipated that the processing of the initial cases, which fall within the jurisdiction of the War Crimes Chamber, will commence in January 2005. The War Crimes Chamber will have at least four and up to six trial chambers [refer to **Appendix II.1.1**] and an Appellate Division. During the initial period, each of the trial and appeal panels will be comprised of two international judges and one national judge. The panels will, in due course, evolve into panels with a majority of national judges and will finally be exclusively composed of national judges near the end of the Project period. Likewise, the Special Department of the Prosecutor's Office will, during the initial period, have some foreign prosecutors but shall, by the end of Project, evolve into a department composed exclusively of national prosecutors.

The project proposal and budget, which were submitted to donor countries in advance of the donors' conference in October 2003, reflected this anticipated gradual phasing out of the international component from the Court and the Prosecutor's Office over the course of the five-year project period. The donors at that conference pledged 16.1 million Euros for the first two years of the War Crimes Chamber Project with the expectation that additional funding would later be forthcoming.

In March 2004 discussions were held with the donors regarding the establishment of the Registry and the future administration by the Registry of both the War Crimes and Organized Crime Projects. It was agreed by the donors that there would be a gradual phasing out of the international component from the Registry as well. Thereafter the proposal was accepted by the Peace Implementation Council (PIC).

2. INSTITUTIONAL FRAMEWORK

The Registry for Section I of the Court of BiH and the Special Department of the Prosecutor's Office is to be established by international agreement and domestic legislation to enable the provision of management and administrative support for prosecution and trial of violations of international humanitarian law and other grave abuses of human rights and organized crime indictments confirmed by the Court of BiH. Section I of the Court of BiH and the Special Department of the Prosecutor's Office are to be established by domestic legislation. It is anticipated that the requisite

international agreement and domestic legislation will be adopted by the end of October 2004.

3. STATEMENT OF PURPOSE AND GOALS

The Registry will provide total administrative support services to Section I of the Court of BiH with the purpose of ensuring that fair trials are held for persons indicted for serious violations of international humanitarian law and other grave violations of human rights (hereinafter referred to as “*war crimes*” and organized crime, economic crime and corruption offences under the BiH Criminal Code (including the transfer of cases from the ICTY under Rule *II bis* of the Rules of Procedure and Evidence of the ICTY).

A major objective of the Project is to introduce international professional support to the management and litigation functions of the Court and Prosecutor’s Office over the course of the five-year project. This requires the Registry to at least temporarily provide and/or coordinate some functions such as witness protection and detention that are not presently provided by any other agency.

A secondary goal of the Project will be to gradually phase out the international component from the Registry after the first twenty-four months of the project by transferring authority and title to national professionals. International judicial and prosecutorial support will be gradually phased out of the project over the course of the second twenty-four months. It is contemplated that the final year of the project will be completed with an entirely national staff for the judicial panels and prosecutorial personnel. The ultimate absorption of the War Crime Chamber’s capacity into the justice system of Bosnia and Herzegovina and its national funding system is essential to the mandate of the project.

4. ASSUMPTIONS

The Project must operate on the basis of certain assumptions regarding the capacity requirements (caseload), which will be determined by the prosecution strategy of the Prosecutor’s Office.

The Project assumes that proceedings in respect of a large docket of ongoing and pending organized crime cases will be in progress as of January 2005.

The Project also assumes that there will be a parallel initiative between the expected *II bis* referrals and a sophisticated plan for the indictments of sensitive domestic targets.

The Project further assumes that detention capacity requirements (for the short-term modular detention unit on the grounds of the Court) shall be for 21 inmates. This assumption is based on the realistic expectation of high security defendants or suspects in the rule *II bis* list, the domestic war crimes cases and organized crime cases. It is clear that this capacity will be inadequate to provide for long-term service of post conviction sentences and for pre-trial detention of large numbers of suspects or defendants. Additional capacity must be provided by the domestic authorities supported by donors as part of a broader plan for building prison capacity and ultimately prison reform.

5. TIMELINES FOR IMPLEMENTATION

The project contemplates the following six phases:

- Phase I:** Planning Phase – start of project to August 2004.
Phase II: Development Phase –September to December 2004.
Phase III: Implementation Phase – January 2005 to August 2005.
Phase IV: Management Transition Phase – August 2005 to August 2006.
Phase V: International Judges and Prosecutors Transition Phase – August 2006 to December 2007.
Phase VI: Completion of Transition Phase – January 2008 to August 2009.

Refer also to **Appendix 11.5.1**

Phase I

During this phase, planning for the five-year project was undertaken by OHR and a provisional budget was presented to and accepted by the Donors' Conference. Reconstruction plans for the Court building and premises of the Prosecutor's Office were commenced. The package of laws establishing the authority and mandate of the Registry was prepared, completed and submitted for BiH Parliamentary adoption. A Project Director was appointed in June of 2004 and the Project Director in turn organized and led the OHR team in preparing the final plan for implementation of the Project. Expert personnel were recruited to prepare detailed plans for each component part of the core functions of the Registry and the Court of BiH. The project budget was refined on the basis of this input. This phase ended with the submission of a revised budget on 1 September 2004. It is contemplated that a further revision of the budget will occur during Phase II.

Phase II

The project team will, during this phase, develop the capacity to implement the institutional plan by staffing the core functions and setting up the management structure for the Registry in coordination with the President of the Court and the Prosecutor. It is expected that the package of laws establishing the War Crimes Chamber will be adopted by Parliament by the end of October 2004 and that the Registry will commence formal operations at that time. All procedures and protocols will be in place by December 31st, 2004 to ensure that war crimes judicial proceedings can start in January 2005.

Phase III

The Registry will, subject to prior passage of the package of laws establishing the War Crimes Chamber, begin to exercise its functions in respect of the war crimes cases and Rule *11 bis* referrals as of January 2005. The Registry will also, in cooperation with the Court President, take over the management of the organized crime, economic crime and corruption cases that are currently being handled by the Special Chamber.

Phase IV

The War Crimes Chamber Project will complete the transfer of responsibility for management of each of the core functions of the Registry to domestic professionals. The transfer will be effected over the course of eighteen months from the commencement of the War Crimes Chamber proceedings in January 2005.

Phase V

The configuration of the panels of the War Crimes Chamber will change from mixed trial chambers comprising two internationals and one national judge to panels with one international judge and two national judges.

Phase VI

The remaining international judges and prosecutors will (subject to completion of the trials in which they are participating) leave at the beginning of this phase, resulting in the War Crimes Chamber and the Special Department in the Prosecutor's Office being comprised entirely of national personnel.

6. METHODOLOGY

The language of the Court will be Bosnian, Serbian and Croatian. No national personnel will be required to be fluent in any language other than Bosnian, Croatian or Serb.

The project is designed to build domestic capacity for the prosecution of *war crimes* that will meet international standards of fair trial. The project will use international financial contributions, domestic appropriations, non-governmental contributions, and in-kind donations to meet its resource requirements. International professionals will assist the project in the management functions and as judges and prosecutors in mixed panels of judges and prosecution teams. The international professionals will assist in the establishment of the capacity of the Registry, the recruitment of qualified national professionals as counterparts capable of managing that capacity, and training and transferring skills to those domestic counterparts. No long-term (more than one year) contracts will be available to internationals outside the financial accountability functions. Short-term consultants will be utilized in place of staff positions wherever possible.

The Project contemplates a phased transition of the international management component over the course of the first twenty-four months from the beginning of Phase II. By the end of Phase III, the entire staff of the Registry will be nationals with the possible exception of the financial officer to accommodate the concerns of the donors. By the end of Phase V international judges and prosecutors will have been replaced by domestic counterparts subject to the recommendations of the continuing Project Oversight Audit.

Financial audits (both internal and external) and a substantive Project Oversight Audit will be developed from the beginning of the operation of the Registry and shall be regularly carried out according to a schedule which the Registry shall make public in

advance. The results of the periodic audits will be made available to the appropriate authorities of BiH and the members of the international community engaged in Bosnia and Herzegovina. (Refer to **Appendix II.6.1**)

7. ORGANISATION OF THE REGISTRY AND PROGRESS REPORTS

The Registry will be organized as follows to ensure that the core functions of the State Court are satisfactorily serviced by the project:

- a. Administration Division**
- b. Court Management Section**
- c. Judicial Support Section**
- d. Prosecution Support Section**
- e. Criminal Defence Support Section**
- f. Detention Unit**
- g. Information Technology Management Section**
- h. International Protocol Section**
- i. Security Section**
- j. Victim and Witness Support Section**
- k. Public Information and Outreach Section**
- l. Legal Counsel Office**

Prior to the adoption of the package of laws establishing the War Crimes Chamber, the functions of the above sections of the Registry will be performed by corresponding sections within the War Crimes Chamber Project.

Once the Registry has been established, staff recruited after consultation and in coordination with the Court of BiH and the Office of the Prosecutor of BiH under core functions b, c, d and e will be assigned to work in the Section 1 Chambers and the Special Department. Parts of some core functions will be provided by other agencies within the BiH government and the Registry will play a coordinating role only to ensure that international standards are met.

All sections will follow the six-phase Timeline for Implementation of the project and the Methodology described in this document.

Administration Division

The Administration Division of the Registry will be managed by a Chief Administrator and will be composed of 8 units: Personnel, Procurement, Budget & Finance, Public Information and Outreach, Security, IT Management, Language and Design, Construction and Building Maintenance.

These units will provide the necessary support to enable the judicial and prosecutorial support functions to operate efficiently and to ensure that the Registry is able to properly carry out its mandate. The largest of these units will be the Language unit, providing simultaneous interpretation during trials and written translation of legal documentation. The other units shall perform essential administrative, logistical and support services required in the creation and ongoing functioning of an institution.

PROGRESS REPORT.

General

The objective of the Administration Division is to ensure that the Registry (when established) shall be fully and effectively functional at latest in January 2005.

In August 2004, the Administration Division of the War Crimes Chamber Project started the transition period to an independent Registry from complete dependence upon OHR. As a first step in this transition process, recruitment of department heads and other essential staff for the different administrative units (such as Personnel, Procurement, Budget & Finance and IT Management) began. Other units such as the Language and Security Sections are now in the process of recruiting the required personnel.

The units have, as their primary tasks, the responsibility to prepare and adopt various rules, regulations, procedures, contract templates, forms and other administrative instruments which shall govern the administration of the Registry in accordance with the mandate established in the International Agreement and the applicable laws, as well as to ensure complete compliance with international standards. The drafting process should be finalized by the end of October 2004 and the instruments in question should be adopted by the Registry in consultation with the Court President during November 2004.

This framework will permit the Registry to become fully operational before the end of the year.

Personnel and Administration Unit

As indicated above, the recruitment of both national and international staff for the proposed Registry in general, and the Judicial and Prosecutorial Support Sections specifically, has already begun. During August and September 2004, 15 staff members were recruited. These joined the OHR CIPRU staff and both groups together bring the current staff on the War Crimes Chamber Project to 35. It is expected that the new staff to be hired during the coming months will raise that number to approximately 85 persons by the end of the year. Accelerated recruitment of national staff will take place in phases from 2004 through late-2005 when the Registry is expected to be near full capacity.

Since inception OHR's salary scales and benefits schemes have been applied. However, the Personnel and Administration Unit is currently developing its own salary and benefits scheme that properly balances the need to attract competent, highly qualified and experienced individuals with the goal of creating and managing a cost-effective Registry when the national authorities assume full financial responsibility after the transition. To this end, consultations with different national state institutions on this matter have begun and will continue. The final salary scales and benefit schemes will require the approval of the Prosecutor and President of the Court.

Bosnian nationals will not be required to be fluent in any language other than the Bosnian, Serbian or Croatian languages in order to work for the Registry.

Budget and Finance Unit

After producing 'The Institutional Financial Plan', the focus of the Finance & Budget Unit has now shifted towards preparing the ground for the independent financial operation of the War Crimes Chamber Project and eventually the Registry. This work is split into three categories:

I. Systems Implementation

The design and initial selection stages for the implementation of a Financial Accounting system, Management Accounting system, Payroll system, Bank and banking system and External and Internal Auditor process are well advanced. The aim is to have these systems and services ready for operation by 1 December 2004. Further, the recruitment process has also commenced with the goal to have a fully staffed Finance and Budget Unit by 1 January 2005.

II. Financial Policy and Procedures

Policy and procedural guidelines are being developed in parallel with the systems implementation work. The aim is to publish a full set of policy statements and procedural guidelines by 1 December 2004.

III. Institutional Information and Budgetary Control Report

This report is in the process of being designed and will be produced on a monthly basis, from December 2004. The purpose of this report is to provide a comprehensive programme for monitoring and controlling financial and project risk, in general. This report will be underpinned by the monthly reporting of actual performance against the Institutional Budget and the Rolling Budget. The first rolling budget will be prepared as part of the December 2004 period end reporting cycle and will be updated quarterly for the remainder of the project planning period.

The aim of these systems, policies, procedures and reports is two-fold. Firstly, they are designed to ensure that the WCCP retains a balanced financial structure and sound financial management practices. Secondly, this approach aims to adhere to the value creation perspective detailed within the Institutional Financial Plan for its budgetary control activities.

Language Unit

The Language Unit has the responsibility to provide complete interpretation and translation services for the Court, the Prosecutor's Office, the Defence and all support services sections when required. The official languages of the War Crimes Section of the Court and the Special Department of the Prosecutor's Office shall be Bosnian, Croatian or Serbian. By law, international judges and prosecutors are authorized to use the English language in any of the proceedings of the Court of BiH. Therefore, translation and/ interpretation into one of the official languages of BiH shall be provided by a court interpreter.

Approximately 30 court interpreters will be needed to support the work of international judges and prosecutors. Presently, 11 court interpreters (9 of them Certified Court Interpreters) are assisting the work of the international judges and prosecutors within the Organized Crime Section. It is envisioned that the Language Unit shall provide translation services to both sections.

During the months of September and October, the position of Head of Interpretation/Translation was published and is expected to be filled. The Head of the Unit will begin developing rules and procedure for the Language Unit and the overall coordination and management of the interpretation/translation services. He/She will plan and coordinate provision of interpretation services required during hearings and trials.

Design, Construction and Building Maintenance Unit

The Design, Construction and Building Maintenance Unit of the War Crimes Chamber Project has during the ongoing phase undertaken design work, provided consultancy services and carried out supervision of work in respect of the projects for the construction and reconstruction of the premises of the Court, of the Prosecutor's Office and the Special Detention Facility. A local demining company has finished the demining of 7.500 square meters around the proposed site of the Special Detention Facility. The job was very difficult since the terrain was covered with bushes and is extremely steep. One anti-personnel mine has been identified and removed.



The design of the Special Detention Facility has been finalized by the War Crimes Chamber Project architects under supervision of international experts. The Detention Unit will provide accommodation for 21 pre-trial detainees on a plot of land very close to the Court. This location will facilitate secure daily transport of the detainees. The Special Detention Facility will satisfy international security and human right standards consistent with the European Convention for the Protection of Human Rights and Fundamental Freedoms, the European Prison Rules and the Convention on the Prevention of Terrorism.

The contract between OHR and the main contractor (TRIMO) for the supply and erection of the Special Detention Facility has been signed. TRIMO is based in

Slovenia and is one of the biggest modular unit producers in Europe with specialization on military construction.

The necessary preparation work at the proposed site of the Special Detention Facility began with the preparation of the grounds and cutting of trees which were too close to the future fence. All preparatory works have proceeded smoothly and the Unit expects the facility will be ready in January 2005.



Due to increased requirements of the BiH judiciary, the ongoing reconstruction process, implemented by the European Commission (EC) under the CARDS 2002 Programme, will be finished by the end of 2004 and not in autumn 2004 as initially intended.

See also photographs in **Appendices II.7.a.5-8**

Procurement Unit

The Procurement Unit undertakes all procedures required to award contracts. The unit assists clients, drafts terms of reference, requests for proposals, identifies interested bidders, issues invitations for bids, organizes analysis of bids by the Contract Tender Award Committee and drafts contracts for the successful bids. The Unit is currently providing procurement support services in respect of contracts for de-mining, construction and renovation of buildings, security and equipment purchase as well as other specific services.

Court Management Section

The Court Management Section will form part of the support services to be provided by the Registry.

Its core functions will include, but not be limited to:

1. Development implementation and Management of an automated case assignment system to ensure fair, impartial and efficient distribution of workload to the Trial and Appeal Panels;
2. Court Information Management – electronic processing, management and dissemination of information to chambers, parties and other parties (e.g. the public through a secure internet site);
3. Court Records Management – an automated system for receipt and efficient processing, storage, tracking and retrieval of files, documents and evidence utilizing the latest affordable technology;
4. Court and trial support and case management – provision of a range of support services to trial chambers, including efficient case management (e.g. scheduling of hearings, provision of information to chambers, file reviews and follow up) and the use of modern courtroom technology to support the conduct of proceedings (digital recording, simultaneous interpretation, electronic transcripts, electronic evidence presentation etc); and
5. Support of general Registry operations – electronic management of records and services, such as general books of record and correspondence and operation of Registry facilities such as a court library.

The Court Management Section will work in cooperation with the Information Technology Management Section in the implementation of these systems. This strategy will consist of incremental deployment of technology solutions (document management, case file management and court reporting systems as well as E-courtroom equipment) providing support to the whole judicial administration process. Technology deployment will be supported by extensive outreach and user-training programs. This section will work closely with the current Registrar and President of the Court of BiH to ensure support for the whole of the Court.

The official languages will be Bosnian, Croatian or Serbian languages. The unit is currently staffed exclusively by nationals of BiH.

PROGRESS REPORT

General Overview

At present, the Court Management Section consists of the Head of the Section and a Court Management Officer who commenced work in September 2004. To date, the team has undertaken the following broad activities:

- Review of the relevant Bosnia and Herzegovina legislation and court rules and procedures;
- Compilation of a range of court management resource materials;
- Preparation of a draft organizational and staff structure;
- Establishment of contacts with the Court Registry team and
- Work visit to the ICTY.

Court Management Operating Rules and Procedures

The Court Management Section has commenced the preparation of a set of operational rules and procedures which will guide the work of the Court Management Section in areas such as file and records management, organization of archives and

support of trial / courtroom processes. It is envisioned that the drafting of these rules and procedures will be carried out in close cooperation with an expert consultant.

Information and Records Capabilities

The Court Management Section has visited the ICTY and, with the help of the ICTY Registry, conducted meetings and work sessions with ICTY Court Management staff. These meetings and sessions focused on all aspects of effective court management, and were an opportunity to establish close working relationships with the ICTY team. This will, in turn, lead to future beneficial cooperation between the two sections.

The Court Management Section is preparing a proposed information and records strategy that to make effective use of technology to fully support the Registry's management functions.

Information Technology Strategy

In close cooperation with the Court Management Systems Administrator, the Court Management Section has researched options for the automation of court management functions, including:

- Electronic records and document management;
- Electronic case file management;
- Language systems and
- Court reporting systems.

In the course of this research, meetings have been held with a number of service providers and several technology packages have been examined. In the near future, the Court Management Section, together with the CM Systems Administrator, will put forward a proposal for the acquisition of the most effective equipment and software to support the above functions.

The Court Management Section has also explored a range of existing technology solutions for e-Courtroom operation.

Court & Trial Support

The Court Management Section is in the process of preparing a court and trial support services strategy based on research and observations during its visit to the ICTY. This will encompass a human resources structure, staff responsibilities, trial preparation procedures and in-courtroom support.

Further Action

Over the next month, the Court Management Section's goals are:

- Continuation of the drafting of Court Management Operating Rules and Procedures;
- Submission of proposals for the acquisition of relevant equipment and software;
- Further development of an e-courtroom strategy;

- Employment of senior level staff to develop vital court management functions, such as information, file and records management.

Judicial Support Section

The Judicial Support Section will, under the direction of the President of the Court of BiH, establish and develop standards for the organization of judicial resources for the staffing and deployment of Trial and Appeals Chambers. It will also be responsible for the recruitment and organization of legal teams necessary to support the Trial Chambers.

The organized crime Chamber has recently indicated that its caseload will occupy three of the four panels of the War Crimes Chamber for at least most of the year 2005 leaving only one panel to deal with war crimes cases. In the light of this development, it has become apparent that it will be necessary to create at least two more War Crimes Chambers and to recruit at least 4 more international judges than were originally envisaged.

Prosecution Support Section

The Prosecution Support Section will be responsible for the following services:

1. Assisting the Registrar and Prosecutor in matters relating to recruitment of personnel
2. Collaborating with other relevant units within the Registry and institutions outside the Registry in designing training programs for prosecutorial personnel

Primary to its purpose will be the provision of administrative and logistical support to the Prosecutors Office in the interim period for the purpose of capacity building, including the establishment and administration of case management capabilities and the setting up of a case registration, assignment and tracking structure. This will involve the full computerization of existing case management systems within the Prosecutors Office.

The provision of development and training programs will form an essential component of the support services to the Prosecutors Office. The Prosecution Support Section will coordinate with national and international institutions to provide training programmes in the areas of investigations, case management, trial preparation, trial advocacy and substantive international and national criminal law.

The support services will also include providing administrative support to the Prosecutor and his staff in setting up procedures for the reviewing of domestically investigated war crimes cases known as the "Rules of the Road" cases and assisting in the setting up of a legal framework for the transfer of functions from the Rules of the Road Unit at the ICTY to the Prosecutors Office.

The Prosecution Support Section will provide administrative support to the Prosecutors Office and the Registry in the recruitment of international prosecutors by developing a strategy, locating international prosecutors experienced in international humanitarian law (see appendix II.7.d.2 on the appointment criteria for international prosecutors) and providing training on the BiH legal framework.

PROGRESS REPORT.

The foremost priority of the section during the previous month has been the development of a comprehensive case review and staff recruitment strategy consistent with the anticipated workload of the War Crimes Chamber and the available budgetary resources.

The section has worked under the direction of the Prosecutor Marinko Jurcevic to produce an organizational structure and a staffing plan (set out in the charts attached as **Appendix II.7.d.1 and II.7.d.2**) of the Special Department of Prosecutor's Office for both the initial and continuing stages of the War Crimes Chamber. The strategy establishes five prosecutorial teams covering five geographical regions that include the whole of BiH. It provides for the establishment of the posts of Senior Legal Advisor and Manager within the Prosecutor's Office. Agreement was reached on the composition of the teams and the administrative side of the Special Department, taking into account the predicted workload and at the same time maintaining a pragmatic use of resources.

The Section has initiated the process of identifying competent and experienced international legal professionals who will serve as prosecutors and thereby ensure fair prosecution of *war crime* cases according to international standards. The plans and strategies for recruitment of the international staff have been discussed with and sanctioned by the Prosecutor.

The recruitment strategy of the section and the War Crimes Chamber as a whole proposes to rely mainly on seconded personnel as far as international staff are concerned. The management of the project is already holding discussions with the diplomatic representatives of various governments with a view to exploring the possibilities of secondment of qualified prosecutors from their respective countries to serve as prosecutors in the War Crimes Chamber.

With respect to the national staff, the section has closely worked with the Prosecutor on developing the applicable qualifications requirements and recruitment mechanisms. The Prosecutor set the criteria for appointment to the positions of national prosecutors and has also adopted the Section's recommendations for the terms of reference or profiles of the positions. The agreed upon posts will shortly be advertised in the local media. This process will be followed by interviews and successful candidates will be employed gradually, based on the workload of the Prosecutor's Office.

Criminal Defense Support Section

The Criminal Defense Support Section (CDSS) will be created as an independent body in coordination with the President of the Court of BiH to provide legal and logistical support to the defense appearing before the Court in *War Crimes* and Organized Crime Cases. It will function as an advisory body to the defense and provide support in all stages of the proceedings. In order to fulfill its mandate, the

CDSS will be composed of an administrative unit, development and training unit and legal support unit.

An important protection to an individual when considering the fair administration of justice is the principle of “equality of arms”. This is a fundamental aspect of the rule of law and a vital component for ensuring a fair trial. The minimum requirement is that each party to the proceedings must be afforded a reasonable opportunity to present his/her case, including the presentation of evidence, under conditions that do not put him/her at a substantial disadvantage vis-à-vis the opponent. This means that proceedings must be conducted in a fair and open manner, bearing in mind that when an individual is brought into contact with the criminal justice system, he / she is confronted with the full resources of the state. How an individual is treated when accused of a crime is naturally a test of a state’s commitment to respect for the rule of law. One of the main requirements is that an individual is provided with effective legal representation at all stages of the proceedings and, if he/she cannot afford a lawyer, one is provided at the expense of the state, if the interests of justice so require.

The purpose of establishing a functioning legal aid system and the CDSS is to ensure that individuals suspected or accused of a crime have effective access to advice, assistance and representation, as the interests of justice so require. In principle, free legal representation should be available to indigent persons during all the stages of criminal proceedings, subject to a means assessment and the application of the interests of justice test, as the right to legal representation at all stages in the proceedings is a vital component for ensuring a fair trial.

The creation of the CDSS may be preferable in order to maintain low costs, ensure an effective vetting of counsel, prevent financial abuse such as fee-splitting and over-billing and ensure defense counsel adhere to the highest standards of professional ethics. Also, by creating the centralized CDSS, the administrative function of invoicing and fee paying would be greatly reduced. Legal aid work could then be “contracted-out” or “franchised” to individual lawyers, provided they have been previously authorized by the CDSS to accept legal aid work and appear on a list of approved qualified defense counsel. The creation of the CDSS may also serve as a “pilot” for the global reform of legal aid and criminal defense institutions throughout the territory of BiH.

The core functions of the CDSS will be broken down as follows:

1. Providing all accused with information on how to instruct defense counsel;
2. Determining the requirements for qualification in cooperation with the President of the Court of BiH to appear as counsel before the court;
3. Assisting defendants in the selection of counsel who meet the requirements for qualification to appear as defense counsel before the court;
4. Determining with the advice and consent of the court which accused should be entitled to legal assistance whose fees are provided in whole or in part by the state;
5. Determining what such free legal assistance should consist of;
6. Providing an appropriate system of remuneration for defense counsel and other members of defense teams;
7. Assessing claims for remuneration by defense teams.

Due to the fact that there are currently no rules on the payment of legal aid at the State level, it is proposed that the payment of legal aid shall be modified to a fixed lump sum payment scheme. The CDSS shall develop, manage and monitor legal aid payments in consultation with the appointed defence counsel and the Court of BiH.

The lump sum scheme will apply to all stages of criminal proceedings and will be broken down into the following areas:

1. Pre-charge preliminary advice;
2. Pre-charge police station/prosecutor interview advice;
3. Post-charge pre-trial preparation advice and assistance;
4. Pre-trial stage advice and representation;
5. Trial stage; and
6. Appeal proceedings.

The fixed lump sum rate shall be linked to the completion of a particular stage of the proceedings and shall not be contingent on the number of hours actually worked per month or the actual duration of that stage. The reason for this is that the experience of the *ad hoc* tribunals has shown that with an hourly rate or tariff system there is no real control over spending and that inefficiency is in fact rewarded.

The fixed lump sum system would be based on an advance payment of 10% of the overall lump sum calculated for that stage. A monthly stipend would then be calculated dividing the fixed sum by the estimated number of months and multiplying this by 65%. At the end of each stage, upon submission of a detailed accounting of the work done throughout that stage, the defense would then receive the remainder of the lump sum fixed rate, i.e. the outstanding 25%.

An important component of the CDSS will be the provision of development and training. In this regard, the CDSS will coordinate with national and international institutions and NGOs to provide training programs in the areas of trial preparation and advocacy, international humanitarian law, organized crime and international human rights law. Experts from around the world will lend their support to provision of training in order to ensure that the institution/capacity building of the legal profession is given sufficient consideration. The International Bar Association, Association of Defense Counsel at the ICTY, Bar Human Rights Committee of England and Wales, UNDP and ABA CEELI as well as individual judges and lawyers have already agreed to support development and training.

Finally, in order to ensure and maintain the highest standard of professional ethics before the Court, a disciplinary panel will be established and will be composed of judges sitting on War Crimes and Organized Crime Cases and members of the respective national Bar Associations. A disciplinary appeals panel will also be established and will be composed of judges sitting on War Crimes and Organized Crime Cases in the Appellate Division and members of the respective national Bar Associations. The Panels will be appointed by the President of the Court of BiH. An appropriate disciplinary regime will sanction breaches of the Code of Conduct and provide counsel with an effective right of appeal. The disciplinary panel will be entitled to impose a number of sanctions including a fine, suspension and finally disbarment from appearing before the Court.

PROGRESS REPORT

The Criminal Defence Support Section (CDSS) has been actively involved in reviewing existing legislation concerning the legal profession and legal aid at State and Entity Levels. The CDSS has commenced drafting Rules of Procedure for the Assignment, Conduct and Remuneration of Defence Counsel appearing before the Court.

The CDSS has been working closely with a number of different organisations including the International Bar Association, European Criminal Bar Association, Bar Human Rights Committee of England and Wales, ABA CEELI, USAID, the Association of Defense Counsel at the ICTY and individual national and international lawyers experienced in international humanitarian law on developing a training regime for Bosnian defense counsel.

The CDSS has recently been in contact with the International Centre for Transitional Justice in New York with a view to establishing a fellowship programme at the Court of BiH. The CDSS has also contacted the Criminal Bar Association of England and Wales for the same purpose. The latter established and funded a similar programme with the Special Court in Sierra Leone.

The CDSS has also contacted the General Council of the Bar of England and Wales as well as two Inns of Court in London (The Honourable Society of the Middle Temple and The Honourable Society of the Inner Temple) with a view to funding junior members of the Criminal Bar and law graduates as interns. Positive discussions remain ongoing.

The CDSS has been in contact with the Law Faculty in Sarajevo with a view to establishing an intern programme. The senior Professor of Criminal Law and the Dean of the Faculty have agreed to assist the CDSS in recruiting competent law students with an interest in international humanitarian law.

Discussions have also been held with members of the Law Faculty in Sarajevo as regards the establishment of a law library at the Court. The Dean of the Law Faculty agreed to establish a partnership by which books, journals and other publications could be shared for research purposes. Agreement was also reached by which the Law Faculty's publishing house would assist the CDSS in producing monthly law reports and journals on the work of the Court. A Barristers' Chambers in London (Doughty Street) has also expressed an interest in establishing a partnership for publishing a monthly journal.

After several weeks of discussions, the CDSS has secured a number of textbooks, law journals, online legal database resources and law reports from a number of sources including:

- Sweet and Maxwell
- Oxford University Press
- Butterworths Lexis/Nexis
- Lawtel Online
- Westlaw International Online

- United Nations
- Human Rights Commission for Bosnia and Herzegovina
- Constitutional Court of Bosnia and Herzegovina

The collected textbooks, law journals, online legal database resources and law reports will go to establishing a fully resourced library for the Court, available to all organs of the Court, Prosecution and Defence.

The CDSS has engaged in discussions with the UNDP and is in the process of finalising agreement for the financial provision of development and training services.

The CDSS is currently investigating additional support resources (including funds) from a number of national and international organizations.

Detention Section

The management of the Special Detention Facility will be designed by a Task Force to be comprised of the State and Entity Ministries of Justice, the Council of Europe and the Registry. The Detention Section will be responsible for providing, supporting and supervising the management staff of the Special Detention Facility. For this, it is vital that a facility be established that falls within the current budgetary plans and complies with internationally recognised standards.

Following the dissolution of Yugoslavia, the prison system of the former Republic of Bosnia and Herzegovina was divided between the Entities of the Republika Srpska and the Federation of Bosnia and Herzegovina – yielding two unequal halves that have yet to conform to internationally recognized standards for the treatment of detainees in spite of extensive efforts by the government of BiH and the international community.

Accordingly, as the Court of BiH will require a pre-trial detention capacity for accused being transferred from The Hague or indicted by the authorities of BiH or the entities or the cantons, it is imperative that a suitable facility be made available to detain accused for the duration of the proceedings in a safe and secure environment where access to the accused is strictly controlled. The facility must also meet internationally recognised standards for the detention of accused persons – a condition that does not presently exist in BiH. Accordingly, the creation of a suitable pre-trial detention facility for the Court of BiH may activate global, and much needed, prison reform throughout the territory of BiH – as well as provide the impetus for provision of suitable sentencing capacity.

The War Crimes Chamber Project is in the process of assuring a sufficient detention capacity by 1 January 2005. When individuals are transferred from The Hague, a suitable pre-trial detention facility will be made available to the War Crimes Chamber. The Special Detention Facility will be located on the grounds of the Court of BiH.

The Special Detention Facility will be of temporary construction and have an operational service life of between five (5) and ten (10) years. The Project is also working with domestic authorities and international organizations to ensure that a

suitable capacity is available in the country for the eventual incarceration of condemned prisoners. This process is necessary as the corrections issue must be addressed before the commencement of criminal proceedings to ensure the proper treatment of accused and sentenced prisoners for war crimes.

PROGRESS REPORT

The Detention Section has been meeting with BiH, Republika Srpska, and Federation Ministries of Justice in order to secure commitments on the establishment of the Special Detention Facility (Detention Section **Appendices II.7.f.1, II.7.f.2, II.7.f.3, II.7.f.4 and II.7.f.5**).

Numerous meetings with Council of Europe, state, and entity officials has yielded a memorandum (Detention Section **Appendix II.7.f.6**), authorized and signed by the BiH ministries of justice in which they commit to support the establishment of the Special Detention Unit, seek to build detention and sentencing capacity for the state, and promote future prison reform.

Integral to the establishment of the Special Detention Facility were contacts made with the Federation Government, Federation Ministry of Interior, Municipality of Sarajevo, and various service providers to facilitate the timely establishment of the Special Detention Facility.

Numerous meetings were also held with the company contracted to build the Special Detention Facility as well as OHR Finance and Legal officers prior to the 29 September 2004 signing of the contract.

The Detention Section also secured the loan of a Scottish Prison Service security advisor for a one-month period – without cost to the WCC Project – to provide expert advice on technical security specification for the Special Detention Facility. There are ongoing discussions with the governments of Canada (CIDA) and Norway (Crisis Response Pool) – as well as individual contractors in an executive search for the International Head of Detention for the Special Detention Facility.

More recent activities as of this writing include the development of a provisional project plan to build detention and sentencing capacity for Bosnia and Herzegovina. This plan has already been briefed to the Board of Principals¹, Steering Board Ambassadors², and the Embassy of the Kingdom of the Netherlands. The briefings serve to build consensus on the need for international community donations to contribute to the establishment of a modern pre-trial detention and sentencing facility.

¹ Permanent members are OHR, SFOR, OSCE, UNHCR, EUPM and the European Commission. International financial institutions such as the World Bank, the IMF and the UNDP are also regular participants

² The Steering Board Ambassadors represent Canada, France, Germany, Italy, Japan, Russia, United Kingdom, United States, the Presidency of the European Union, the European Commission, and the Organization of the Islamic Conference (OIC), which is represented by Turkey

Information Technology Management Section

The Information Technology Management Section is tasked to build and maintain a state of the art computer network to support the needs of all the entities of the Registry. The network must be “scalable” to meet the current and future IT needs, “secure” to protect the data stored on the network, and “reliable” to provide excellent service.

The unit will be made up of a chief information officer, network administrators, data base administrator, and help desk personnel. International consultants have been hired to lead the design of the network infrastructure and topology, the procurement of the equipment, the selection of service providers and the installation of the network. After the installation of the network is completed, it will be turned over to the unit, which will be staffed by nationals.

PROGRESS REPORT

Consultants working with the WCCP IT coordinator have completed the preliminary design of the network. Vendors have been contacted in anticipation of the procurement of equipment and installation services. An implementation plan has been drafted which includes the following tasks:

1. Design of network architecture – design must be based on sound industry IT standards with the flexibility to support the different needs of the entities. Please see **Appendix II.7.g**.
2. Design of computer room – computer room design must have consistent power and temperature controlled in order to be operational 24/7.
3. Selection of network hardware and software – selection criteria include price/performance, reliability, scalability and manageability.
4. Selection of hardware, software, and service vendors – careful selection of vendors needed to avoid potential problems.
5. Installation of network equipment – ensure that the installation is done correctly and on time.
6. Securing the network – network must be secured as multiple entities and programs will be running over this network. The ability to segment the network for different groups of users is crucial.
7. Protecting the network – design protection from computer viruses and potential network intrusions.
8. Staffing the unit with qualified nationals – need to identify qualified national IT applicants to maintain the network

The goal of the unit is to have the network operational by January 2005. Tenders for hardware and software have been completed and are in the procurement process. Tender for the construction of the computer room at the courthouse will be completed within the next week.

Potential impediments include a delayed procurement process, a delayed equipment delivery, and delayed completion of courthouse construction. However, Contingency plans have been drafted to account for different scenarios.

International Protocol Section

The International Protocol Section will administer the recruitment of secondees and negotiate terms of secondment or voluntary service for International judges, prosecutors, law clerks and interns. It will establish and manage protocol, training and support services to the above-mentioned international personnel to ensure that international contractors are completely prepared to fully and effectively commit themselves to the work of the Court of BiH.

The organized crime Chamber has recently indicated that its caseload will occupy three of the four panels of the War Crimes Chamber for at least most of the year 2005 leaving only one panel to deal with war crimes cases. In the light of this development, it has become apparent that it will be necessary to create at least two more War Crimes Chambers and to recruit at least 4 more international judges than were originally envisioned.

PROGRESS REPORT

A consultant has been recruited to design and implement the program of the section. The consultant has produced a concept paper on the role and functions of the section which management has approved. A document outlining the section's contribution to the projects over all strategic plan is being finalized. The section has produced profiles or terms of reference for candidates for international judges, prosecutors, legal associates and interns (See **Appendices II.7.h.1** and **II.7.d.2**). The management of the project has with the approval of the Prosecutor established the number of foreign prosecutors and legal associates who will serve in Prosecutor's Office and their qualifications. The Section, under the guidance of the management of the project is following up on discussions with diplomatic and other representatives of various governments with a view to ensuring secondment of an adequate number the international personnel required by the War Crimes Chamber and the Prosecutor's Office. The response of the various governments for secondment for new personnel (over and above their various nationals who already working for the organized crime section of the Court) has so far been encouraging. The United Kingdom Government has in principle already agreed to fund several additional secondments. Norway has offered to second a judge, a prosecutor and a detention expert. The section is already developing various programs to support the national and international staff of the War Crimes Chamber. A draft of the curriculum for the general training, which all the personnel of the War Crimes Chamber and Special Department will be required to undergo, has already been produced. The section is developing other more specialized training programs for prosecutors and judges as well. The section is now in the process of identifying the experts who will provide the required training. The section has also produced a list of print literature such as books and journals and identified electronic legal resources, which the Court will need. The War Crimes Chamber Project will endeavour to have these resources in place prior to commencement of the war crimes trials.

An internship coordinator has been recruited to run the internship program of the War Crimes Chamber. The program of internship is being developed. Invitations for applications internship have already been sent out within BiH and various other jurisdictions. Some applications for internship have already been received.

Security Section

The Security Section will coordinate with the Judicial Police of BiH and all other relevant law enforcement agencies to ensure the security of all operations of the State Court of BiH.

PROGRESS REPORT

A team of three leading international security experts has developed the security concept for the Special Detention Facility and the State Court of BiH building, which includes the War Crime Chamber. This group of experts consisted of the Head of Security of the ICTY at The Hague, the Prison Security Advisor of the Scottish Prison Service and the Chief Commander of a Spanish Anti-Terror Unit. An advisory team has been formed and an initial report has been published. The architects of the War Crimes Chamber Project have started to incorporate improved security concepts in their design layouts. The upgrading of the overall internal and external security for witnesses, judges, prosecutors, support staff, visitors and detainees will require additional funding.

Victim And Witness Management Section

The creation of a Victim and Witness Management Section recognises that a constituent component of any criminal prosecution process is the protection of witnesses from outside interference. It is of fundamental importance to the judicial process that witnesses be enabled to provide their testimony in an environment free from threats, coercion or corruptive influences. In the wider context of *war crimes* trials, where crimes may have been committed on such a wide scale, and communities remain adverse to one another, the need for witness protection and support will remain particularly acute. Witness protection is achieved by ensuring the physical, legal and material security of potential and actual witnesses. Further to this point, it is a state obligation to ensure the safety and well being of witnesses summoned to appear before the courts.

Witness protection and witness support are parallel and sometimes converging processes. Victim and witness support and protection are informed at all levels by gender perspectives. It is therefore a function of victim and witness support to ensure incorporation of gender dimensions in legal definitions, hiring procedures and training; as well as in the treatment and support of victims and witnesses, risk assessments and mechanisms employed for the protection of witnesses (in each case, in particular, with respect to victims of sexual and gender-based violence) prior to, during and after testimony; and similarly, in community outreach and participation initiatives.

Criminal prosecutions for *war crimes* are a mechanism of transitional justice. The victim and witness support and protection component of the judicial process will contribute to transitional justice in Bosnia and Herzegovina by promoting a safe, secure and fostering environment in which witnesses can offer their testimony; by enabling the truth-seeking functions of the Court, by giving victims a voice in the search for truth, by contributing to the lessons-learned from the past, and by allowing psychological closure.

PROGRESS REPORT

To achieve these ends, work has begun on the drafting of internal protocols on victim and witness administration, support and protection. Drafting of similar external documents – information for victims and witnesses, for example – is currently underway. These will be completed and included in the Progress Report of November 2004.

The Victim and Witness Management Section has undertaken a review of the legislative framework for witness support and protection with a view to ensuring the adequacy of measures available to implement its mandate.

A staffing profile has been established, with priority recruitment having commenced in the month of September. A protection officer and support officer have been brought on staff to begin implementation.

A bilateral agreement has been reached with the Italian government to provide a high-ranking witness protection expert and related funding to ensure a smooth interface with the State Investigation and Protection Agency's Witness Protection Department, once operational.

While protection of citizens is the responsibility of domestic institutions, it cannot be ignored that the nature of the testimony offered by some victims or witnesses may pose a serious risk to their lives or safety or that of their families and associates. As such, it is incumbent upon the Victim and Witness Management Section to ensure that plans have been developed to begin in the early investigative stages, for the relocation of such witnesses in a third country, where no viable alternative for their effective protection is available in Bosnia and Herzegovina. To this end, discussions with selected states are underway with a view to formalizing written agreements on this important aspect of international cooperation with Bosnia and Herzegovina.

Public Information and Outreach Section

The Public Information and Outreach Section will provide information about the War Crimes Chamber Project to the international and national media, and to the people of Bosnia and Herzegovina.

Due to fears expressed in the local media and by civil society concerning the effectiveness and possibility for such an institution to operate smoothly in BiH post-conflict society, there is a clear and urgent need for an effective public outreach program and a press information office will be created within the Registry.

This office will be responsible for disseminating information to media representatives, maintaining contact and cooperation with other international institutions operating in similar fields, and most importantly, offering an effective level of outreach and support to those most affected by the creation of the War Crimes Chamber – the victims and their families.

The specific goal of starting the implementation of this project prior to 1 January 2005 is to prepare the local media to take a lead role in bringing the work of the newly established War Crimes Chamber to wider public attention, and to ensure that key stakeholders in its success, including schools, religious institutions and local government agencies, are as fully engaged as possible.

The section will recruit an outreach coordinator and a media officer to build a comprehensive strategy for public information distribution. The Prosecutor's Office will employ a press officer as well. There is a clear need to establish dialogue and exchange of information between the government, non-governmental organizations, citizens support groups, international community organizations and the Court of BiH on the wide range of issues raised by the prosecution of the cases.

Legal Counsel Office

The Legal Counsel Office (LCO) will perform the core functions of a Legal Counsel to the Registrar. The Office will be established in a similar manner as the ICTY's Registry Advisory Section for Legal and Policy matters with similar duties and responsibilities. The responsibilities of the LCO are, amongst others things, to:

1. Provide Interpretation and contribute to the application of legal instruments regarding status, privileges and immunities of the Registry and its staff,
2. Conduct research and prepare analytical and policy papers for the Registrar,
3. Prepare legal opinions on questions relating to the Registrar's responsibilities and the Registry's mandate,
4. Advise on the status and development of the legal framework and laws relevant to the operation of the Registry and the Court and Prosecutor's Office of BiH,
5. Advise on institutional and other operational modalities related to the work of the Registry,
6. Review, advise on and draft agreements including commercial contracts,
7. Provide legal advice on personnel and other operational activities of the Registry, including interpretation and implementation of the Financial and Staff Regulations and Rules,
8. Review and advise on relations with other International organizations, negotiate relationship agreements and memoranda of understanding (MOUs) and participate in projects with such organizations,
9. Advise on judicial cooperation with the ICTY and other international organizations such as EUPM, OSCE and others,
10. Develop agreements between the Registry and Bosnia and Herzegovina and other States,
11. Conclude cooperation and relocation agreements, in the following areas, amongst others: witness protection, extradition, regional cooperation in criminal matters, sentencing, advising on implementation of agreements,
12. Advise on judicial cooperation with national authorities in BiH,
13. Develop framework and advise on disciplinary matters and removal from office in relation to staff and on disqualification, replacement or resignation,
14. Prepare legal framework for the detention facility.

In addition, the LCO will provide legal advice and services to all other sections and departments within the Registry (e.g. the Administration Division, the Court

Management Section, the Judicial Support Section, the Detention Section, the Victim and Witness Support Section) where the need arises. The Office will also be responsible for the allocation of legal staff to various units within the Registry.

PROGRESS REPORT

The Office (LCO) has been actively involved in the coordination of donor activities and the negotiation of grant agreements. A number of agreements have been finalised and funds from the respective governments have been transferred. A few agreements are still outstanding but will be finalized within the next couple of weeks.

The LCO has been providing legal advise on the construction of the detention facility on matters concerning negotiations with national authorities on the issuance of the necessary construction permit, review of the contract with the construction company and other matters. It also deals with the question of allocation of the identified territory to the state level institutions for the construction of the detention facility. The Office has developed a strategy for the development of management structures of the detention facility within the BiH Ministry of Justice and recruitment of staff through the BiH Ministry of Justice. It is currently carrying out a review of draft legislation to be passed by January 2005 on the enforcement of criminal sanctions.

The LCO has been involved in the development of a strategy for the lobbying of BiH Parliament for the adoption of the war crimes legal package submitted to the BiH Ministry of Justice in July 2004. Amendment proposed by various parties have been considered and the laws have been amended. It is expected that the legal package will be adopted by end of October 2004 and that the agreement between the High Representative and Bosnia and Herzegovina establishing the Registry will be signed by the BiH Presidency shortly thereafter.

The LCO is currently preparing a draft agreement to be signed by the Registry (once existing) and the ICTY on the modalities of the transfer of cases from the ICTY to the Prosecutor's Office of BiH. Details of these modalities will be discussed with the ICTY in the coming weeks.

The LCO is also in the process of drafting MOUs between the Registry and various national authorities, such as, the BiH Ministry of Justice, the BiH Ministry of Security and the BiH Ministry of Foreign Affairs.

The LCO has been providing legal advise in relation to the transfer of the functions of the Rules of the Road Unit of the ICTY to the Prosecutor's Office of BiH. The Rules of the Road Unit at the ICTY was effectively closed down at the end of September 2004 and the question of a follow-up review mechanism has to be addressed.

The LCO is also providing legal advise to the Victim and Witness Protection Section and the Court Management Section on various issues.

III. THE INSTITUTIONAL FINANCIAL PLAN WCC PROJECT

Section 1

Preface

A Guide to the Plan

The Institutional Financial Plan is split into three sections. The first section provides a general overview of the current and planned activities within Finance. The second section discusses the key components that go to make up the 'Institutional Financial Plan'. The third and final section can be found in Appendix IV. This appendix details the financial structure and budget for the project. Key to this section is The Financial Map. This map can be found at Appendix IV.1 on page 71. The Financial Map illustrates, in a pictorial manner, the financial structure and linkages within the project: from the budget overview found in Appendix IV.3 to the detailed budgets for each cost center and activity found in Appendices IV.5 and IV.6. In effect, this map will allow the reader to clearly see the detail that goes to make up each consolidated report within the overall project.

Finance Review

After producing 'The Institutional Financial Plan', the focus of the Finance & Budget section has now shifted towards preparing the ground for the independent financial operation of the War Crimes Chamber Project. This work is split into three categories:

I. Systems Implementation

The design and initial selection stages for the implementation of a Financial Accounting system; Management Accounting system; Payroll system; Bank and banking system; and External and Internal Auditor process are well advanced. The aim is to have these systems and services ready for operation by 1 December 2004. Further, the recruitment process has also commenced. The aim here is to have fully staffed Finance and Budget section by 1 January 2005.

II. Financial Policy and Procedures

Policy and procedural guidelines are being developed in parallel with the systems implementation work, above. The aim here is to publish a full set of policy statements and procedural guidelines by 1 December 2004.

III. Institutional Information and Budgetary Control Report

This report is in the process of being designed and will be produced on a monthly basis, from December 2004. The purpose of this report is to provide a comprehensive program for monitoring and controlling financial and project risk, in general. This report will be underpinned by the monthly reporting of actual performance against the Institutional Budget and the Rolling Budget. The first rolling budget will be prepared as part of the December 2004 period end reporting cycle and will be updated quarterly for the remainder of the project planning period. Broadly speaking, this report will include:

- III.1** A risk assessment of the assumptions used in developing The Institutional Financial Plan and the Rolling Budget
- III.2** An assessment of capital adequacy and cash flow. Initially, the focus will be on the burn rate of capital in the start up period.
- III.3** An assessment of fixed asset quality and working capital.
- III.4** A funding and operating risk assessment
- III.5** An analysis of the use of Donor funds in reference to their Grant Agreements.
- III.6** A 'Key Performance Indicator' assessment
- III.7** An internal control risk assessment
- III.8** An off-balance sheet risk assessment
- III.9** An assessment of establishment, transition and fair trials
- III.10** Other relevant financial issues

The aim of these systems, policies, procedures and reports is two fold. Firstly, they are designed to ensure that the WCCP retains a balanced financial structure and sound financial management practices. Secondly, this approach aims to adhere to the value creation perspective detailed within the Institutional Financial Plan for its budgetary control activities.

Section 2

Introduction

- 1.1 The purpose of this paper is to set out the financial plan for the WCCP for the period 1 August 2004 to 31 December 2009.
- 1.2 It also sets out how resources are matched to the project, so as to meet the project's '**Statement of Purpose and Goals**'
- 1.3 Finally, this paper maps out the financial and structural criteria by which the success of the WCCP will be both measured and judged

The Planning Period

- 2.1 The planning period commences from 1 August 2004 and ends on 31 December 2009. The project-planning period is divided into 6 phases, as detailed within **The Institutional Plan**.
- 2.2 Further, **The Institutional Plan** details the expected work content and deliverables from each phase.

The Financial Structure

- 3.1 The Registry must be able to record, measure and compare the performance of the project's objectives across time, functions and activities. As a consequence of these requirements to demonstrate value for money and added value, the project structure has been designed to directly support the delivery of the project's objectives and provide the necessary tools for effective management.
- 3.2 The Project's organizational structure is detailed within **The Institutional Plan**. This structure has been broken down into

individual functional and activity based cost centers. **The Institutional Plan** defines the direct relationship between each cost center and its role in delivering the War Crimes Chamber's purpose and goals.

- 3.3 The aim of this structure is threefold. Firstly, to deliver an efficient structure that will prevent duplication and underutilization of resources. Secondly, to deliver an effective structure through simplifying the management of the project by decoupling complex functions and activities. Thirdly, to provide a transparent 'picture' to stakeholders of how the WCCP management team intends to both manage and deliver on the project's purpose and goals.

The Scope

- 4.1 **Appendix IV.2** 'THE TARGET BOSNIA & HERZEGOVINA JUDICIAL SYSTEM' clearly illustrates (diagrammatically), the broad and complex nature of the project. This financial plan costs the process of moving from the current judicial system to the establishment and operation of this target judicial system.
- 4.2 The current domestic judicial system prosecutes organized crime and general jurisdiction cases. The target judicial system will continue to prosecute these cases. However, it will also domestically prosecute war crimes cases. Bridging this 'Systems Gap' is this papers primary objective.
- 4.3 Practically, this has two cost impacts. Firstly, the cost to establish and operate Section I of the Court of BiH. Secondly, the cost to establish and operate a Registry to provide administrative support to Section I.
- 4.4 The Warn Crime Chamber's primary objective is to establish **The Registry**. The functions and activities of this Registry are referred to as 'Core'. Essentially, the Core Registry is the entity to be transitioned to the State of BiH over the planning period of the WCCP. This includes the 'Core Registry' and the 'Core Administrative Registry Functions & Activities'.
- 4.5 However, the WCCP also has responsibility for other functions and activities. These are referred to as **Facilitating Functions And Funds**. That is, these functions and activities need to happen to enable the Registry to deliver on its purpose and goals. As a consequence, [and depending on the nature of the function or activity] the WCCP will fund these functions and activities on either a temporal or permanent basis throughout the life of the project.
- 4.6 Finally, the cost impact of the establishment of a Section I of the Court of BiH is significant. Indicative cost impacts have been separately analyzed as '**Facilitating Functions And Activities To Be Funded From Outside Of The WCCP**'.

The Controls

- 5.1 An internal and external audit process is being implemented to underpin the financial and management control, record keeping and reporting systems, procedures and policies.

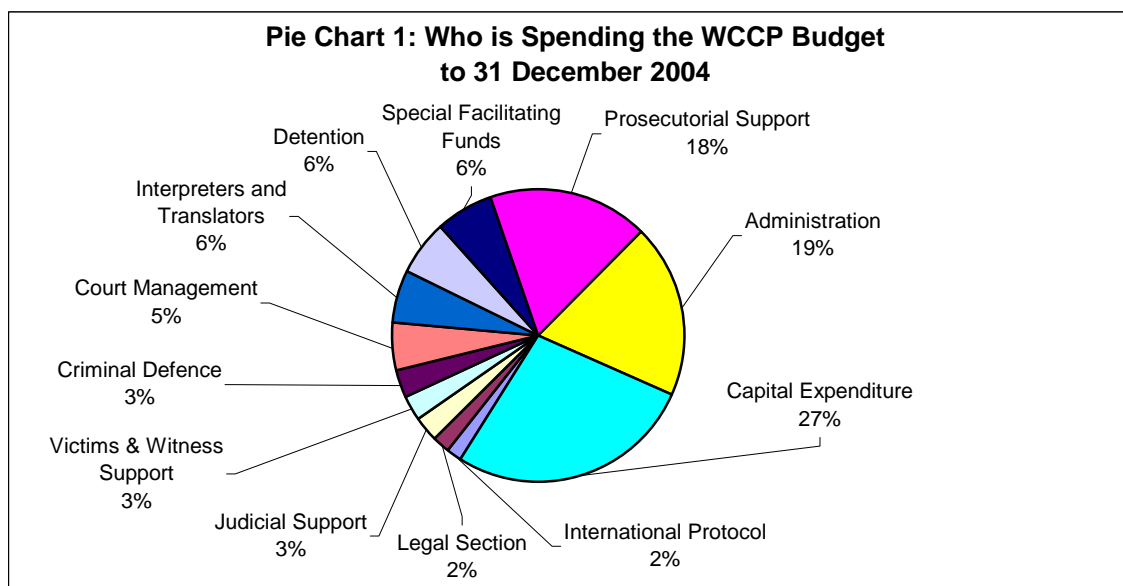
The Cash Flow

6.1 The ramification of the WCCP on cash flow requirements is detailed within **Appendices IV.5.1 to IV.5.3** 'THE OPERATING BUDGET SUMMARY' and the **Appendix IV.6** 'THE CAPITAL EXPENDITURE AND SPECIAL FACILITATING FUND BUDGET SUMMARY' respectively. These budgets have been constructed on a detailed line-by-line month-by-month basis. However, for presentational reasons these cash flow ramifications have been summarized within **Appendix IV.3** 'COSTING THE WCCP FOR 2004 TO 2009'. The staffing plan that underpins this cost budget can be found in **Appendix IV.4** 'STAFFING THE WCCP FOR 2004 TO 2009'. The key figures are as follows.

6.2 Functions and Activities to be Funded by the WCCP

6.2.1.1 The **WCCP** will require **16,360,100 euros** for the first two years of operation. **Pie Chart 1** illustrates who is spending the WCCP Budget to 31 December 2006, by Function.

6.2.1.2 These costs comprise of **5,315,100 euros** for the core Registry, **5,572,300 euros** for the Facilitating Centers, **4,438,500** for Capital Expenditure and **1,034,200** for the Special Facilitating Funds.



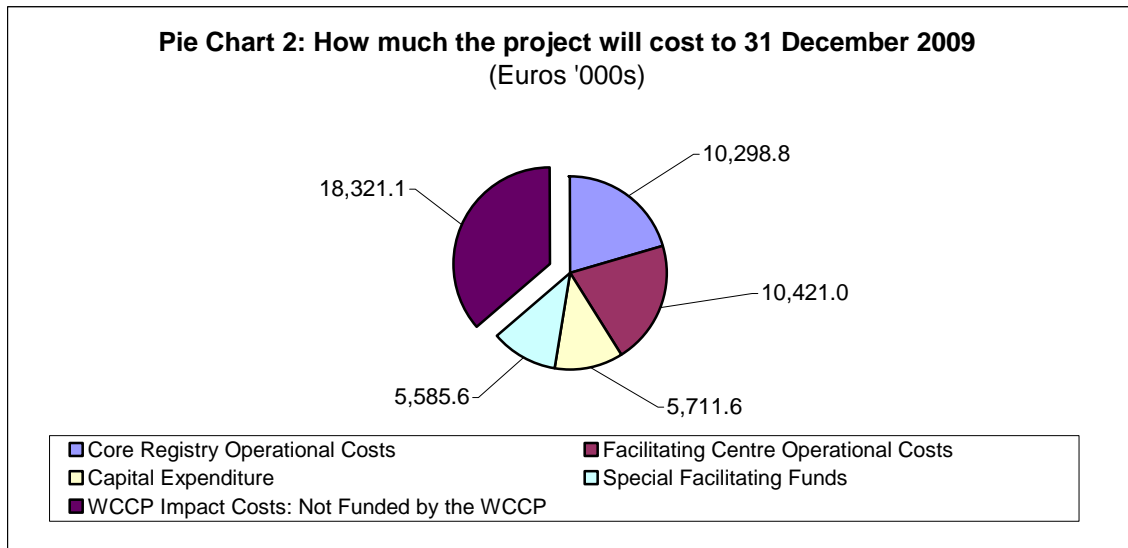
6.2.2 The cost of the WCCP increases to **32,017,000 euros** for the full project planning period.

6.3 Functions and Activities to be funded from Outside of the WCCP

6.3.1 The **Impact** of the WCCP will require **8,316,000 euros** for the first two years of operation.

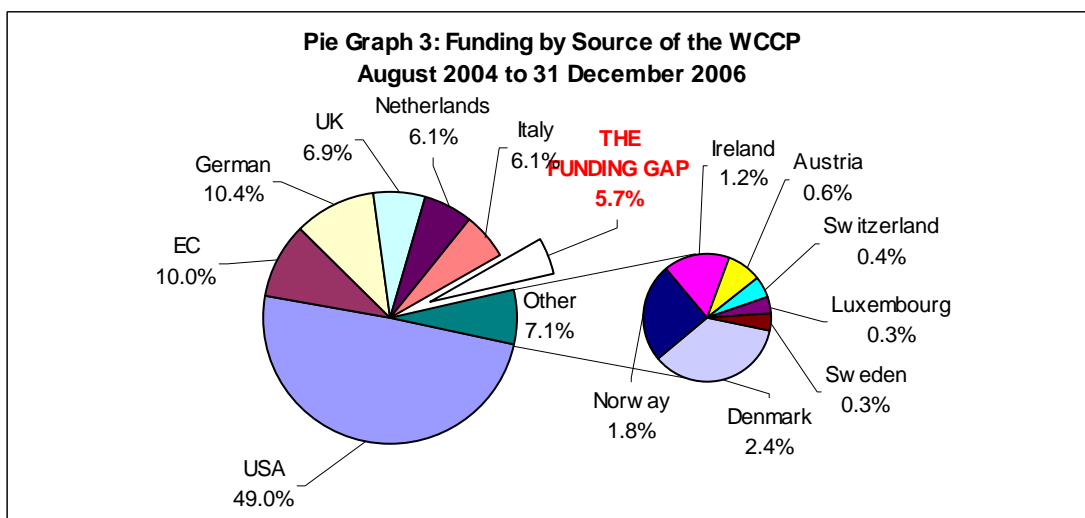
6.3.2 The Impact costs of the WCCP will increase to **18,321,100 euros** for the full planning period.

6.4 The total project cost, excluding current domestic judicial costs, is **24,496,100 euros** for the first two years of operation and **50,338,100 euros** for the full project-planning period. **Pie Chart 2** illustrates how much money the whole project will cost to 31 December 2009, by major activity. It also highlights the impact cost of **18,321,100**. This must be funded from outside of the WCCP.



Funding

- 7.1 The Donor Conference in October 2003 pledged 16,114,000 euros for the first two years of WCCP. However, due to a weakening in the USD, this pledge has fallen to a current value of 15,449,700 euros.
- 7.2 **Pie Graph 3** illustrates the funding by source of the WCCP. The key points note here are as follows.



- 7.3 Firstly, the ‘**funding gap**’ of **5.56% or 910,400 euros**. This ‘funding gap’ arises from the new requirement to operate a Detention Facility to the end of 2005 at a cost of 1,010,000 euros. Original funding of Detention was set at 500,000 euros for a Detention Facility. The cost of this work has been reduced to 400,000 euros.
- 7.4 Secondly, European nations provide just over 50% of the funding requirements for the WCCP with the United States of America providing the balance. **Table 1** details the status of fund sources by status and source.
- 7.5 As noted above, in order to make this project happen additional funds must be found to fund the ‘Impact Costs’.

Table 1: Current Funding Schedule, The War Crimes Chamber Project		
A. DONORS CONFERENCE FUNDING		
1. Received Funds	Amount ‘000s	Currency
Germany	500.0	EUR
Ireland	200.0	EUR
Italy	160.0	EUR
United Kingdom	1,132.8	EUR
Sweden	43.4	EUR
Total	2,036.2	EUR
2. Finalizing Grant Agreement		
USA	7,959.5	EUR
EC	1,500.0	EUR
Total	9,459.5	EUR
3. Pledged Funds		
Denmark	400.0	EUR
Austria	100.0	EUR
Italy	840.0	EUR
Luxembourg	50.0	EUR
Netherlands	1,000.0	EUR
Norway	300.0	EUR
German War Crimes Fund	1,200.0	EUR
Switzerland	64.0	EUR
Total	3,954.0	EUR
Total Donor Conference Pledge (1+2+3)	15,449.7,	EUR
B. ADDITIONAL FUNDING		
4. Currently Under Negotiation		
Soros	250.0	EUR
Japan	250.0	EUR
USA War Crimes Fund	300.0	USD
USA Prison Fund	750.0	USD

Added Value

8.1 The purpose and aims of the WCCP articulate the case for the WCCP. However, to measure added value and value for money the project must record and compare on its delivery of this purpose and these aims. In essence, the following value drivers or key performance indicators (KPIs) are designed to monitor project performance against ‘The Case for the WCCP’.

8.2 Key Performance Indicators

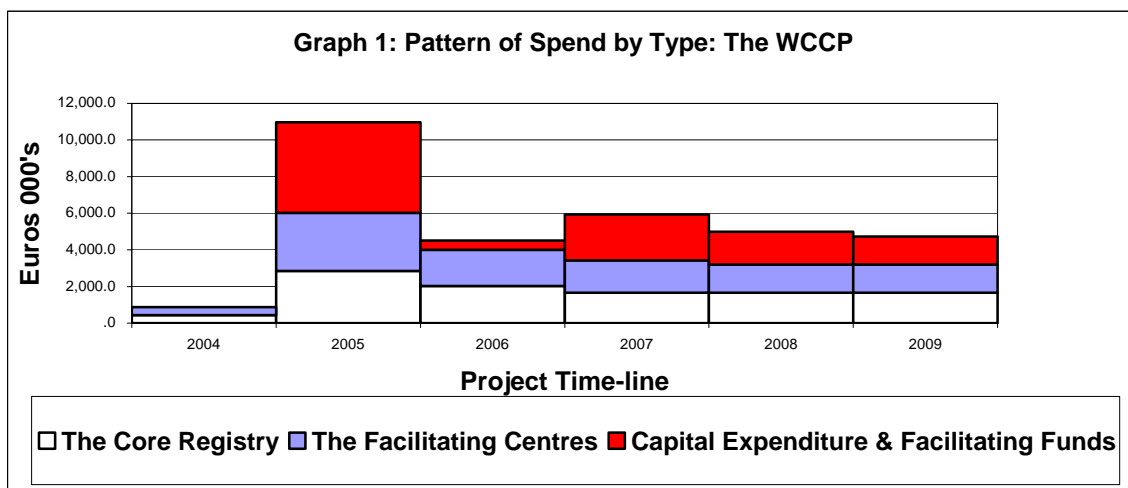
8.2.1 **Transition.** In order to measure the success of transition we need to monitor three processes.

8.2.1.1 The first process is to monitor the phased transition from an internationally managed Registry to a nationally managed Registry.

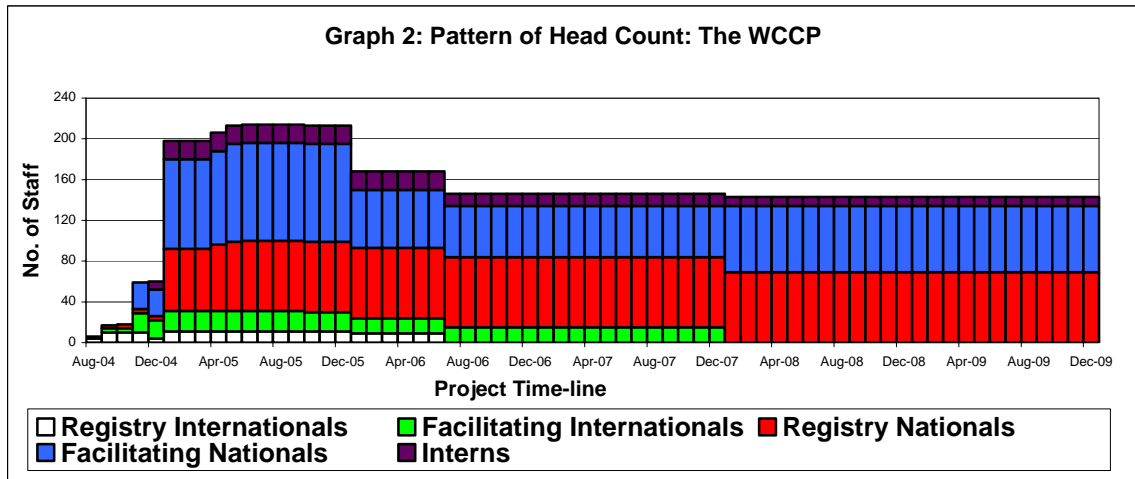
8.2.1.2 The second process is to monitor the projected costs of the Core Registry Functions at transition in 2010. These costs can be derived from **Appendix IV.4 and IV.5.1.**

8.2.1.3 However, the key figures are as follows: the Core Registry Operational costs in 2009 are **1,677,600 euros**; the head count is **69 national staff** plus **6 Interns**; the operating ratio is **26.1%**; and **average net national salaries is 14,407 euros per annum.**

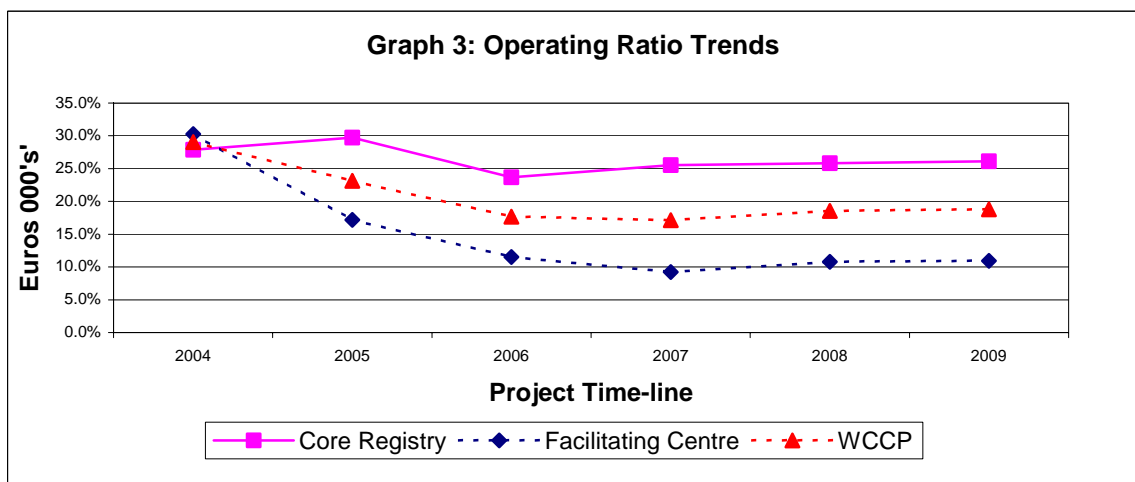
8.2.1.4 The third process is to monitor the shape or pattern of spend and head counts. **Graphs 1, 2 and 3** illustrate a pattern consistent with a start-up situation. However, the key point to note from **Graph 1** is the rapid fall off in costs to a steady and feasible level from **2007 onwards** and the capital expenditure-international staff ‘**establishment spike in 2005**’. The capital cost and facilitating costs for 2007 through 2009 are contingent in nature.



8.2.1.5 The key points to take from **graph 2** are firstly, the rapid fall off in international staff numbers. In effect, all internationals within the Core Registry are forecast to have left by June 2006. The remaining 15 internationals within the Prosecutorial Support Function are forecast to have left by December 2007. Secondly, the consistently high level of nationals employed within WCCP.

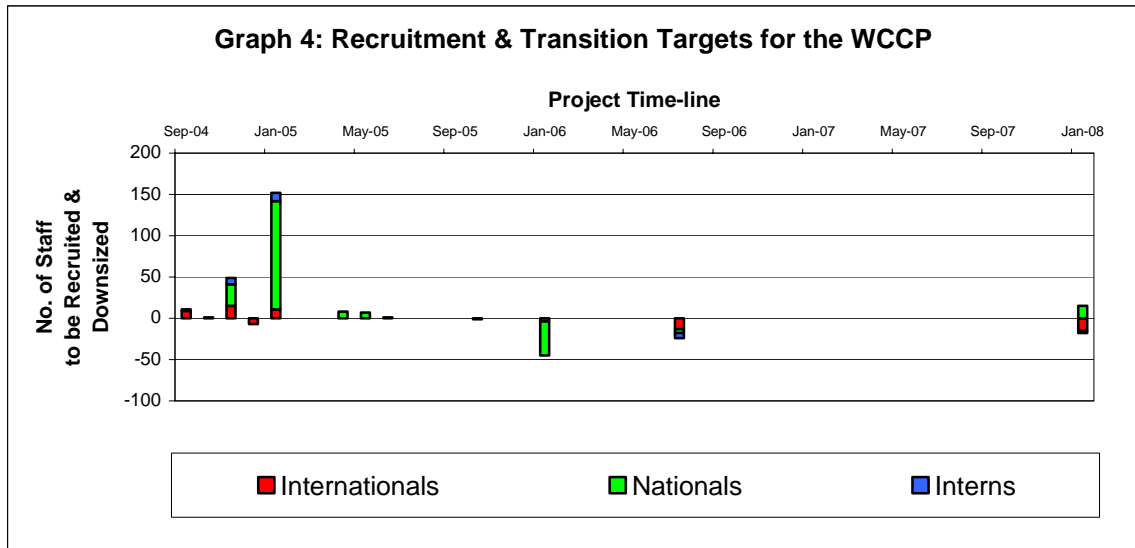


8.2.1.6 The key point to take from **graph 3** is that after the initial establishment phase, the Core Registry's operating ratio falls to a sustainable 25 to 26%. While the operating ratio for the project as a whole falls to 18%. This fall is due to the low overhead cost nature of the facilitating centers.



8.3 Establishment of the Registry. The key outcome here is that trials can be held for those indicted for war crimes and organized crime offences by the 1 January 2005. In order to measure the success of this establishment target we need to monitor three processes.

8.3.1 The first process is recruitment. The recruitment plan is detailed in **graph 4**. Although this shows a significant recruitment target in January 2005, it is difficult to be exact with this trend. Therefore, the practical expectation is that these positions will be filled in the period leading up to February 2005. However, the intention remains that an appropriate level of staffing will be in place to enable war crimes trials from January 1, 2005.



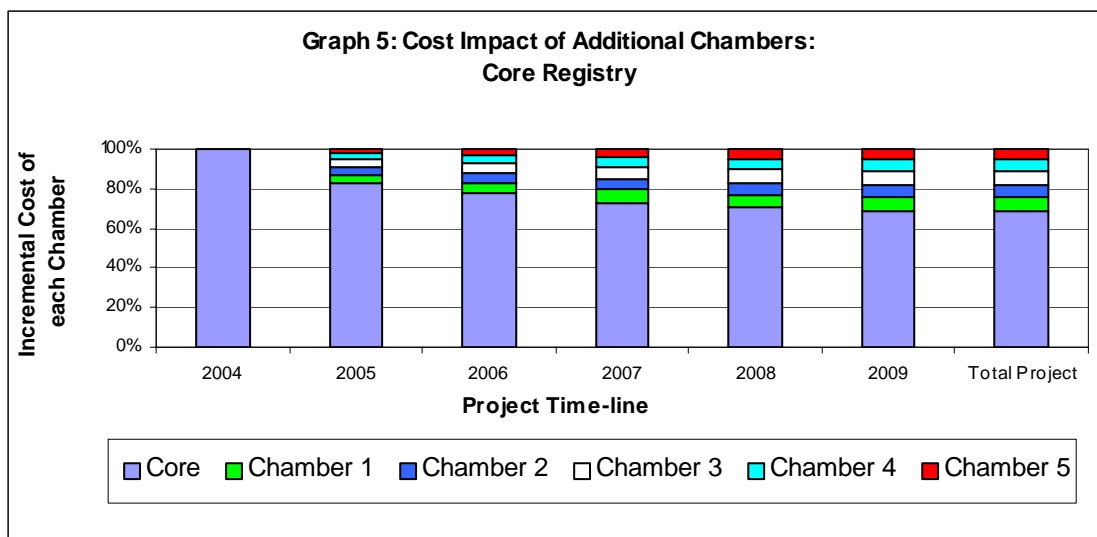
8.3.2 The second process is the actual case workload. This is measured against the cases indicted by the Prosecutors Office.

8.3.3 The third process is the financial cost of justice. This is calculated in reference to the number and length of trials.

8.4 The third KPI is the perception by stakeholders of a process being underpinned by a fair trial. This is monitored through the regular measurement and comparison of the stakeholder **perceptions-expectation gap**.

The Incremental Effect of Adding Chambers

9.1 The cost to open the doors of the registry can be seen by referring to **graph 5**. The key point to note here is that **68%** of costs directly relate to the core costs needed to enable the Registry to open for business. Each additional chamber adds an additional **6%** to the cost of the WCCP.



Change Management

- 10.1 Managing the KPIs enables the WCCP management team to manage change and predict its impact upon the projects purpose and goals.
- 10.2 The measurement of these KPIs will, in effect, measure the gap between 'The Case for the WCCP' and what actual happens. This is the key management tool used to drive the establishment, transition and fair trial aims of the WCCP.
- 10.3 These KPIs or value drivers, in conjunction with cash flows, are the basis for measuring and judging the success of the project.
- 10.4 A quarterly internal forecasting process will underpin the change management process.

The Drivers of Establishment, Transition and a Fair trial

- 11.1 Two key groups from within the project will drive establishment, transition and the delivery of fair trials.
- 11.2 The first group is the internally based audit group. This body will monitor the activities of the Project Director and ultimately the Registrar. It will also have direct access to stakeholders.
- 11.3 The second group is the internal executive body or the project management team. The Project Director and ultimately the Registrar will head this team.
- 11.4 Post transition in 2010, the Registry will become the financial and management responsibility of the State of BiH.

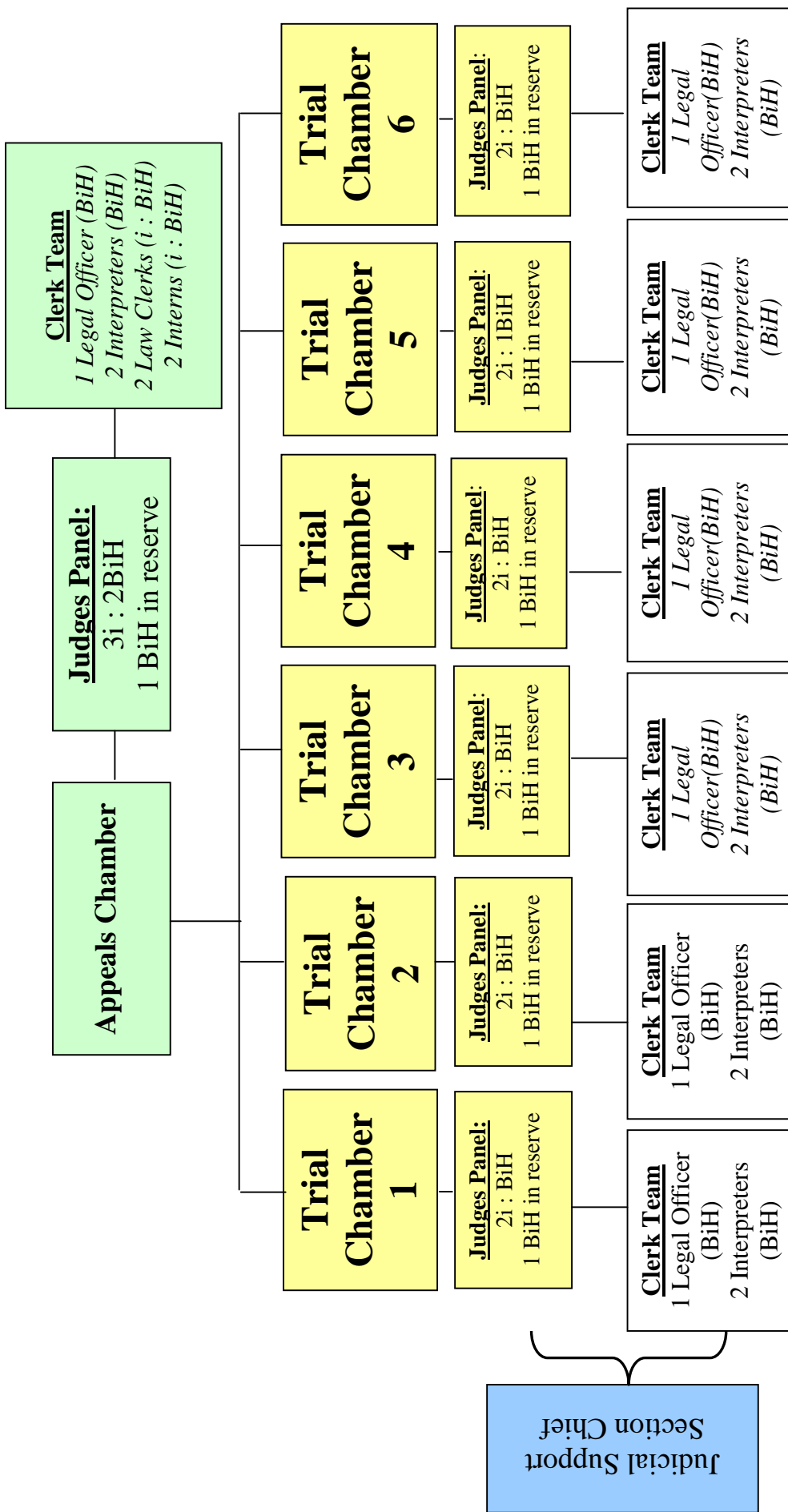
LIST OF APPENDICES

Reference Number	Description	Page (s)
1	II.1.1 Administration of Trials	42
2	II.5.1 Timeline of Project Implementation	43
3	II.6.1 Oversight Committee Project Proposal	44
4	II.7.1 Organizational Structure of Registry	47
5	II.7.a.1 Workload and Staffing Plan	48
6	II.7.a.2 Site lay out: Court of BiH, Prosecutor's Office and Special Detention Centre	49
7	II.7.a.3 South elevation, Court of BiH and Prosecutor's Office	50
8	II.7.a.4 East elevation, Court of BiH and Prosecutor's Office	51
9	II.7.a.5 Photograph 1: Court of BiH and Prosecutor's Office prior to renovation	52
10	II.7.a.5 Photograph 2: Court of BiH and Prosecutor's Office prior to renovation	52
11	II.7.a.5 Photograph 3: Court of BiH and Prosecutor's Office after partial renovation	52
12	II.7.a.5 Photograph 4: Court of BiH and Prosecutor's Office after partial renovation	52
13	II.7.d.1 Staffing Plan of Prosecutor's Office, Initial Stage.	53
14	II.7.d.2 Staffing Plan of Prosecutor's Office, Final Stage.	54
15	II.7.f.1 Letter dated 27.07.2004 addressed to High Representative by the Minister of Justice of the Federation of Bosnia and Herzegovina	55
16	II.7.f.2 Letter dated 23.07.2004 addressed to High Representative by the President of the Court of Bosnia and Herzegovina	56
17	II.7.f.3 Letter dated 22.07.2004 addressed to High Representative by the Chief Prosecutor, Bosnia and Herzegovina	57
18	II.7.f.4 Letter dated 22.07.2004 addressed to High Representative by the Minister of Justice of BiH	58
19	II.7.f.5 Letter dated 22.07.2004 addressed to High Representative by the Minister of Justice of Republika Srpska	59
20	II.7.f.6 Letter dated 14.10.2004 addressed to Project Director, War Crimes Chamber Project by the Secretary of the Ministry of Justice of BiH enclosing MoU	60-64
21	II.7.g.1 Information Technology Management Section Planned Infrastructure	65
22	II.7.h.1 Profile for international judge for Section 1 of Court of BiH	66-67

23	II.7.h.2	Profile for international prosecutor of the Special Department of the Prosecutor's Office	68-69
24	IV.1	The Financial Map	70-71
25	IV.2	The Target Bosnia and Herzegovina Judicial System	72
26	IV.3	Costing the WCCP for 2004 to 2009	73-75
27	IV.4	Staffing the WCCP for 2004 to 2009	76
Operating Budget Summaries			
28	IV.5.1	The Core Registry & Facilitating Functions: 2004-2009	77
29	IV.5.2	The Core Registry Functions: 2004 to 2009. This appendix includes cost summaries for individual cost centres within the core registry.	78-91
30	IV.5.3	The Facilitating Functions: 2004 to 2009. This appendix includes cost summaries for individual cost centres within the facilitating centre.	92-97
31	IV.6	The Capital Expenditure & Special Facilitating Fund Budget Summary	98-102

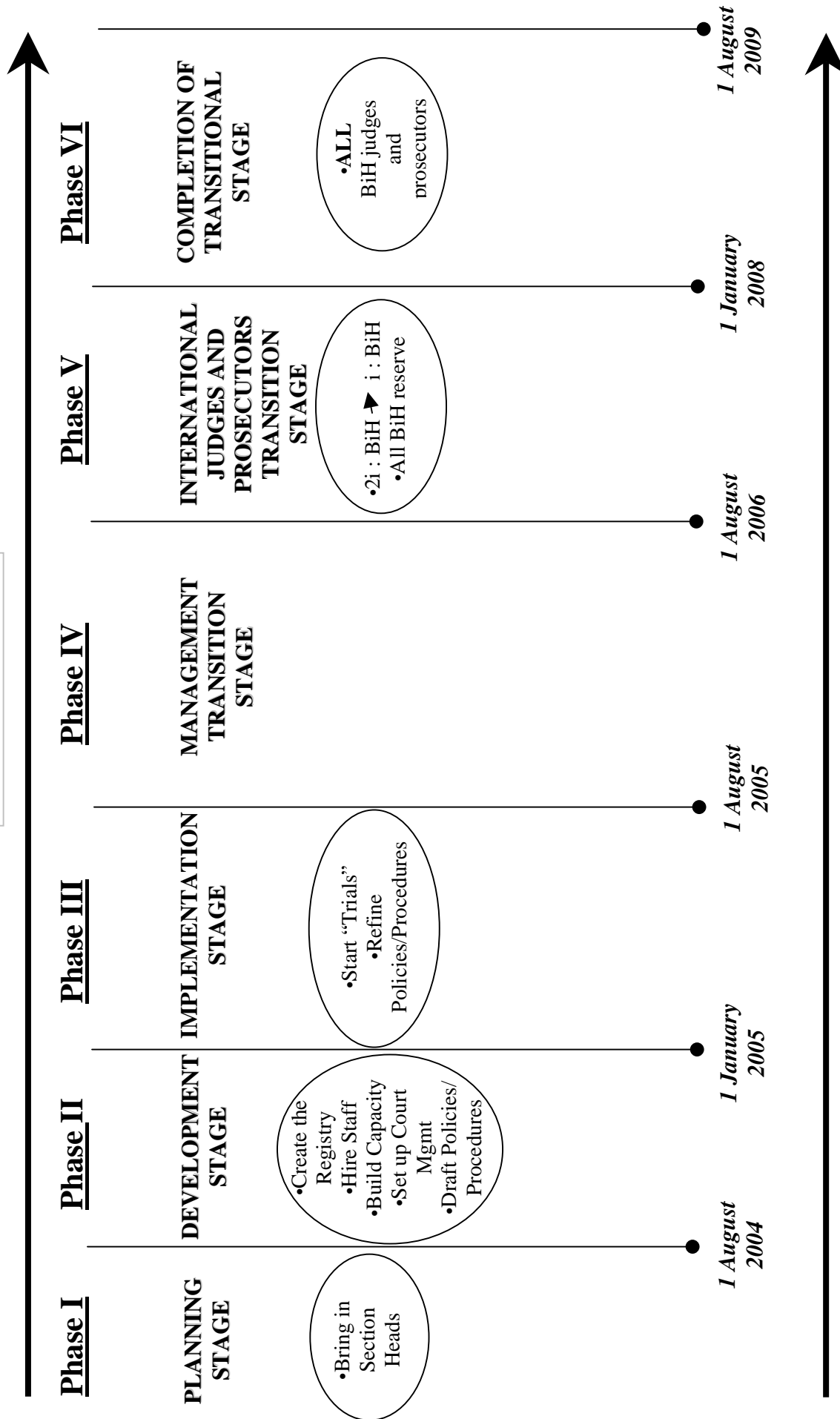
Administration of Trials

Appendix II.1.1



• i : BiH = ratio of Internationals to Nationals of Bosnia-Herzegovina

TIMELINE



OVERSIGHT COMMITTEE PROJECT PROPOSAL

1. The establishment of a Specialized Chamber within the Court of Bosnia and Herzegovina (BiH) and of a Specialized War Crimes Department in the Office of the Prosecutor of BiH constitutes a major step in the process of fostering accountability for war crimes, crimes against humanity and genocide. It represents an experimental project that is truly unique, as it is based on building a unit within an existing Court that has a hybrid staff (both international and national) with international funding. The importance, therefore, is in the strengthening of the national judicial infrastructure, in accordance with the mandate of the international community in BiH under the guidance of the Peace Implementation Council. This constitutes the first model of its kind, after the establishment of Special Courts in Sierra Leone, East Timor, and recently Cambodia, in supporting transitional justice in post-conflict societies.
2. It is anticipated that the processing of the initial cases to be tried before the Specialized Chamber will commence in January 2005. For the first phase of the Project, trial and appeal panels will be comprised of two international judges and one national judge. These will subsequently evolve into panels configured with a majority of national judges. The Project will conclude with exclusively national judges at the end of a five-year period. Likewise, after an initial period of time the Special Department in the Office of the Prosecutor of BiH shall evolve into a department with a majority of national prosecutors and will finally be exclusively composed of national prosecutors. An independent Registry will be responsible for providing support and administration services to the Specialized Chamber as well as the Specialized War Crimes Department in the Office of the Prosecutor of BiH. It will also progressively evolve into a purely domestic structure.
3. The success of this project is crucial for at least the following four reasons. Firstly, it will participate in the institutional support process of building judicial capacities in BiH and in adequately training national personnel and supporting their efforts in fostering the Rule of Law in their society. Second, through this process, by empowering the local prosecutors, lawyers and judges, and accompanying their efforts in ensuring accountability for the crimes that have deeply marked their communities, it will contribute to the reconciliation process among deeply divided communities. Third, it will complete the work of the *ad hoc* International Criminal Tribunal for the Former Yugoslavia (ICTY) and ensure that the legacy left remains intact, by taking over the cases that the ICTY will transfer to it or will otherwise not be in a position to conclude, in light of its completion strategy. Fourth, by establishing a new effective mechanism of transitional justice, it will prove the importance of the articulation between international and national commitment to support the reform of domestic judiciary systems in post-conflict societies. This will provide a first example of the complementarity process between local and international efforts for international justice.
4. In order to ensure the independent and impartial functioning of this project, it is imperative to guarantee clear and transparent accountability. To achieve such accountability; substantive and financial auditing of the Project is vital. The Registry will be accountable financially to the High Representative, the Peace Implementation Council, the donor Countries, and the Government of Bosnia and Herzegovina. There is also the need to develop accountability of the project vis-à-vis the needs and expectations of the general public (both national and international), and also beyond

the end of the mandate of the High Representative and of the Peace Implementation Council.

5. Accordingly, it is important to establish and develop as early as possible an external substantive policy and proactive auditing body that guarantees the effective and independent administration of all constituent elements of the Specialized Chamber.

6. This will be accomplished by creating a permanent Oversight Committee (OC), composed of independent national and international experts that would regularly evaluate and document the functioning of the Registry, of the Specialized Chamber, and of the Specialized War Crimes Department in the Office of the Prosecutor. It would advise on all aspects of the Project and the functioning of the Court with a view to ensuring its smooth and effective transition into a national institution in the shortest period possible.

7. Primary to the OC's purpose would be to develop evaluation criteria and workload monitors to assess the implementation of the war crimes project and audit its activities, thus ensuring accountability to its constituents. In so doing, the OC would liaise with external international financial auditors to comply with international obligations and donor commitments. It would also engage in dialogue with national and international NGOs, as well as with key-actors of the civil society in BiH to ensure that policy decisions are discussed, understood and supported as they arise, so as to remain proactive rather than reactive, and to assist in gathering the necessary support for the Court in all its activities.

8. The OC would analyse and assess whether the different constituent elements of the Court (i.e. Chambers, Office of the Prosecutor, Witness Protection and Victim Support, Defence and the Registry) are functioning independently and impartially, with sufficient resources and achieving the aims and objectives of their mandate. The OC would regularly meet with each of these constituent elements of the Court separately to report on its findings, discuss them, and assist in identifying solutions to prevent or otherwise proactively remedy any problems, and to provide guidance in the implementation of their respective mandates. The OC would also prepare an annual report, that would document the activities, functioning and progress of the Court, and impartially and fully inform the donors, national and international NGOs, as well as the general public both in BiH and internationally, of the Court's progress and activities.

9. The OC would play an important role in assessing the progress of the Court and its readiness to transition from an international project to a purely domestic institution. As it is anticipated that the international component for the Court will be operational for a period of only five years under the international project, it will be crucial that the necessary national capacity be progressively developed during the transitional period, notably through adequate professional training programmes. Indeed, after the phasing out of the international component, consisting of judges, prosecutors and Registry personnel and the gradual reduction in international funding, the Court is expected to continue as part of the BiH justice system. The OC would assist the management of the Court and in particular of the Registry in identifying needs for training and local capacity-building, so as to support and facilitate the transition in each constituent elements of the Court.

10. It is envisaged that the OC would have an initial two-year mandate, to coincide with the first two years of the Project, namely from 2005 to 2007. The OC would be composed of three international experts recognised for their accomplishment in the field of international criminal justice, and of three independent national experts. The selection of the international experts would ensure that the OC would be in a position to draw from the experience and lessons learnt of the ad hoc tribunals and the Special Courts. The national experts would be chosen on the basis of their relevant experience in terms of transitional justice and reconciliation.

11. One of the international experts would serve as the Convenor of the OC, and would be responsible for calling meetings of the OC and to request each expert to carry out specific auditing projects. The Convenor would be employed full-time and remunerated on the basis of a salary equivalent to those of international professional United Nations staff at the P5 level (including medical insurance, and pension). The other two international experts would be remunerated on a flexible basis, depending upon the extent of their participation to the work of the OC, which would vary from one period to another. Similarly, the three national experts would also be remunerated on a flexible basis, according to their level of expertise and the work performed.

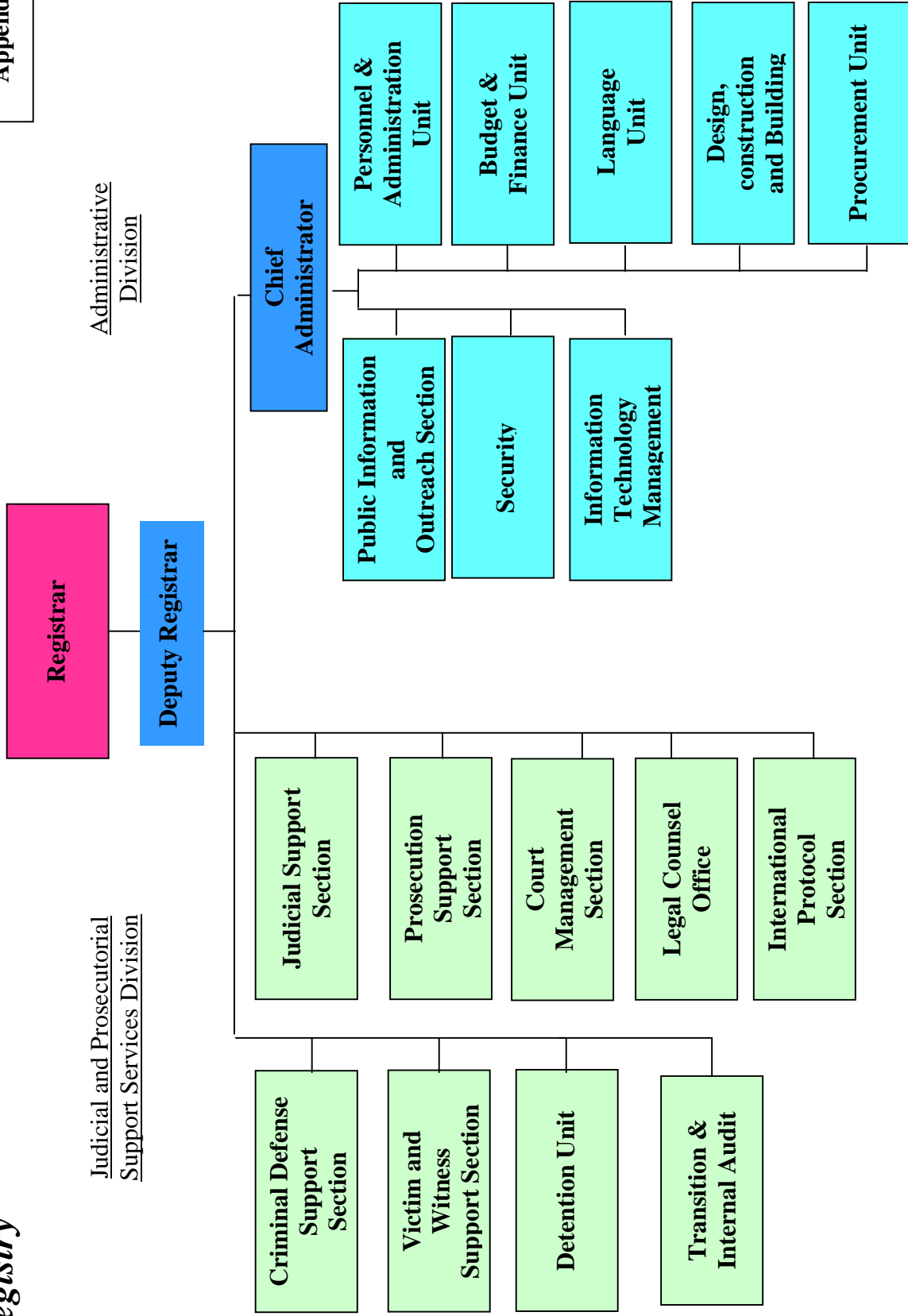
12. A full-time bilingual administrative assistant would provide secretarial and interpretation support to the Convenor and to the OC.

13. The OC would receive the result of all the internal and external financial audits undertaken by the Registry, and could, whenever needed, either recommend or even independently order additional financial auditing.

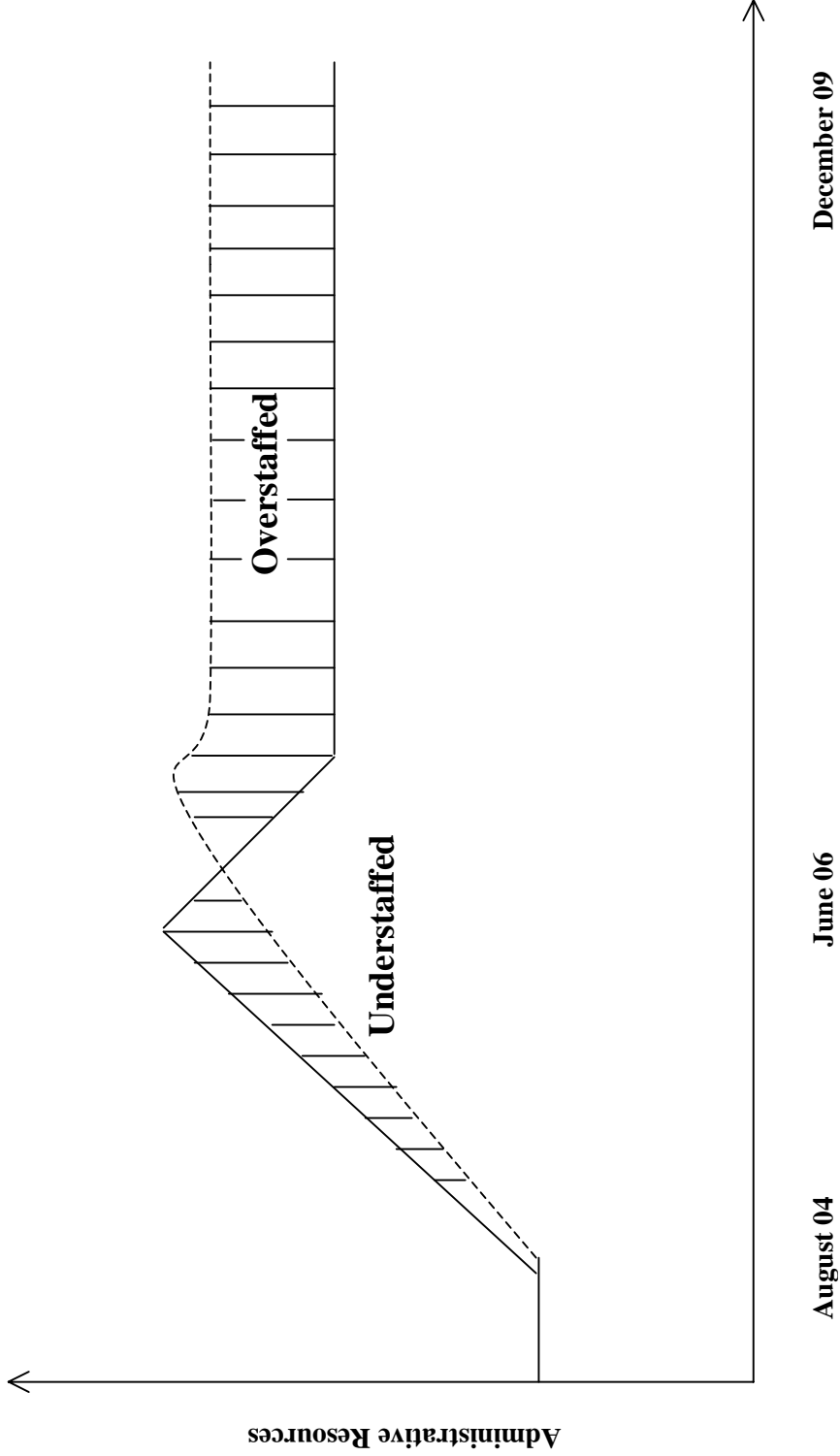
14. It is imperative that the OC would have an independent budget sufficient to cover its own costs and operations, including travel, administrative and interpretation needs, and would be financed by voluntary contributions.

Registry

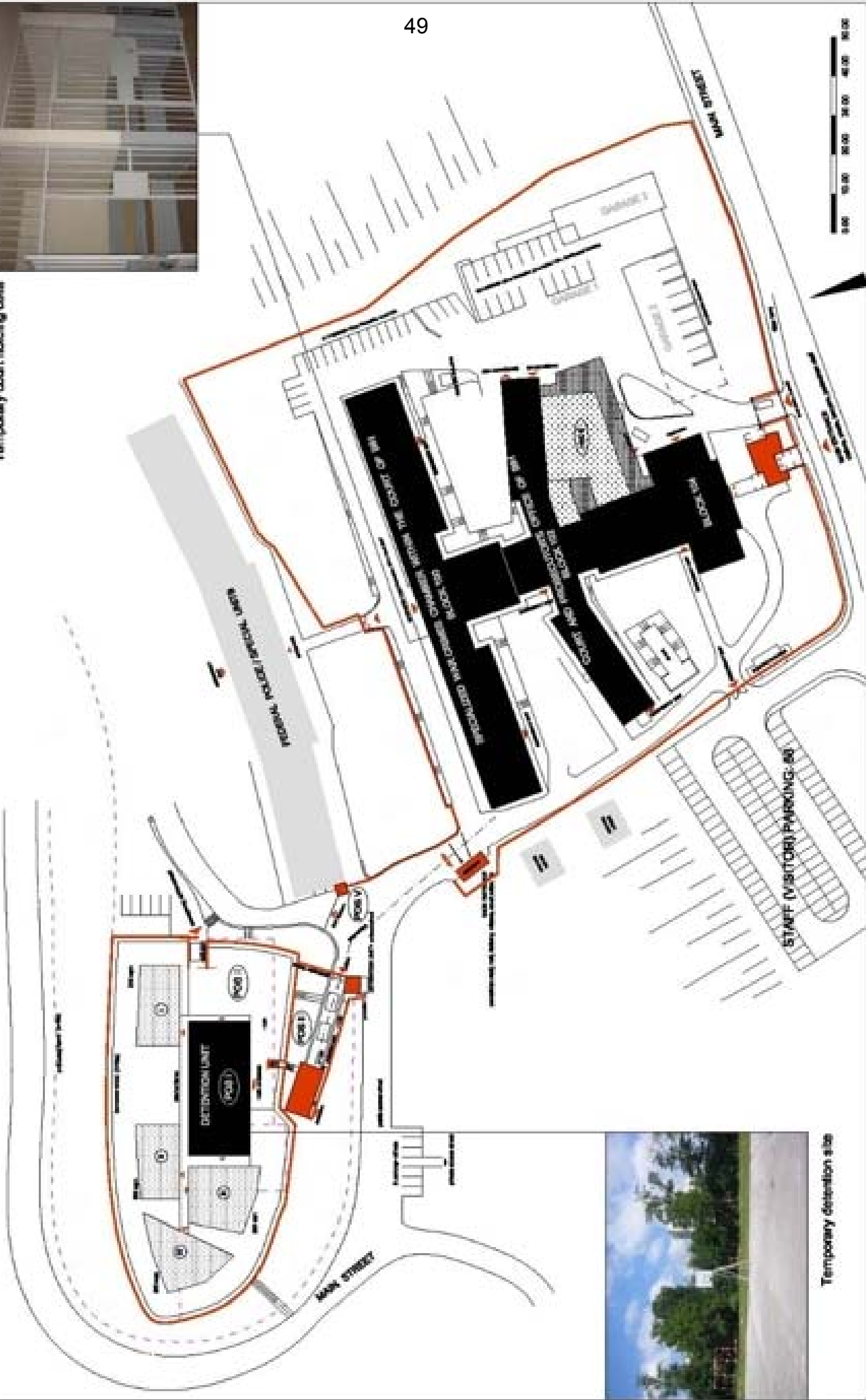
Appendix II.7.1



Workload and Staffing Plan

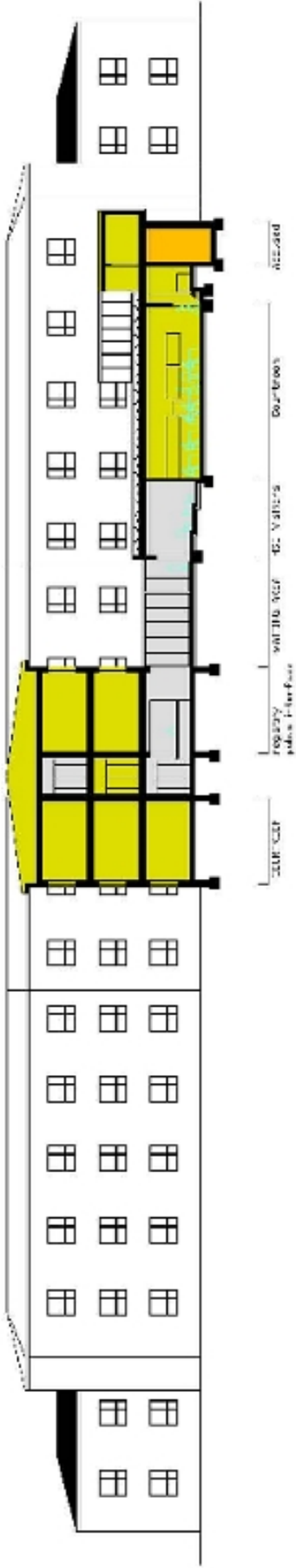


Temporary court holding cells

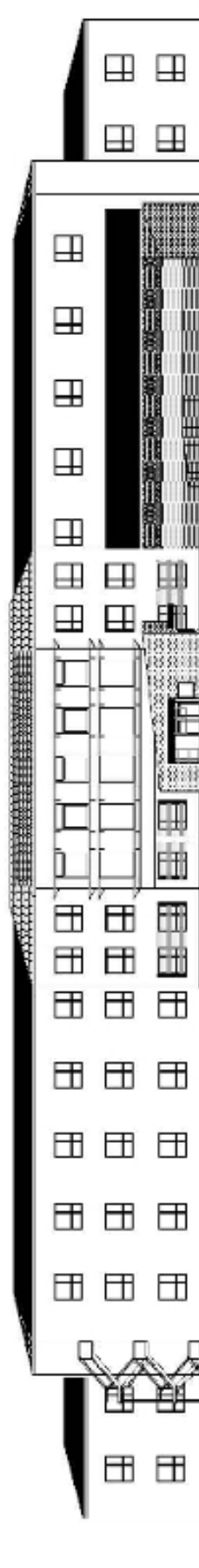


Temporary detention site

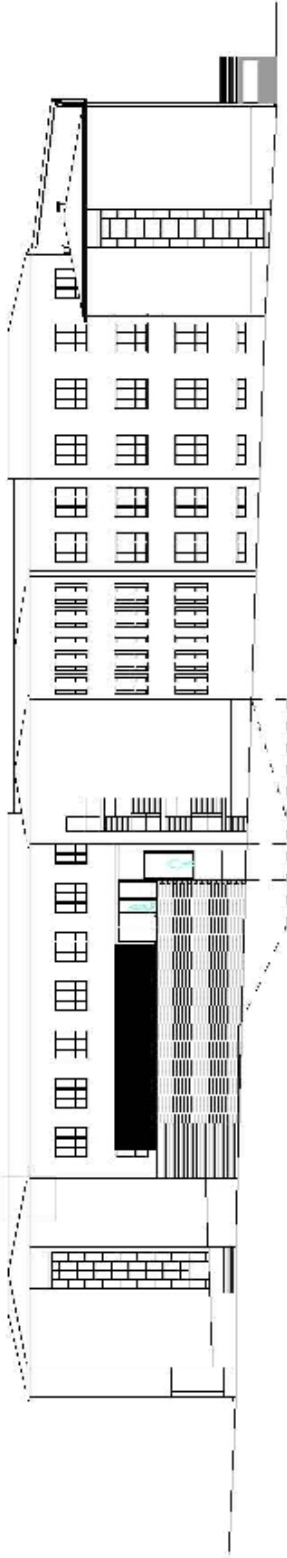




SECTION 2-2



Elevation: SOUTH



ELEVATION EAST



SECTION 1-1

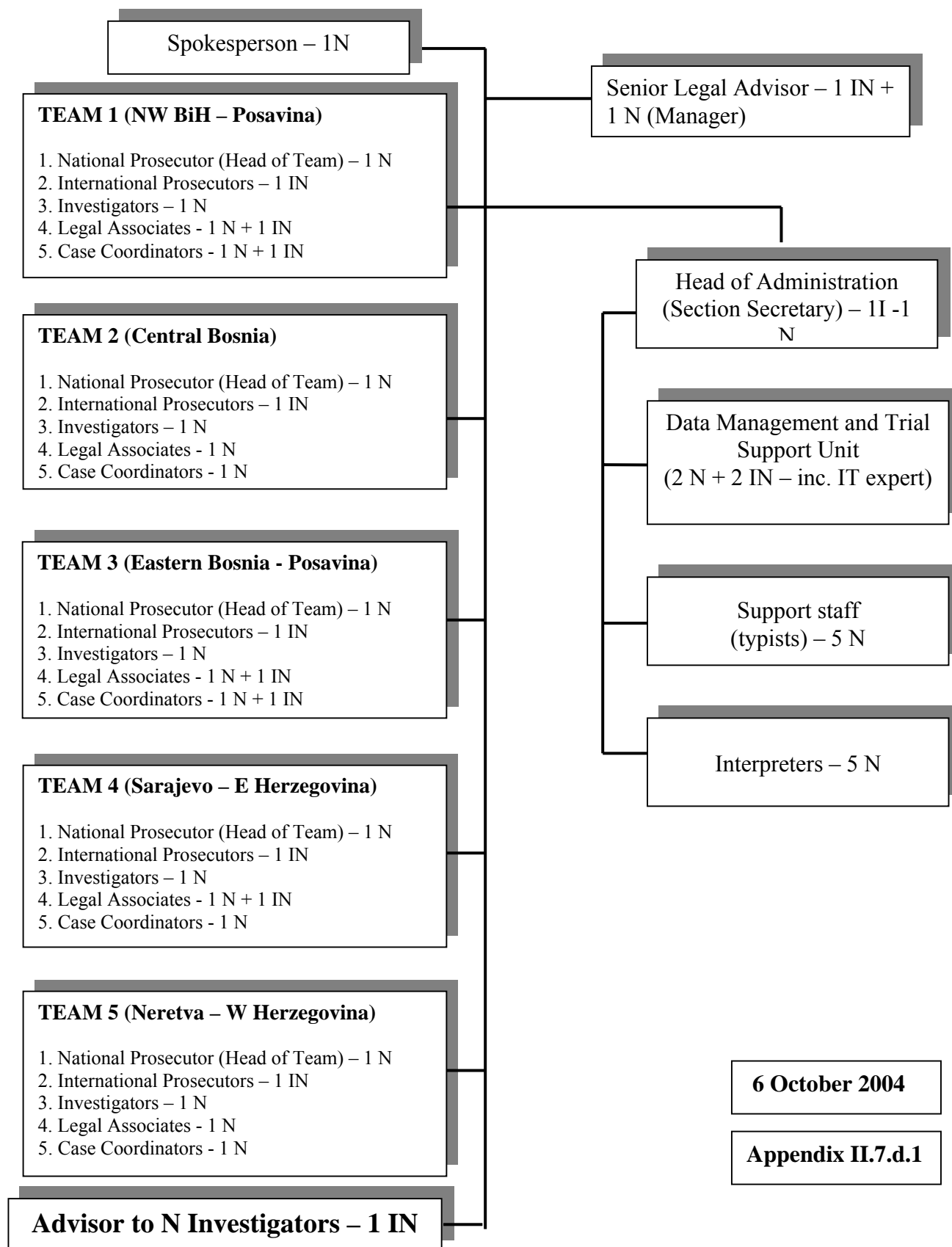
Before reconstruction**After reconstruction**

Above: Future main entrance to the Court and Prosecutors Office and big Courtroom 104, located in the first and second floor



Above: Elevation of the west side and future side entrance

**Office of the Prosecutor of BiH
SPECIAL DEPARTMENT
Initial Stage**



**Office of the Prosecutor of BiH
SPECIAL DEPARTMENT
Final Stage**

Spokesperson – 1N

TEAM 1 (NW BiH – Posavina)

1. National Prosecutor (Head of Team) – 1 N
2. National Prosecutor – 1N
3. International Prosecutors – 2 IN
4. Investigators – 2 N
5. Legal Associates - 2 N + 1 IN
6. Case Coordinators - 1 N + 1 IN

TEAM 2 (Central Bosnia)

1. National Prosecutor (Head of Team) – 1 N
2. National Prosecutor – 1 N
3. International Prosecutors – 1 IN
4. Investigators – 2 N
5. Legal Associates - 2 N
6. Case Coordinators - 1 N

TEAM 3 (Eastern Bosnia - Posavina)

1. National Prosecutor (Head of Team) – 1 N
2. National Prosecutor – 1 N
3. International Prosecutors – 2 IN
4. Investigators – 2 N
5. Legal Associates - 2 N + 1 IN
6. Case Coordinators - 1 N + 1 IN

TEAM 4 (Sarajevo – E Herzegovina)

1. National Prosecutor (Head of Team) – 1 N
2. National Prosecutor – 1 N
3. International Prosecutors – 1 IN
4. Investigators – 2 N
5. Legal Associates - 2 N + 1 IN
6. Case Coordinators - 1 N

TEAM 5 (Neretva – W Herzegovina)

1. National Prosecutor (Head of Team) – 1 N
2. National Prosecutor – 1 N
3. International Prosecutors – 1 IN
4. Investigators – 2 N
5. Legal Associates - 2 N
6. Case Coordinators - 1 N

Senior Legal Advisor – 1 IN +
1 N (Manager)

Head of Administration
(Section Secretary) -1 N

Data Management and Trial
Support Unit
(3 N + 2 IN – inc. IT expert)

Support staff
(typists) – 5 N

Interpreters – 10 N

Advisors to N Investigators – 2 IN

6 October 2004

Appendix II.7.d.2

Bosna I Hercegovina
FEDERACIJA BOSNE I HERCEGOVINE
FEDERALNO MINISTARSTVO PRAVDE
S A R A J E V O



Bosnia and Herzegovina
FEDERATION OF BOSNIA AND HERZEGOVINA
FEDERAL MINISTRY OF JUSTICE
S A R A J E V O

Number: 05-12-1068/04
Sarajevo, 27.07.2004-10-18

Lord Paddy Ashdown
High Representative for Bosnia and Herzegovina
Emerika Bluma 1
Sarajevo, Bosnia and Herzegovina

Dear Lord Ashdown,

I write to support the initiative of your office to place a temporary detention facility on the grounds of the Court of Bosnia and Herzegovina. This facility will undoubtedly serve as a vehicle for continued prison reform in Bosnia and Herzegovina as well as fill an urgent need in the BiH criminal justice system.

The facility will allow the Court to better manage it's own pre-trial detainees and also provide my Ministry with the time needed to continue to work towards prison reform. It is clear that the individuals that will be tried before the Court of BiH – including those accused of crimes against international humanitarian law and war crimes – will be much more difficult prisoners to manage than those currently inhabiting our pre-trial and sentencing facilities.

I look forward to the opening of the Court of Bosnia and Herzegovina detention facility and fully support this effort.

Sincerely,

(signed and stamped)
Minister
Borjana Kristo

Appendix II.7.f.1

Bosnia and Herzegovina



Bosnia and Herzegovina

Court of Bosnia and Herzegovina

Number: **SU-539/04**
Sarajevo, 23.07.2004.

HIGH REPRESENTATIVE FOR BOSNIA AND HERZEGOVINA
OFFICE OF THE HIGH REPRESENTATIVE
Emerika Bluma 1, SARAJEVO
Fax: 033 283 400

Your Excellency!

I write to support the initiative of your office to place a temporary detention facility on the grounds of the Court of Bosnia and Herzegovina. This facility will undoubtedly serve as a vehicle for continued prison reform in Bosnia and Herzegovina as well as fill an urgent need in the BiH criminal justice system.

The facility will allow the Court to better manage its own pre-trial detainees and also provide my Ministry with the time needed to continue to work towards prison reform. It is clear that the individuals that will be tried before the Court of BiH – including those accused of crimes against international humanitarian law and war crimes – will be much more difficult prisoners to manage than those currently inhabiting our pre-trial and sentencing facilities.

I look forward to the opening of the Court of Bosnia and Herzegovina detention facility and fully support this effort.

Sincerely,

(signed and stamped)
PRESIDENT OF THE COURT OF BIH
Martin Raguz

Appendix II.7.f.2

Bosnia and Herzegovina



Bosnia and Herzegovina

Prosecutor's Office of Bosnia and Herzegovina

Number: **A-383/04**
Sarajevo, 22.07.2004.

**HIGH REPRESENTATIVE FOR BOSNIA AND HERZEGOVINA
OFFICE OF THE HIGH REPRESENTATIVE
SARAJEVO**

Thursday, 22 July, 2004.

Dear Mr. Ashdown,

I write to support the initiative of your office to place a temporary detention facility on the grounds of the Court of Bosnia and Herzegovina. This facility will undoubtedly serve as a vehicle for continued prison reform in Bosnia and Herzegovina as well as fill an urgent need in the BiH criminal justice system.

The facility will allow the Court to better manage its own pre-trial detainees and also provide my Ministry with the time needed to continue to work towards prison reform. It is clear that the individuals that will be tried before the Court of BiH – including those accused of crimes against international humanitarian law and war crimes – will be much more difficult prisoners to manage than those currently inhabiting our pre-trial and sentencing facilities.

I look forward to the opening of the Court of Bosnia and Herzegovina detention facility and fully support this effort.

Sincerely,

(signed and stamped)
CHIEF PROSECUTOR
PROSECUTOR'S OFFICE OF BiH

0.0 Marinko Jurcevic

Appendix II.7.f.3

Bosnia and Herzegovina
Ministry of Justice



Bosnia and Herzegovina
Ministry of Justice

Lord Paddy Ashdown
High Representative for Bosnia and Herzegovina
Emerika Bluma 1
Sarajevo, Bosnia and Herzegovina

Tuesday, 22 July, 2004.

Dear Lord Ashdown,

I write to support the initiative of your office to place a temporary detention facility on the grounds of the Court of Bosnia and Herzegovina. This facility will undoubtedly serve as a vehicle for continued prison reform in Bosnia and Herzegovina as well as fill an urgent need in the BiH criminal justice system.

The facility will allow the Court to better manage its own pre-trial detainees and also provide my Ministry with the time needed to continue to work towards prison reform. It is clear that the individuals that will be tried before the Court of BiH – including those accused of crimes against international humanitarian law and war crimes – will be much more difficult prisoners to manage than those currently inhabiting our pre-trial and sentencing facilities.

I look forward to the opening of the Court of Bosnia and Herzegovina detention facility and fully support this effort.

Sincerely,

(signed and stamped)
Slobodan Kovac
BiH Minister of Justice

Appendix II.7.f.4

*Bosna i Hercegovina
Republika Srpska
Ministarstvo pravde*



*Bosnia and Herzegovina
Republika Srpska
Ministry of Justice*

Number: 04/2-241-738/04

Lord Paddy Ashdown
High Representative for Bosnia and Herzegovina
Emerika Bluma 1
Sarajevo, Bosnia and Herzegovina

Thursday, 22 July, 2004.

Dear Lord Ashdown,

I write to support the initiative of your office to place a temporary detention facility on the grounds of the Court of Bosnia and Herzegovina. This facility will undoubtedly serve as a vehicle for continued prison reform in Bosnia and Herzegovina as well as fill an urgent need in the BiH criminal justice system.

The facility will allow the Court to better manage its own pre-trial detainees and also provide my Ministry with the time needed to continue to work towards prison reform. It is clear that the individuals that will be tried before the Court of BiH – including those accused of crimes against international humanitarian law and war crimes – will be much more difficult prisoners to manage than those currently inhabiting our pre-trial and sentencing facilities.

I look forward to the opening of the Court of Bosnia and Herzegovina detention facility and fully support this effort.

Sincerely,

(signed and stamped)
Mladen Madnić, Assistant Minister
Ministry of Justice
Republika Srpska

Appendix II.7.f.5

Bosnia and Herzegovina
Ministry of Justice



Bosnia and Herzegovina
Ministry of Justice

Number: 01-13-728-1/04
 Sarajevo, 14.10.2004.

**OFFICE OF THE HIGH REPRESENTATIVE FOR BOSNIA AND
 HERZEGOVINA**
MR. MICHAEL JOHNSON, PROJECT DIRECTOR
WAR CRIMES CHAMBER PROJECT
SARAJEVO

**SUBJECT: Memorandum on joint strategy for resolving various issues related
 to pre-trial detention and prison at the level of Bosnia and
 Herzegovina**

Dear Mr. Johnson,

It's an honor to inform you that, in accordance to our agreement from the meeting held on 20.09.2004. at the Office of the High Representative, we finally have a signed Memorandum on joint strategy for resolving various issues related to pre-trial detention and prison at the level of Bosnia and Herzegovina by the Minister of Justice of Bosnia and Herzegovina and entity ministers of justice.

I again wish to express my satisfaction for the cooperation that we have and thank you for the support thus far.

Sincerely yours,

1.0 SECRETARY OF THE MINISTRY

(stamped and signed)
Jusuf Halilagic

Enclosed:
 - Memorandum

Appendix II.7.f.6

MEMORANDUM
ON JOINT STRATEGY TO ADDRESS VARIOUS DETENTION AND
PRISON ISSUES AT THE LEVEL OF BOSNIA AND HERZEGOVINA

Following the harmonization of opinions between the BiH Justice Ministry, the FBiH Justice Ministry, the RS Justice Ministry, representatives of the Council of Europe and the Office of the High Representative (OHR), the signatories to this memorandum wrote to the OHR communicating our support for the initiative to establish a temporary unit for the pre-trial detention of those accused of war crimes before the War Crimes Chamber of the State Court, which should commence its work in January 2005.

We would now wish to communicate how we intend to give effect to the commitment we made in that letter.

We shall describe our intentions, in sequence, at three levels of generality:

The immediate task of bringing the temporary detention unit into operation by January 2005;

The broader task of providing permanent accommodation for both pre-trial detainees of the State Court and those sentenced to imprisonment by it;

The strategic need to develop effective conditions of custody for those prosecuted for serious crimes and sentenced to long periods of imprisonment by any of the courts of Bosnia and Herzegovina.

The immediate task

There are three core issues that need to be addressed to bring the temporary unit into commission:

The buildings, security systems, furniture and equipment have to be procured and installed. The Office of the High Representative has a budget for this purpose, is project managing the exercise and is confident provision will be in place by 1st January, 2005.

The State of Bosnia and Herzegovina has to bring legislation into effect authorising and regulating its management of the pre-trial detention of persons being prosecuted before its courts. The three Ministries will now form a task force charged with achieving this outcome. The Council of Europe will provide expert advice to the task force. The Office of the High Representative will give assistance with the drafting of the necessary legislation. Immediate attention will also be given to a temporary legal provision authorising the detention and imprisonment of those charged and sentenced by the state court in Entity establishments and regulating the conditions of their detention in accordance with the law in force in the jurisdictions in which they are held.

The persons who will staff the pre-trial detention unit have to be selected, appointed and trained. Operating instructions for the management of the unit have to be developed and the staff selected to work there have to be competent in the execution of those instructions. The three Ministries will appoint a project board charged with achieving the selection and appointment of staff by early November. The Council of Europe will provide on-going expert advice to the project board and, when appointed, the management team of the unit, on selection, staff management and rotation, operating instructions and training.

The provision of permanent accommodation

It is foreseen that the temporary detention unit will operate for no more than 9 months. We view it as no more than a short term expedient introduced to allow the War Crimes Chamber to commence its work on time.

The temporary unit may be used only for pre-trial detainees. Provision has to be made for the ongoing custody of those sentenced to imprisonment by the State Court. Although it appears reasonable at this stage to plan for 30 pre-trial places, a conservative estimate of the need for places for convicted prisoners would be for 300 places after 4 years of operation of the court. We consider the provision of this accommodation as essential for the successful execution of the overall rule of law project.

We therefore intend to move now to provide this accommodation. The Ministry of Justice of Bosnia and Herzegovina will now pursue means for providing the necessary budget for this project. The Ministries of Justice of the two Entities will provide support to this project. Jointly we seek the assistance of the Peace Implementation Council in securing further financial support from the international community for this essential project.

In doing this we are aware that:

The accommodation we will provide has to be of a form that will support the exercise by the prison authorities of their duty to maintain effective control over a potentially problematic prisoner population;

The facilities provided have to be capable of providing a range of activities appropriate to a population, many of whom will expect to be in prison for many years;

The legislative framework within which the prison is managed has to be of a quality that will support the exercise by the prison authorities of their duty to manage the population effectively while providing a framework of justice and fairness that meets the standards set throughout Europe under the auspices, primarily, of the European Convention on Human Rights.

We intend now to take the following actions:

A site will be identified on which a prison comprising a [30] place top security pre-trial detention unit and a [300] place prison for long-term and

potentially problematic sentenced men can be built. We will seek expert advice on the suitability of any sites considered from the Council of Europe. Agreement on the site will be reached by 1st November, 2004.

The BiH Ministry of Justice, together with both Entity Justice Ministries, has agreed to start drafting a project proposal for a permanent prison unit for the needs of the Court of BiH based on the 300-500-person capacity, noting that the project is a BiH-level one.

The construction of the said capacities has been endorsed by both Entity Justice Ministries, expecting financial assistance from the governments of PIC countries.

The task force working on the immediate problem of provision of a State law for the management of pre-trial detainees will, on completion of that task, turn immediately to the wider task of bringing into force a state law on the execution of penal sanctions that is informed by wider European experience of standards of prison legislation.

Two projects will be initiated:

A project to build and commission the [30] place secure pre-trial detention unit by 1st October, 2005;

A project to build and commission the [300-500] place long-term prisoner facility, on the same site as the pre-trial unit, by 1st October, 2006

The strategic need for the improvement of conditions of custody of all serious and long-term prisoners

The work that we have described above will provide conditions of detention of a quality that is not matched at present by the Entity authorities. It brings into focus a range of issues relating to the custody of persons prosecuted for serious offences by any of the courts in Bosnia Herzegovina and more generally it raises issues about standards of custody throughout the country and the suitability of the existing distribution of competence in this area to provide the quality of conditions of custody to which we aspire.

It is our intention, therefore, to continue our co-operation at Ministerial level in order to investigate whether further opportunities exist for collaborative work in developing the quality of custodial provision throughout the country. The Council of Europe will facilitate that ongoing co-operation by the continuing to provide expert advice and its sponsorship of the Joint Steering Group on Prison Reform in Bosnia and Herzegovina.

In view of the need for progress in this area and in order to assure coherence in the structure of actions that will now be taken, we have programmed a fortnightly series of joint ministerial meetings between now and the end of the year.

In Sarajevo, 22 September 2004.

Signature

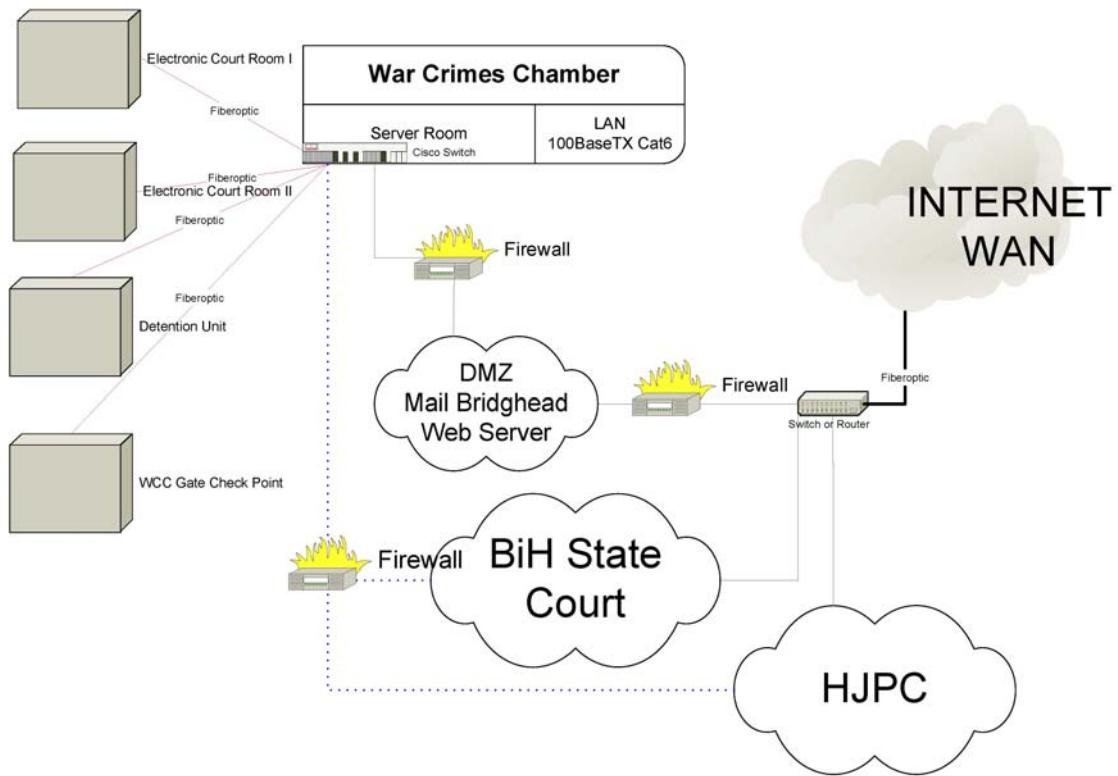
Slobodan Kovac
Minister of Justice
of BiH

Signature

Saud Filipovic
Minister of Justice
of the Republika Srpska

Signature

Borjana Kristo
Minister of Justice of
the Federation of Bosnia
and Herzegovina



II.7.g.1: Information Technology Management Section Planned Infrastructure

Legend

- a. The full line represents a planned connection
- b. The dotted line represents possible connections in the future
- c. (All entities can share incoming fiber optic line with WAN connection)

WAR CRIMES CHAMBER PROJECT

PROFILE : INTERNATIONAL JUDGE.

Duties and responsibilities

The judges will be members of the War Crimes Chamber of the Court of BiH. The duties of the successful applicants will include but shall not be limited to the conduct of preliminary investigations, hearing and determining preliminary motions, the conduct and disposition of war crimes trials, hearing and determining appeals and performing all the other duties and functions vested upon judges of the Court of BiH by the Criminal Procedure Code and other applicable legislation of BiH.

To qualify for appointment, an applicant must:

Competencies:

- have attained a high level of professional achievement and effectiveness in the areas of the law in which they have been engaged while in professional practice / demonstrated over all excellence in the legal occupation
- possess a thorough knowledge and understanding of criminal law and procedure or relevant areas of international humanitarian law and human rights law
- have outstanding legal ability and competence as demonstrated by aptitude for legal scholarship and ability to deal with complex legal problems
- have the character, personality and demeanor that would exhibit good judicial temperament
- be able to demonstrate a strong commitment to human rights, humanitarian issues and the rule of law and to
- have very good communications skills in general and writing skills in particular
- Strong interpersonal skills, ability to work as a member of a team in a cooperative manner and ability to adapt to evolving circumstances and find solutions to in unique circumstances under sometimes stressful conditions would be helpful.

Successful candidates shall upon recruitment and throughout the period of service with the court be required to disclose obligations to any government or other organization which could give a rise conflict of interest.

Education:

- University degree in law from a university of recognized standing in the applicant's country of origin
- Advanced degree in international humanitarian law or human rights law would be an advantage

Work experience:

Minimum of at least 10 years of practical professional as a judge, prosecutor or attorney or other relevant working experience required.

Specific experience of criminal cases involving war crimes would be particularly desirable.

Previous work experience in Bosnia and Herzegovina or in other countries in the region would be helpful.

Language

- Ability to speak, read and write the English language fluently is not mandatory but would be an advantage.
- Knowledge of the Bosnian, Croatian or Serbian languages would be an advantage.

Other skills

- Ability to use computers and internet tools is essential.

WAR CRIMES CHAMBER PROJECT

PROFILE : INTERNATIONAL PROSECUTOR.

Duties and responsibilities

The international prosecutors will be members of the Prosecutor's Office of Bosnia and Herzegovina. The duties of the successful applicants will include but shall not be limited to:

- Review of case files
- Review, analysis and selection of evidence
- Legal research
- Preparation of cases for trial
- Presentation of cases before War Crimes Chamber
- Review of judgments and advising on appeals
- Undertaking the conduct of appeals before Appellate Division
- Performing all the other duties and functions vested upon members of the Prosecutors Office of BiH by the Criminal Procedure Code and other applicable legislation of BiH and
- Performing such other duties as they may be assigned by the Prosecutor of BiH.

To qualify for appointment, an applicant must:

Competencies:

- possess a thorough knowledge and understanding of criminal law and procedure and relevant areas of international humanitarian law and human rights law
- have strong planning and organizational skills and ability to work under pressure of time and urgent deadlines
- have strong analytical skills and ability to conduct comprehensive legal research
- have sound judgment in applying legal expertise to sensitive complex legal issues
- have outstanding oral advocacy and writing skills
- be able to demonstrate a strong commitment to human rights, humanitarian issues and the rule of law and to
- Strong interpersonal skills and ability to establish and maintain harmonious and effective working relationships with people of diverse backgrounds.

Previous experience in war crimes trials will be a prerequisite for the most senior positions in the Office of the Prosecutor.

Successful candidates shall upon recruitment and throughout the period of service with the court be required to disclose obligations to any government or other organization which could give a rise conflict of interest.

Education:

- University degree in law from a university of recognized standing in the applicant's country of origin
- Advanced degree in international humanitarian law, human rights law or criminal law would be an advantage

Work experience:

Minimum of at least 10 years of practical professional as a judge, prosecutor or attorney or other comparable and relevant working experience required.

Specific experience of criminal cases involving war crimes would be particularly desirable.

Previous work experience in Bosnia and Herzegovina or in other countries in the region would be helpful.

Language

- Ability able to speak, read and write the English language fluently is not mandatory but would be an advantage.
- Knowledge of the Bosnian, Croatian or Serbian languages would be an advantage.

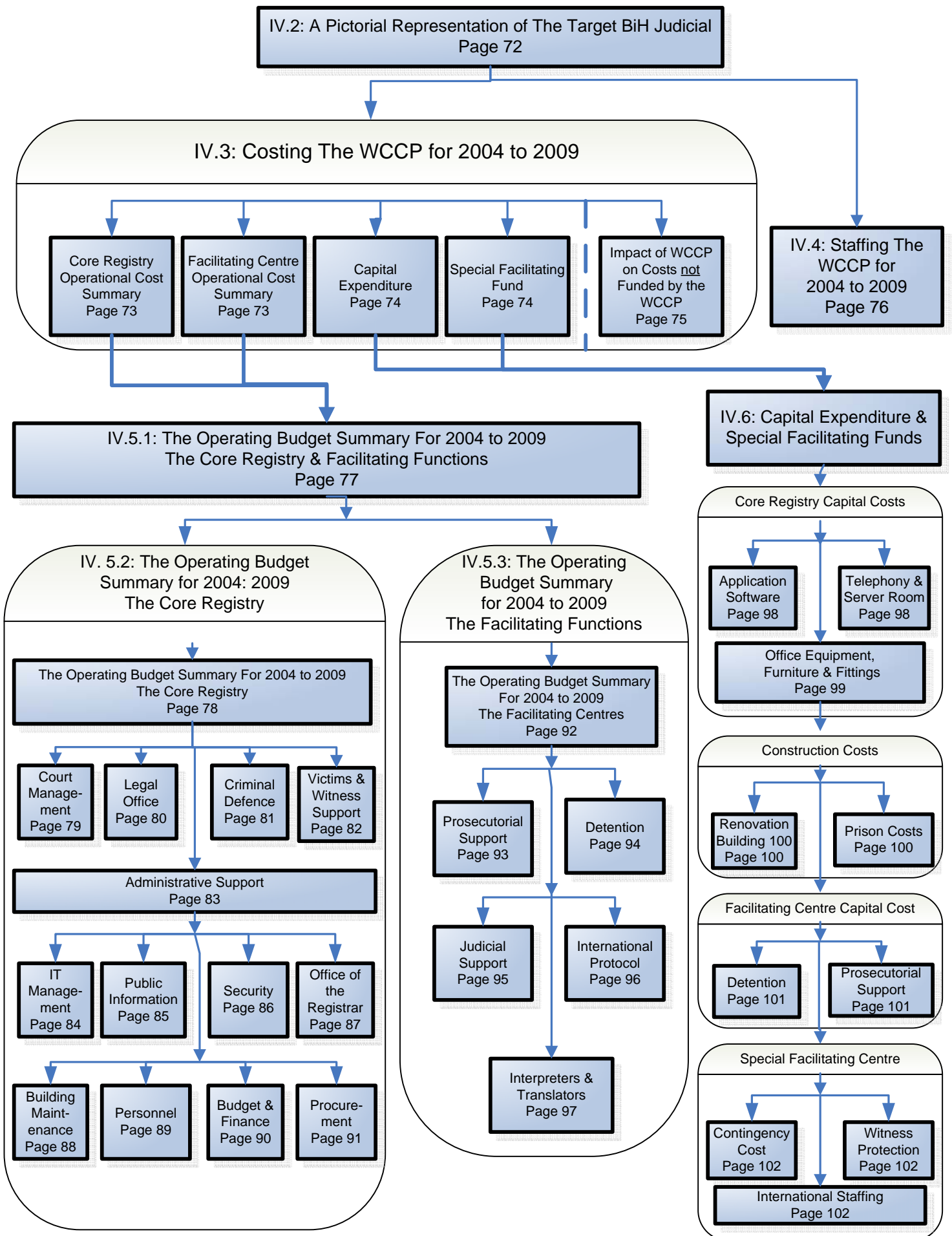
Other skills

- Ability to use computers and internet tools is essential.

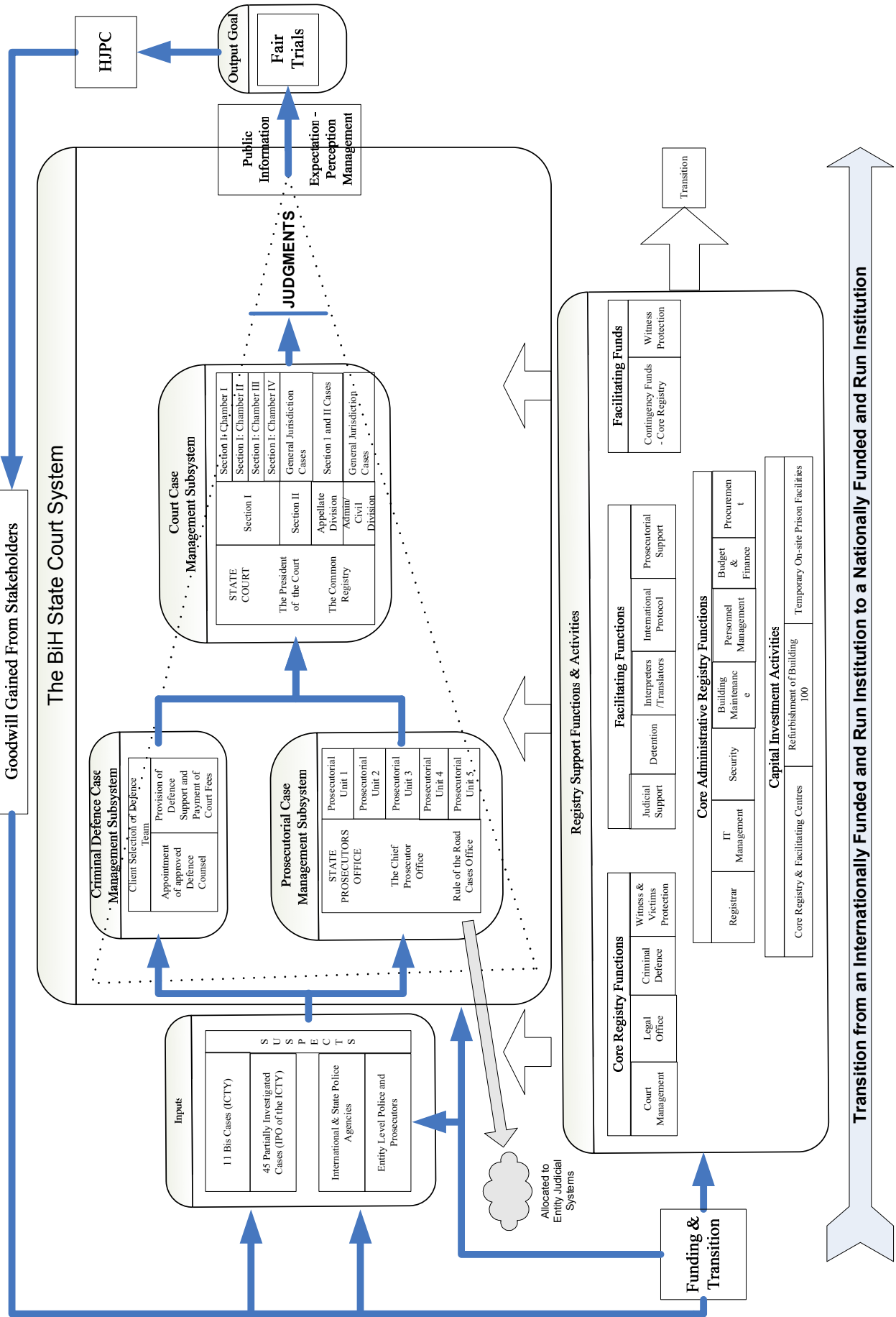
IV. BUDGET

IV.1: The Financial Map

A Pictorial Guide to the Financial Structure of The Institution and the Financial Appendices



IV.2: THE TARGET BOSNIA & HERZEGOVINA JUDICIAL SYSTEM



IV.3: COSTING THE WCCP FOR 2004 TO 2009
The War Crimes Chamber Project
OPERATING COSTS TO BE FUNDED BY THE WCCP

(All Figures in Euros '000's)

	2004 Full Year	2005 Full Year	2006 Full Year	Total To the end of 2006	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
1 Operational Costs								
Core Registry Operational Costs								
Court Management	67.0	318.4	348.1	733.5	348.1	348.1	348.1	1,777.7
Staff Costs *	15.0	87.4	45.7	148.1	46.4	47.1	47.8	289.4
Operating Costs								
Total Costs	82.0	405.8	393.8	881.6	394.5	395.2	395.9	2,067.2
Legal Section	-	149.6	105.0	254.6	60.3	60.3	60.3	435.5
Staff Costs *	4.5	38.1	17.5	60.2	16.6	16.9	17.1	110.8
Operating Costs								
Total Costs	4.5	187.8	122.5	314.8	76.9	77.2	77.4	546.3
Criminal Defence	37.2	192.4	148.0	377.6	100.4	100.4	100.4	679.0
Staff Costs *	13.9	58.8	41.9	114.5	46.3	47.0	47.7	255.6
Operating Costs								
Total Costs	51.1	251.2	189.9	492.2	146.8	147.5	148.2	934.6
Victims & Witness Support	37.2	198.7	158.4	394.3	113.7	113.7	113.7	735.5
Staff Costs *	3.1	39.4	22.9	65.3	22.0	22.4	22.7	132.4
Operating Costs								
Total Costs	40.3	238.0	181.3	459.6	135.8	136.1	136.4	867.9
Administration	171.7	1,143.6	791.0	2,106.3	609.9	609.9	609.9	3,936.1
Staff Costs *	84.5	623.2	353.0	1,060.7	291.0	295.3	299.8	1,946.7
Operating Costs								
Total Costs	256.2	1,766.8	1,144.0	3,167.0	900.9	905.3	909.7	5,882.8
Total Core Registry Operational Costs	434.1	2,849.6	2,031.4	5,315.1	1,654.9	1,661.2	1,667.6	10,298.8
Facilitating Centre Operational Costs								
Prosecutorial Support	222.1	1,107.4	1,126.6	2,456.1	1,126.6	897.2	897.2	5,377.1
Staff Costs *	79.8	222.8	146.1	448.7	97.5	99.0	100.5	745.6
Operating Costs								
Total Costs	301.9	1,330.2	1,272.7	2,904.8	1,224.1	996.1	997.6	6,122.7
Detention	29.6	758.5	-	788.1	-	-	-	788.1
Staff Costs *	42.0	180.4	-	222.4	-	-	-	222.4
Operating Costs								
Total Costs	71.6	938.9	-	1,010.4	-	-	-	1,010.4
Judicial Support	-	220.8	180.9	401.7	133.4	133.4	133.4	801.9
Staff Costs *	1.1	28.1	14.9	44.0	13.9	14.1	14.3	86.4
Operating Costs								
Total Costs	1.1	248.9	195.8	445.8	147.3	147.5	147.8	888.4
International Protocol	54.8	135.9	45.2	236.0	0.6	0.6	0.6	237.7
Staff Costs *	10.0	24.7	18.6	53.4	10.2	10.3	10.5	84.3
Operating Costs								
Total Costs	64.9	160.7	63.9	289.4	10.7	10.9	11.0	322.1
Interpreters and Translators	-	398.9	387.4	786.3	342.8	342.8	342.8	1,814.7
Staff Costs *	-	88.7	46.9	135.6	41.8	42.4	43.0	262.8
Operating Costs								
Total Costs	-	487.6	434.3	921.9	384.6	385.2	385.8	2,077.5
Total Facilitating Centre Operational Costs	439.4	3,166.2	1,966.7	5,572.3	1,766.7	1,539.7	1,542.2	10,421.0
Total Operational Costs to be Funded by the WCCP	873.5	6,015.8	3,998.1	10,887.4	3,421.6	3,200.9	3,209.9	20,719.8

Notes:

* Includes Local Contributions of National Social, Pension, Health, Unemployment Insurance, Child Care for RS only and Private Health Insurance

IV.3: COSTING THE WCCP FOR 2004 TO 2009

The War Crimes Chamber Project

CAPITAL EXPENDITURE & FACILITATING FUNDS TO BE FUNDED BY THE WCCP

(All Figures in Euros '000's)

	2004 Full Year	2005 Full Year	2006 Full Year	Total To the end of 2006	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
2. Capital Expenditure (Phased by estimated completion date)								
Core Registry & Facilitating Centre Capital Expenditure Costs		1,558.5		1,558.5		273.1		1,558.5 273.1
Replacement Capital Expenditure Requirements				-				
Building 100 Refurbishment & Secure Court Room		2,480.0		2,480.0	1,000.0			3,480.0
External Prison Configuration Costs		400.0		400.0				400.0
Total Capital Expenditure	-	4,438.5	-	4,438.5	1,000.0	273.1	-	5,711.6
3. Special Facilitating funds								
Core Registry Project Development	0.0	164.4	164.4	328.8	164.4	164.4	164.4	822.1
Discretionary/Contingency Fund	0.0	352.7	352.7	705.4	352.7	352.7	352.7	1,763.5
Witness Protection				-	1,000.0	1,000.0	1,000.0	3,000.0
International Staffing								
Total Special Facilitating Funds	0.0	517.1	517.1	1,034.2	1,517.1	1,517.1	1,517.1	5,585.6
Total Capital Expenditure & Facilitating Funds to be Funded by the WCCP	0.0	4,955.6	517.1	5,472.7	2,517.1	1,790.2	1,517.1	11,297.2

TOTAL EXPENDITURE TO BE FUNDED BY THE WCCP

Grand Total of Costs to be Funded by the WCCP	873.5	10,971.4	4,515.2	16,360.1	5,938.7	4,991.2	4,727.0	32,017.0
Donor Conference Funding				15,449.7				
Funding Deficit				910.4				

IV.3: COSTING THE WCCP FOR 2004 TO 2009

The War Crimes Chamber Project

FACILITATING FUNCTIONS AND ACTIVITIES TO BE FUNDED FROM OUTSIDE OF THE WCCP

(All Figures in Euros '000's)

	2004 Full Year	2005 Full Year	2006 Full Year	Total To the end of 2006	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
4. Impact of WCCP on Operational Costs not Funded by WCCP								
The Court Police								
15 Additional Officers	4.6	230.1	241.2	475.9	241.5	241.9	242.2	1,201.5
Defence								
Legal Aid	-	783.8	795.5	1,579.3	807.5	819.6	831.9	4,038.2
International Consultants Fees	35.0	60.0	60.9	155.9	61.8	62.7	63.7	344.1
The Court								
New National Judges - 5	-	346.2	351.3	697.5	356.6	362.0	367.4	1,783.5
International Prosecutors - Seconded - 7	101.4	608.6	608.6	1,318.6	608.6	-	-	1,927.2
Impact on The Prosecutors Office BiH		200.0	200.0	400.0	200.0	200.0	200.0	1,000.0
International Judges - Seconded - 3	-	360.0	365.4	725.4	370.9	376.4	-	1,472.7
Close Protection	-	100.0	100.0	200.0	100.0	100.0	100.0	500.0
Detention								
Running Costs from 2006 onwards			938.9	938.9	938.9	938.9	938.9	3,755.5
Support to Witness & Victims Protection	3.7	184.1	192.9	380.7	193.2	193.5	193.8	961.2
Transition	-	193.1	91.6	284.7	-	-	-	284.7
Operational Costs to June 2006 - Seconded - 2								
Registry staff	-	173.9	86.9	260.8	-	-	-	260.8
International Managers - Seconded - 2								
5. Capital Expenditure Required to Support the above Functions and Activities								
The Court Police								
15 Additional Officers		40.7		40.7		16.6		57.2
The Court (National Component Only)		24.1		24.1		24.1		48.2
Detention								
12- ITC Replacement Positions								
Support to Witness & Victims Protection		32.5		32.5		13.3		45.8
The Pre-Fabricated Prison		621.0		621.0				621.0
Grand Total of WCCP Impact Costs to be Funded from Outside of the WCCP	144.8	3,957.9	4,033.3	8,136.0	3,878.9	3,368.4	2,937.8	18,321.1

GRAND TOTAL OF ALL WCCP AND IMPACT COSTS	1,018.3	14,929.3	8,548.5	24,496.1	9,817.7	8,359.5	7,664.8	50,338.1
-------------------------------------------------	----------------	-----------------	----------------	-----------------	----------------	----------------	----------------	-----------------

IV.4: STAFFING THE WCCP FOR 2004 TO 2009
The War Crimes Chamber Project

Head Count as at Year End	2004	2005	2006	2007	2008	2009
	Year End	Year End	Year End	Year End	Year End	Year End
Core Registry						
Court Management	-	20	20	20	20	20
Legal Section	-	4	3	3	3	3
Criminal Defence	1	6	5	5	5	5
Victims & Witness Support	1	7	6	6	6	6
Administration	6	43	35	35	35	35
	<u>8</u>	<u>80</u>	<u>69</u>	<u>69</u>	<u>69</u>	<u>69</u>
Facilitating Functions						
Prosecutorial Support	41	41	41	41	41	41
Detention	1	43	-	-	-	-
Judicial Support	-	7	6	6	6	6
International Protocol	2	1	-	-	-	-
Interpreters/Translators	-	23	18	18	18	18
	<u>44</u>	<u>115</u>	<u>65</u>	<u>65</u>	<u>65</u>	<u>65</u>
Total Staffing for WCCP	<u>52</u>	<u>195</u>	<u>134</u>	<u>134</u>	<u>134</u>	<u>134</u>
Break-Out of Administration Staffing						
IT Management	1	8	8	8	8	8
Public Information	-	3	3	3	3	3
Security	-	3	2	2	2	2
Office of the Registrar	-	9	4	4	4	4
Building Maintenance	-	7	7	7	7	7
Personnel	2	3	2	2	2	2
Budget and Finance	1	5	4	4	4	4
Procurement	2	5	5	5	5	5
Total Administrative Staff	<u>6</u>	<u>43</u>	<u>35</u>	<u>35</u>	<u>35</u>	<u>35</u>
Memo Items						
Included in the above figures						
Registry Internationals	4	11	-	-	-	-
Facilitating Internationals	18	19	15	15	-	-
	<u>22</u>	<u>30</u>	<u>15</u>	<u>15</u>	<u>-</u>	<u>-</u>
Registry Nationals	4	69	69	69	69	69
Facilitating Nationals	26	96	50	50	65	65
	<u>30</u>	<u>165</u>	<u>119</u>	<u>119</u>	<u>134</u>	<u>134</u>
	-	-	-	-	-	-
Excluded from the above figures						
National Interns	4	9	9	9	9	9
International Interns	4	9	3	3	-	-

IV.5.1: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE CORE REGISTRY & FACILITATING FUNCTIONS
The War Crimes Chamber Project

	2004	2005	2006	2007	2008	2009	Total
	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Project
All figures (Euros '000s)							
Staff Costs							
International Staff Costs							
- International Seconded	101.4	782.5	695.5	-	-	-	1,579.4
- International Other	476.4	1,706.9	925.5	534.2	-	-	3,643.0
	577.8	2,489.4	1,621.0	534.2	-	-	5,222.4
National Staff Costs							
- National Transition	-	-	-	-	-	-	-
- National Registry	100.6	2,303.1	1,880.4	1,844.4	2,124.8	2,124.8	10,378.0
- National Interns	100.6	2,303.1	1,880.4	1,844.4	2,124.8	2,124.8	10,378.0
Total Salary Costs	678.4	4,792.4	3,501.3	2,378.6	2,124.8	2,124.8	15,600.4
Total Salary Costs (excluding seconded)	577.0	4,010.0	2,805.8	2,378.6	2,124.8	2,124.8	14,021.0
Other Staff Costs							
Entity Tax and Social Security	22.5	430.7	357.0	349.8	399.6	399.6	1,959.2
Private Insurance	20.3	183.6	127.8	107.5	81.9	81.9	603.0
	42.7	614.3	484.8	457.3	481.6	481.6	2,562.3
Total Staff Costs (excl. Seconded)	619.7	4,624.2	3,290.6	2,835.9	2,606.4	2,606.4	16,583.3
Operating Costs							
Public Relations	14.3	36.9	5.0	5.1	5.2	5.2	71.6
Premises	55.3	419.5	120.8	118.2	120.0	121.8	955.5
ICT	19.2	206.9	190.6	183.3	186.0	188.8	974.8
Travel & Related Costs	73.6	109.5	44.9	42.8	43.5	44.1	358.5
Other Office Costs	67.2	470.5	281.1	200.8	203.9	206.9	1,430.4
Legal & Professional	24.2	148.3	65.0	35.5	36.1	36.6	345.7
Motor Vehicle Costs	-	-	-	-	-	-	-
Project Costs	-	-	-	-	-	-	-
	253.8	1,391.6	707.5	585.7	594.5	603.4	4,136.6
Total Operating Costs	873.5	6,015.8	3,998.1	3,421.6	3,200.9	3,209.9	20,719.8
Operating Cost Ratio (Excl. Seconded)	29.1%	23.1%	17.7%	17.1%	18.6%	18.8%	20.0%
Total Outflow of Funds	873.5	6,015.8	3,998.1	3,421.6	3,200.9	3,209.9	20,719.8

IV 5.2: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE CORE REGISTRY FUNCTIONS
The War Crimes Chamber Project

	2004 Full Year	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
All figures (Euros '000s)							
Staff Costs							
International Staff Costs	-	173.9	86.9	-	-	-	260.8
- International Seconded	-	782.5	304.3	-	-	-	1,362.1
- International Other	275.3	956.3	391.2	-	-	-	1,622.9
	<u>275.3</u>	<u>956.3</u>	<u>391.2</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,622.9</u>
National Staff Costs							
- National Transition	-	-	-	-	-	-	-
- National Registry	23.9	960.7	994.1	994.1	994.1	994.1	4,960.8
- National Interns	-	-	-	-	-	-	-
	<u>23.9</u>	<u>960.7</u>	<u>994.1</u>	<u>994.1</u>	<u>994.1</u>	<u>994.1</u>	<u>4,960.8</u>
Total Salary Costs	<u>299.2</u>	<u>1,917.0</u>	<u>1,385.3</u>	<u>994.1</u>	<u>994.1</u>	<u>994.1</u>	<u>6,583.7</u>
Total Salary Costs (excluding seconded)	<u>299.2</u>	<u>1,743.1</u>	<u>1,298.4</u>	<u>994.1</u>	<u>994.1</u>	<u>994.1</u>	<u>6,322.9</u>
Other Staff Costs							
Entity Tax and Social Security	5.6	192.5	198.9	198.9	198.9	198.9	993.6
Private Insurance	8.3	67.1	53.2	39.5	39.5	39.5	247.2
	<u>14.0</u>	<u>259.6</u>	<u>252.0</u>	<u>238.4</u>	<u>238.4</u>	<u>238.4</u>	<u>1,240.8</u>
Total Staff Costs (excl. Seconded.)	<u>313.2</u>	<u>2,002.7</u>	<u>1,550.4</u>	<u>1,232.5</u>	<u>1,232.5</u>	<u>1,232.5</u>	<u>7,563.7</u>
Operating Costs							
Public Relations	14.3	36.9	5.0	5.1	5.2	5.2	71.6
Premises	22.1	226.1	81.0	79.7	80.9	82.1	571.8
ICT	7.7	109.8	104.7	100.5	102.0	103.6	528.4
Travel & Related Costs	29.5	92.4	38.7	36.8	37.4	37.9	272.8
Other Office Costs	28.1	243.3	186.7	164.8	167.2	169.7	959.8
Legal & Professional	19.2	138.3	65.0	35.5	36.1	36.6	330.7
Motor Vehicle Costs	-	-	-	-	-	-	-
Project Costs	-	-	-	-	-	-	-
	<u>120.9</u>	<u>846.9</u>	<u>481.0</u>	<u>422.4</u>	<u>428.7</u>	<u>435.2</u>	<u>2,735.1</u>
Total Operating Costs	<u>120.9</u>	<u>846.9</u>	<u>481.0</u>	<u>422.4</u>	<u>428.7</u>	<u>435.2</u>	<u>2,735.1</u>
Total Costs (Excluding Seconded)	<u>434.1</u>	<u>2,849.6</u>	<u>2,031.4</u>	<u>1,654.9</u>	<u>1,661.2</u>	<u>1,667.6</u>	<u>10,298.8</u>
Operating Cost Ratio (Excl. Seconded)	<u>27.9%</u>	<u>29.7%</u>	<u>23.7%</u>	<u>25.5%</u>	<u>25.8%</u>	<u>26.1%</u>	<u>26.0%</u>
Total Outflow of Funds	<u>434.1</u>	<u>2,849.6</u>	<u>2,031.4</u>	<u>1,654.9</u>	<u>1,661.2</u>	<u>1,667.6</u>	<u>10,298.8</u>

IV 5.2: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE CORE REGISTRY FUNCTIONS

Court Management

	2004 Full Year	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
- International Seconded	-	-	-	-	-	-	-
- International Other	65.2	-	-	-	-	-	65.2
	<u>65.2</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>65.2</u>
- National Transition	-	-	-	-	-	-	-
- National Registry	-	255.2	279.0	279.0	279.0	279.0	1,371.1
- National Interns	-	-	-	-	-	-	-
	-	255.2	279.0	279.0	279.0	279.0	1,371.1
	<u>65.2</u>	<u>255.2</u>	<u>279.0</u>	<u>279.0</u>	<u>279.0</u>	<u>279.0</u>	<u>1,436.3</u>
	<u>65.2</u>	<u>255.2</u>	<u>279.0</u>	<u>279.0</u>	<u>279.0</u>	<u>279.0</u>	<u>1,436.3</u>
Total Salary Costs							
Total Salary Costs (excluding seconded)							
Other Staff Costs							
Entity Tax and Social Security	-	52.8	57.6	57.6	57.6	57.6	283.3
Private Insurance	1.8	10.5	11.5	11.5	11.5	11.5	58.1
	1.8	63.2	69.1	69.1	69.1	69.1	341.4
	<u>67.0</u>	<u>318.4</u>	<u>348.1</u>	<u>348.1</u>	<u>348.1</u>	<u>348.1</u>	<u>1,777.7</u>
Total Staff Costs (excl. Seconded)							
Operating Costs							
Public Relations	-	-	-	-	-	-	-
Premises	2.5	42.5	10.9	11.1	11.3	11.4	89.7
ICT	0.9	22.9	25.1	25.5	25.8	26.2	126.4
Travel & Related Costs	11.2	14.8	1.8	1.8	1.9	1.9	33.5
Other Office Costs	0.3	7.2	7.9	8.0	8.1	8.3	39.8
Legal & Professional	-	-	-	-	-	-	-
Motor Vehicle Costs	-	-	-	-	-	-	-
	15.0	87.4	45.7	46.4	47.1	47.8	289.4
	<u>82.0</u>	<u>405.8</u>	<u>393.8</u>	<u>394.5</u>	<u>395.2</u>	<u>395.9</u>	<u>2,067.2</u>
Total Operating Costs							
Total Costs (Excluding Seconded)							
Operating Cost Ratio (Excl. Seconded)	18%	22%	12%	12%	12%	12%	14%
	82.0	405.8	393.8	394.5	395.2	395.9	2,067.2
Total Outflow of Funds							

All figures (Euros '000s)

Staff Costs

International Staff Costs

National Staff Costs

Total Salary Costs

Total Salary Costs (excluding seconded)

Other Staff Costs

Total Staff Costs (excl. Seconded)

Operating Costs

Total Operating Costs

Total Costs (Excluding Seconded)

Operating Cost Ratio (Excl. Seconded)

Total Outflow of Funds

IV 5.2: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE CORE REGISTRY FUNCTIONS

Legal Office

	2004 Full Year	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
- International Seconded	-	-	-	-	-	-	-
- International Other	-	86.9	43.5	-	-	-	130.4
		86.9	43.5	-	-	-	130.4
- National Transition	-	-	-	-	-	-	-
- National Registry	-	49.9	49.9	49.9	49.9	49.9	249.6
- National Interns	-	-	-	-	-	-	-
		49.9	49.9	49.9	49.9	49.9	249.6
		136.9	93.4	49.9	49.9	49.9	380.0
		136.9	93.4	49.9	49.9	49.9	380.0
Total Salary Costs							
Total Salary Costs (excluding seconded)							
Other Staff Costs							
Entity Tax and Social Security	-	8.7	8.6	8.6	8.6	8.6	43.3
Private Insurance	-	4.1	2.9	1.7	1.7	1.7	12.2
		12.8	11.6	10.4	10.4	10.4	55.4
		149.6	105.0	60.3	60.3	60.3	435.5
Total Staff Costs (excl. Seconded)							
Operating Costs							
Public Relations	-	-	-	-	-	-	-
Premises	-	9.7	1.9	1.7	1.7	1.7	16.6
ICT	-	5.0	4.4	3.8	3.9	3.9	21.0
Travel & Related Costs	0.5	2.4	0.3	0.3	0.3	0.3	4.0
Other Office Costs	4.0	11.1	10.9	10.9	11.0	11.2	59.1
Legal & Professional	-	10.0	-	-	-	-	10.0
Motor Vehicle Costs	-	-	-	-	-	-	-
	4.5	38.1	17.5	16.6	16.9	17.1	110.8
Total Operating Costs							
	4.5	187.8	122.5	76.9	77.2	77.4	546.3
Total Costs (Excluding Seconded)							
Operating Cost Ratio (Excl. Seconded)	100%	20%	14%	22%	22%	22%	20%
Total Outflow of Funds	4.5	187.8	122.5	76.9	77.2	77.4	546.3

All figures (Euros '000s)

Staff Costs

International Staff Costs

National Staff Costs

Total Salary Costs

Total Salary Costs (excluding seconded)

Other Staff Costs

Total Staff Costs (excl. Seconded)

Operating Costs

Total Operating Costs

Total Costs (Excluding Seconded)

Operating Cost Ratio (Excl. Seconded)

Total Outflow of Funds

IV 5.2: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE CORE REGISTRY FUNCTIONS
Criminal Defence

	2004 Full Year	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
- International Seconded	-	-	-	-	-	-	-
- International Other	36.2	86.9	43.5	-	-	-	166.6
	36.2	86.9	43.5	-	-	-	166.6
- National Transition	-	-	-	-	-	-	-
- National Registry	-	83.2	83.2	83.2	83.2	83.2	415.8
- National Interns	-	-	-	-	-	-	-
	-	83.2	83.2	83.2	83.2	83.2	415.8
Total Salary Costs	36.2	170.1	126.6	83.2	83.2	83.2	582.5
Total Salary Costs (excluding seconded)	36.2	170.1	126.6	83.2	83.2	83.2	582.5
Other Staff Costs	-	14.5	14.4	14.4	14.4	14.4	72.1
Entity Tax and Social Security	1.0	7.9	6.9	2.9	2.9	2.9	24.4
Private Insurance	1.0	22.3	21.3	17.3	17.3	17.3	96.5
	37.2	192.4	148.0	100.4	100.4	100.4	679.0
Operating Costs	-	-	-	-	-	-	-
Public Relations	1.4	14.5	3.0	2.8	2.8	2.9	27.3
Premises	0.5	7.5	6.9	6.4	6.5	6.6	34.3
ICT							
Travel & Related Costs	1.8	10.5	8.5	8.6	8.7	8.8	47.0
Other Office Costs	10.2	26.2	23.5	28.6	29.1	29.5	147.0
Legal & Professional	-	-	-	-	-	-	-
Motor Vehicle Costs	-	-	-	-	-	-	-
	13.9	58.8	41.9	46.3	47.0	47.7	255.6
Total Operating Costs	13.9	58.8	41.9	46.3	47.0	47.7	255.6
Total Costs (Excluding Seconded)	51.1	251.2	189.9	146.8	147.5	148.2	934.6
Operating Cost Ratio (Excl. Seconded)	27%	23%	22%	32%	32%	32%	27%
Total Outflow of Funds	51.1	251.2	189.9	146.8	147.5	148.2	934.6

All figures (Euros '000s)

Staff Costs

International Staff Costs

National Staff Costs

Total Salary Costs

Total Salary Costs (excluding seconded)

Other Staff Costs

Total Staff Costs (excl. Seconded.)

Operating Costs

Total Operating Costs

Total Costs (Excluding Seconded)

Operating Cost Ratio (Excl. Seconded)

Total Outflow of Funds

IV 5.2: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE CORE REGISTRY FUNCTIONS
Victims and Witness Support

	2004 Full Year	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
All figures (Euros '000s)							
Staff Costs							
International Staff Costs	-	-	-	-	-	-	-
	36.2	86.9	43.5	-	-	-	166.6
	36.2	86.9	43.5	-	-	-	166.6
National Staff Costs							
- National Transition	-	-	-	-	-	-	-
- National Registry	-	89.4	93.0	93.0	93.0	93.0	461.4
- National Interns	-	-	-	-	-	-	-
	-	89.4	93.0	93.0	93.0	93.0	461.4
Total Salary Costs	36.2	176.3	136.5	93.0	93.0	93.0	628.0
Total Salary Costs (excluding seconded)	36.2	176.3	136.5	93.0	93.0	93.0	628.0
Other Staff Costs							
Entity Tax and Social Security	-	16.6	17.3	17.3	17.3	17.3	85.8
Private Insurance	1.0	5.7	4.6	3.4	3.4	3.4	21.6
	1.0	22.3	21.9	20.7	20.7	20.7	107.4
Total Staff Costs (excl. Seconded.)	37.2	198.7	158.4	113.7	113.7	113.7	735.5
Operating Costs							
Public Relations	-	-	-	-	-	-	-
Premises	1.4	16.1	3.5	3.3	3.4	3.4	31.2
ICT	0.5	8.5	8.2	7.6	7.8	7.9	40.4
Travel & Related Costs	1.0	12.2	8.6	8.7	8.8	8.9	48.2
Other Office Costs	0.2	2.7	2.6	2.4	2.4	2.5	12.7
Legal & Professional	-	-	-	-	-	-	-
Motor Vehicle Costs	-	-	-	-	-	-	-
Total Operating Costs	3.1	39.4	22.9	22.0	22.4	22.7	132.4
Total Costs (Excluding Seconded)	40.3	238.0	181.3	135.8	136.1	136.4	867.9
Operating Cost Ratio (Excl. Seconded)	8%	17%	13%	16%	16%	17%	15%
Total Outflow of Funds	40.3	238.0	181.3	135.8	136.1	136.4	867.9

IV 5.2: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE CORE REGISTRY FUNCTIONS
Total Administration Support

	2004 Full Year	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
All figures (Euros '000s)							
Staff Costs							
International Staff Costs	-	173.9	86.9	-	-	-	260.8
- International Seconded	137.7	521.6	173.9	-	-	-	833.2
- International Other	137.7	693.5	260.8	-	-	-	1,094.0
National Staff Costs	-	-	-	-	-	-	-
- National Transition	23.9	483.0	489.0	489.0	489.0	489.0	2,462.9
- National Registry	-	-	-	-	-	-	-
- National Interns	23.9	483.0	489.0	489.0	489.0	489.0	2,462.9
Total Salary Costs	161.6	1,178.5	749.8	489.0	489.0	489.0	3,556.9
Total Salary Costs (excluding seconded)	161.6	1,004.6	662.9	489.0	489.0	489.0	3,296.1
Other Staff Costs	5.6	100.0	100.9	100.9	100.9	100.9	509.1
Entity Tax and Social Security	4.5	38.9	27.2	20.1	20.1	20.1	130.9
Private Insurance	10.2	138.9	128.1	120.9	120.9	120.9	640.0
Total Staff Costs (excl. Seconded.)	171.7	1,143.6	791.0	609.9	609.9	609.9	3,936.1
Operating Costs	14.3	36.9	5.0	5.1	5.2	5.2	71.6
Public Relations	16.8	143.4	61.6	60.8	61.7	62.7	407.0
Premises	5.7	65.9	60.2	57.3	58.1	59.0	306.2
ICT	15.0	52.5	19.5	17.4	17.7	18.0	140.1
Travel & Related Costs	13.5	196.1	141.8	114.8	116.5	118.3	701.1
Other Office Costs	19.2	128.3	65.0	35.5	36.1	36.6	320.7
Legal & Professional	-	-	-	-	-	-	-
Motor Vehicle Costs	84.5	623.2	353.0	291.0	295.3	299.8	1,946.7
Total Operating Costs	256.2	1,766.8	1,144.0	900.9	905.3	909.7	5,882.8
Total Costs (Excluding Seconded)	33%	35%	31%	32%	33%	33%	33%
Operating Cost Ratio (Excl. Seconded)	256.2	1,766.8	1,144.0	900.9	905.3	909.7	5,882.8
Total Outflow of Funds	-	-	0.0	-	-	-	0.0

IV 5.2: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE CORE REGISTRY FUNCTIONS
IT Management

	2004 Full Year	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
All figures (Euros '000s)							
Staff Costs							
International Staff Costs	-	-	-	-	-	-	-
- International Seconded	65.2	-	-	-	-	-	65.2
- International Other	65.2	-	-	-	-	-	65.2
National Staff Costs							
- National Transition	-	-	-	-	-	-	-
- National Registry	7.0	120.6	120.6	120.6	120.6	120.6	610.0
- National Interns	-	-	-	-	-	-	-
	7.0	120.6	120.6	120.6	120.6	120.6	610.0
Total Salary Costs	72.2	120.6	120.6	120.6	120.6	120.6	675.2
Total Salary Costs (excluding seconded)	72.2	120.6	120.6	120.6	120.6	120.6	675.2
Other Staff Costs							
Entity Tax and Social Security	1.4	23.1	23.1	23.1	23.1	23.1	116.8
Private Insurance	2.0	4.6	4.6	4.6	4.6	4.6	24.9
	3.4	27.7	27.6	27.6	27.6	27.6	141.7
Total Staff Costs (excl. Seconded.)	75.6	148.3	148.2	148.2	148.2	148.2	816.9
Operating Costs							
Public Relations	-	-	-	-	-	-	-
Premises	3.6	19.3	4.4	4.4	4.5	4.6	40.8
ICT	2.2	15.1	15.3	15.3	15.5	15.7	78.8
Travel & Related Costs	0.1	7.4	0.7	0.7	0.8	0.8	10.5
Other Office Costs	0.4	5.7	5.7	5.7	5.8	5.9	29.2
Legal & Professional	-	-	-	-	-	-	-
Motor Vehicle Costs	-	-	-	-	-	-	-
Total Operating Costs	6.4	47.4	26.2	26.2	26.6	27.0	159.4
Total Costs (Excluding Seconded)	81.9	195.7	174.4	174.4	174.8	175.2	976.3
Operating Cost Ratio (Excl. Seconded)	8%	24%	15%	15%	15%	15%	16%
Total Outflow of Funds	81.9	195.7	174.4	174.4	174.8	175.2	976.3

IV 5.2: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE CORE REGISTRY FUNCTIONS
Public Information

	2004 Full Year	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
All figures (Euros '000s)							
Staff Costs							
International Staff Costs	-	-	-	-	-	-	-
- International Seconded	-	-	-	-	-	-	-
- International Other	-	-	-	-	-	-	-
National Staff Costs							
- National Transition	-	-	-	-	-	-	-
- National Registry	-	45.4	45.4	45.4	45.4	45.4	226.8
- National Interns	-	45.4	45.4	45.4	45.4	45.4	226.8
Total Salary Costs	-	45.4	45.4	45.4	45.4	45.4	226.8
Total Salary Costs (excluding seconded)	-	45.4	45.4	45.4	45.4	45.4	226.8
Other Staff Costs							
Entity Tax and Social Security	-	8.7	8.6	8.6	8.6	8.6	43.3
Private Insurance	-	1.7	1.7	1.7	1.7	1.7	8.6
	-	10.4	10.4	10.4	10.4	10.4	51.9
Total Staff Costs (excl. Seconded.)	-	55.8	55.7	55.7	55.7	55.7	278.7
Operating Costs							
Public Relations	2.1	12.5	5.0	5.1	5.2	5.2	35.0
Premises	-	7.3	1.6	1.7	1.7	1.7	14.0
ICT	-	3.8	3.8	3.8	3.9	3.9	19.2
Travel & Related Costs	1.7	10.3	8.3	8.4	8.5	8.7	45.8
Other Office Costs	5.0	31.1	11.1	11.3	11.4	11.6	81.4
Legal & Professional	2.5	15.0	5.0	5.1	5.2	5.2	38.0
Motor Vehicle Costs	-	-	-	-	-	-	-
Total Operating Costs	11.3	79.9	34.8	35.3	35.8	36.3	233.3
Total Costs (Excluding Seconded)	11.3	135.6	90.5	91.0	91.5	92.1	512.0
Operating Cost Ratio (Excl. Seconded)	100%	59%	38%	39%	39%	39%	46%
Total Outflow of Funds	11.3	135.6	90.5	91.0	91.5	92.1	512.0

IV 5.2: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE CORE REGISTRY FUNCTIONS

Security

	2004 Full Year	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
- International Seconded	-	-	-	-	-	-	-
- International Other	-	86.9	43.5	-	-	-	130.4
		86.9	43.5	-	-	-	130.4
National Staff Costs							
- National Transition	-	-	-	-	-	-	-
- National Registry	-	28.6	28.6	28.6	28.6	28.6	142.8
- National Interns	-	-	-	-	-	-	-
		28.6	28.6	28.6	28.6	28.6	142.8
Total Salary Costs							
Total Salary Costs (excluding seconded)							
	-	115.5	72.0	28.6	28.6	28.6	273.2
	-	115.5	72.0	28.6	28.6	28.6	273.2
Other Staff Costs							
Entity Tax and Social Security	-	5.8	5.8	5.8	5.8	5.8	28.8
Private Insurance	-	3.5	2.3	1.1	1.1	1.1	9.3
	-	9.3	8.1	6.9	6.9	6.9	38.2
	-	124.8	80.1	35.5	35.5	35.5	311.4
Total Staff Costs (excl. Seconded.)							
	-	124.8	80.1	35.5	35.5	35.5	311.4
Operating Costs							
Public Relations	-	-	-	-	-	-	-
Premises	-	7.3	1.4	1.1	1.1	1.1	12.0
ICT	-	3.8	3.1	2.5	2.6	2.6	14.6
Travel & Related Costs	1.6	2.3	0.2	0.2	0.2	0.2	4.6
Other Office Costs	-	1.7	1.5	1.3	1.3	1.3	7.2
Legal & Professional	-	-	-	-	-	-	-
Motor Vehicle Costs	-	-	-	-	-	-	-
Total Operating Costs	1.6	15.0	6.2	5.1	5.2	5.3	38.4
Total Costs (Excluding Seconded)	1.6	139.8	86.4	40.6	40.7	40.8	349.8
Operating Cost Ratio (Excl. Seconded)	100%	11%	7%	13%	13%	13%	11%
Total Outflow of Funds	1.6	139.8	86.4	40.6	40.7	40.8	349.8

All figures (Euros '000s)

Staff Costs
International Staff Costs

National Staff Costs

Total Salary Costs
Total Salary Costs (excluding seconded)

Other Staff Costs

Total Staff Costs (excl. Seconded.)

Operating Costs

Total Operating Costs

Total Costs (Excluding Seconded)

Operating Cost Ratio (Excl. Seconded)

Total Outflow of Funds

IV 5.2: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE CORE REGISTRY FUNCTIONS
Office of the Registrar

	2004	2005	2006	2007	2008	2009	Total Project
	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	
All figures (Euros '000s)							
Staff Costs							
International Staff Costs	-	173.9	86.9	-	-	-	260.8
	-	260.8	43.5	-	-	-	304.3
	-	434.7	130.4	-	-	-	565.1
National Staff Costs							
- National Transition	-	-	-	-	-	-	-
- National Registry	-	79.7	79.7	79.7	79.7	79.7	398.4
- National Interns	-	-	-	-	-	-	-
	-	79.7	79.7	79.7	79.7	79.7	398.4
Total Salary Costs	-	514.4	210.1	79.7	79.7	79.7	963.5
Total Salary Costs (excluding seconded)	-	340.5	123.2	79.7	79.7	79.7	702.7
Other Staff Costs							
Entity Tax and Social Security	-	11.6	11.5	11.5	11.5	11.5	57.7
Private Insurance	-	14.2	5.9	2.3	2.3	2.3	27.0
	-	25.8	17.4	13.8	13.8	13.8	84.7
	-	366.3	140.6	93.5	93.5	93.5	787.4
Total Staff Costs (excl. Seconded)							
Operating Costs							
Public Relations	-	-	-	-	-	-	-
Premises	-	21.8	3.0	2.2	2.3	2.3	31.5
ICT	-	11.3	6.9	5.1	5.2	5.2	33.7
Travel & Related Costs	10.0	24.8	8.5	6.5	6.6	6.7	63.0
Other Office Costs	-	88.6	67.2	44.7	45.4	46.1	292.0
Legal & Professional	16.7	33.3	-	-	-	-	50.0
Motor Vehicle Costs	-	-	-	-	-	-	-
	26.7	179.7	85.6	58.5	59.4	60.3	470.2
Total Operating Costs	26.7	546.1	226.1	152.0	152.9	153.8	1,257.5
Total Costs (Excluding Seconded)	26.7	546.1	226.1	152.0	152.9	153.8	1,257.5
Operating Cost Ratio (Excl. Seconded)	100%	33%	38%	38%	39%	39%	37%
Total Outflow of Funds	26.7	546.1	226.1	152.0	152.9	153.8	1,257.5

IV 5.2: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE CORE REGISTRY FUNCTIONS
Building Maintenance

	2004 Full Year	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
All figures (Euros '000s)							
Staff Costs							
International Staff Costs	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
National Staff Costs	-	-	-	-	-	-	-
- National Transition	-	-	-	-	-	-	-
- National Registry	-	49.9	49.9	49.9	49.9	49.9	249.6
- National Interns	-	-	-	-	-	-	-
	-	49.9	49.9	49.9	49.9	49.9	249.6
Total Salary Costs	-	49.9	49.9	49.9	49.9	49.9	249.6
Total Salary Costs (excluding seconded)	-	49.9	49.9	49.9	49.9	49.9	249.6
Other Staff Costs							
Entity Tax and Social Security	-	20.2	20.2	20.2	20.2	20.2	100.9
Private Insurance	-	4.0	4.0	4.0	4.0	4.0	20.1
	-	24.3	24.2	24.2	24.2	24.2	121.0
	-	74.2	74.1	74.1	74.1	74.1	370.6
Total Staff Costs (excl. Seconded)	-	74.2	74.1	74.1	74.1	74.1	370.6
Operating Costs							
Public Relations	-	-	-	-	-	-	-
Premises	2.5	30.5	17.5	17.7	18.0	18.2	104.4
ICT	-	8.8	8.8	8.9	9.0	9.2	44.7
Travel & Related Costs	-	0.6	0.6	0.6	0.7	0.7	3.2
Other Office Costs	-	12.8	7.8	2.8	2.8	2.9	29.1
Legal & Professional	-	-	-	-	-	-	-
Motor Vehicle Costs	-	-	-	-	-	-	-
Total Operating Costs	2.5	52.7	34.6	30.1	30.5	31.0	181.4
Total Costs (Excluding Seconded)	2.5	126.9	108.7	104.2	104.6	105.1	552.0
Operating Cost Ratio (Excl. Seconded)	100%	42%	32%	29%	29%	29%	33%
Total Outflow of Funds	2.5	126.9	108.7	104.2	104.6	105.1	552.0

IV 5.2: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE CORE REGISTRY FUNCTIONS

Personnel

	2004 Full Year	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
- International Seconded	-	-	-	-	-	-	-
- International Other	36.2	86.9	43.5	-	-	-	166.6
	36.2	86.9	43.5	-	-	-	166.6
- National Transition	-	-	-	-	-	-	-
- National Registry	5.9	31.0	31.0	31.0	31.0	31.0	160.7
- National Interns	-	-	-	-	-	-	-
	5.9	31.0	31.0	31.0	31.0	31.0	160.7
Total Salary Costs	42.1	117.9	74.4	31.0	31.0	31.0	327.4
Total Salary Costs (excluding seconded)	42.1	117.9	74.4	31.0	31.0	31.0	327.4
Other Staff Costs	1.4	5.8	5.8	5.8	5.8	5.8	30.2
Entity Tax and Social Security	1.2	3.5	2.3	1.1	1.1	1.1	10.5
Private Insurance	2.6	9.3	8.1	6.9	6.9	6.9	40.7
	44.7	127.2	82.5	37.9	37.9	37.9	368.1
Total Staff Costs (excl. Seconded.)							
Operating Costs	12.2	24.4	-	-	-	-	36.6
Public Relations	2.5	7.3	1.4	1.1	1.1	1.1	14.5
Premises	0.9	3.8	3.1	2.5	2.6	2.6	15.6
ICT							
Travel & Related Costs	0.6	2.3	0.2	0.2	0.2	0.2	3.6
Other Office Costs	0.3	16.2	16.0	16.0	16.3	16.5	81.3
Legal & Professional	-	-	-	-	-	-	-
Motor Vehicle Costs	-	-	-	-	-	-	-
	16.5	53.9	20.7	19.9	20.2	20.5	151.6
Total Operating Costs							
	61.3	181.1	103.3	57.7	58.0	58.3	519.7
Total Costs (Excluding Seconded)							
Operating Cost Ratio (Excl. Seconded)	27%	30%	20%	34%	35%	35%	29%
Total Outflow of Funds	61.3	181.1	103.3	57.7	58.0	58.3	519.7

All figures (Euros '000s)

Staff Costs

International Staff Costs

National Staff Costs

Total Salary Costs

Total Salary Costs (excluding seconded)

Other Staff Costs

Total Staff Costs (excl. Seconded.)

Operating Costs

Total Operating Costs

Total Costs (Excluding Seconded)

Operating Cost Ratio (Excl. Seconded)

Total Outflow of Funds

IV 5.2: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE CORE REGISTRY FUNCTIONS
Budget and Finance

	2004 Full Year	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
All figures (Euros '000s)							
Staff Costs							
International Staff Costs	-	-	-	-	-	-	-
- International Seconded	36.2	86.9	43.5	-	-	-	166.6
- International Other	36.2	86.9	43.5	-	-	-	166.6
National Staff Costs	-	-	-	-	-	-	-
- National Transition	-	-	-	-	-	-	-
- National Registry	-	55.0	61.0	61.0	61.0	61.0	298.8
- National Interns	-	-	-	-	-	-	-
	-	55.0	61.0	61.0	61.0	61.0	298.8
Total Salary Costs	36.2	141.9	104.4	61.0	61.0	61.0	465.4
Total Salary Costs (excluding seconded)	36.2	141.9	104.4	61.0	61.0	61.0	465.4
Other Staff Costs							
Entity Tax and Social Security	-	10.4	11.5	11.5	11.5	11.5	56.5
Private Insurance	1.0	4.4	3.5	2.3	2.3	2.3	15.8
	1.0	14.8	15.0	13.8	13.8	13.8	72.3
Total Staff Costs (excl. Seconded)	37.2	156.7	119.4	74.8	74.8	74.8	537.7
Operating Costs							
Public Relations	-	-	-	-	-	-	-
Premises	5.9	37.9	29.7	29.8	30.3	30.7	164.3
ICT	1.8	13.2	13.1	12.7	12.9	13.1	66.8
Travel & Related Costs	0.5	2.4	0.4	0.4	0.4	0.4	4.5
Other Office Costs	7.5	38.2	30.7	30.9	31.4	31.9	170.6
Legal & Professional	-	80.0	60.0	30.5	30.9	31.4	232.7
Motor Vehicle Costs	-	-	-	-	-	-	-
Total Operating Costs	15.7	171.8	133.9	104.3	105.9	107.4	639.0
Total Costs (Excluding Seconded)	52.9	328.5	253.3	179.1	180.6	182.2	1,176.7
Operating Cost Ratio (Excl. Seconded)	30%	52%	53%	58%	59%	59%	54%
Total Outflow of Funds	52.9	328.5	253.3	179.1	180.6	182.2	1,176.7

IV 5.2: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE CORE REGISTRY FUNCTIONS

Procurement

	2004 Full Year	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
All figures (Euros '000s)							
Staff Costs							
International Staff Costs	-	-	-	-	-	-	-
- International Seconded	-	-	-	-	-	-	-
- International Other	-	-	-	-	-	-	-
National Staff Costs							
- National Transition	-	-	-	-	-	-	-
- National Registry	11.0	73.0	73.0	73.0	73.0	73.0	375.8
- National Interns	11.0	73.0	73.0	73.0	73.0	73.0	375.8
Total Salary Costs	11.0	73.0	73.0	73.0	73.0	73.0	375.8
Total Salary Costs (excluding seconded)	11.0	73.0	73.0	73.0	73.0	73.0	375.8
Other Staff Costs							
Entity Tax and Social Security	2.8	14.5	14.4	14.4	14.4	14.4	74.9
Private Insurance	0.4	2.9	2.9	2.9	2.9	2.9	14.7
	3.2	17.3	17.3	17.3	17.3	17.3	89.6
Total Staff Costs (excl. Seconded)	14.2	90.3	90.2	90.2	90.2	90.2	465.4
Operating Costs							
Public Relations	-	-	-	-	-	-	-
Premises	2.2	12.1	2.7	2.8	2.8	2.9	25.5
ICT	0.8	6.3	6.3	6.4	6.5	6.6	32.8
Travel & Related Costs	0.6	2.5	0.5	0.5	0.5	0.5	4.9
Other Office Costs	0.3	2.0	2.0	2.0	2.0	2.1	10.3
Legal & Professional	-	-	-	-	-	-	-
Motor Vehicle Costs	-	-	-	-	-	-	-
Total Operating Costs	3.9	22.8	11.4	11.6	11.8	12.0	73.4
Total Costs (Excluding Seconded)	18.1	113.1	101.7	101.8	102.0	102.2	538.8
Operating Cost Ratio (Excl. Seconded)	22%	20%	11%	11%	12%	12%	14%
Total Outflow of Funds	18.1	113.1	101.7	101.8	102.0	102.2	538.8

IV 5.3: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE FACILITATING FUNCTIONS
Prosecutorial Support

	2004 Full Year	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
All figures (Euros '000s)							
Staff Costs							
International Staff Costs							
- International Seconded	101.4	608.6	608.6	608.6	-	-	1,927.2
- International Other	119.6	534.2	534.2	534.2	-	-	1,722.3
	221.0	1,142.8	1,142.8	1,142.8	-	-	3,649.4
National Staff Costs							
- National Transition	-	-	-	-	-	-	-
- National Registry	76.6	459.9	459.9	459.9	740.4	740.4	2,937.0
- National Interns	76.6	459.9	459.9	459.9	740.4	740.4	2,937.0
	297.6	1,602.7	1,602.7	1,602.7	740.4	740.4	6,586.4
	196.2	994.1	994.1	994.1	740.4	740.4	4,659.3
Total Salary Costs							
Total Salary Costs (excluding seconded)							
Other Staff Costs							
Entity Tax and Social Security	16.8	62.5	81.7	81.7	131.6	131.6	506.0
Private Insurance	9.1	50.8	50.8	50.8	25.2	25.2	211.8
	25.9	113.3	132.5	132.5	156.8	156.8	717.8
	222.1	1,107.4	1,126.6	1,126.6	897.2	897.2	5,377.1
Total Staff Costs (excl. Seconded.)							
Operating Costs							
Public Relations	-	-	-	-	-	-	-
Premises	24.2	101.6	24.8	25.2	25.6	26.0	227.4
ICT	8.9	51.4	51.4	52.2	53.0	53.8	270.6
Travel & Related Costs	35.6	3.7	3.7	3.8	3.8	3.9	54.6
Other Office Costs	11.1	66.1	66.1	16.3	16.6	16.8	192.9
Legal & Professional	-	-	-	-	-	-	-
Motor Vehicle Costs	-	-	-	-	-	-	-
	79.8	222.8	146.1	97.5	99.0	100.5	745.6
Total Operating Costs							
	301.9	1,330.2	1,272.7	1,224.1	996.1	997.6	6,122.7
Total Costs (Excluding Seconded)							
Operating Cost Ratio (Excl. Seconded)	26%	17%	11%	8%	10%	10%	12%
Total Outflow of Funds	301.9	1,330.2	1,272.7	1,224.1	996.1	997.6	6,122.7

IV 5.3: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE FACILITATING FUNCTIONS

Detention

	2004 Full Year	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
- International Seconded	-	-	-	-	-	-	-
- International Other	29.0	173.9	-	-	-	-	202.9
	29.0	173.9	-	-	-	-	202.9
National Staff Costs							
- National Transition	-	-	-	-	-	-	-
- National Registry	-	457.8	-	-	-	-	457.8
- National Interns	-	-	-	-	-	-	-
	-	457.8	-	-	-	-	457.8
Total Salary Costs	29.0	631.6	-	-	-	-	660.6
Total Salary Costs (excluding seconded)	29.0	631.6	-	-	-	-	660.6
Other Staff Costs							
Entity Tax and Social Security	-	98.6	-	-	-	-	98.6
Private Insurance	0.6	28.3	-	-	-	-	28.9
	0.6	126.8	-	-	-	-	127.4
	29.6	758.5	-	-	-	-	788.1
Total Staff Costs (excl. Seconded.)							
Operating Costs							
Public Relations	-	-	-	-	-	-	-
Premises	6.5	22.4	-	-	-	-	28.9
ICT	1.7	8.8	-	-	-	-	10.5
Travel & Related Costs	2.8	4.7	-	-	-	-	7.5
Other Office Costs	26.1	134.5	-	-	-	-	160.6
Legal & Professional	5.0	10.0	-	-	-	-	15.0
Motor Vehicle Costs	-	-	-	-	-	-	-
	42.0	180.4	-	-	-	-	222.4
Total Operating Costs							
Total Costs (Excluding Seconded)	71.6	938.9	-	-	-	-	1,010.4
Operating Cost Ratio (Excl. Seconded)	59%	19%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	22%
Total Outflow of Funds	71.6	938.9	-	-	-	-	1,010.4

All figures (Euros '000s)

Staff Costs

International Staff Costs

National Staff Costs

Total Salary Costs
Total Salary Costs (excluding seconded)

Other Staff Costs

Total Staff Costs (excl. Seconded.)

Operating Costs

Total Operating Costs

Total Costs (Excluding Seconded)

Operating Cost Ratio (Excl. Seconded)

Total Outflow of Funds

IV 5.3: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE FACILITATING FUNCTIONS
Judicial Support

	2004 Full Year	2005 Full Year	2006 Full Year	2007 Full Year	2008 Full Year	2009 Full Year	Total Project
All figures (Euros '000s)							
Staff Costs							
International Staff Costs	-	-	43.5	-	-	-	130.4
	-	86.9	43.5	-	-	-	130.4
	-	86.9	43.5	-	-	-	130.4
National Staff Costs							
- National Transition	-	-	-	-	-	-	-
- National Registry	-	99.5	109.8	109.8	109.8	109.8	538.7
- National Interns	-	-	-	-	-	-	-
	-	99.5	109.8	109.8	109.8	109.8	538.7
	-	99.5	109.8	109.8	109.8	109.8	538.7
Total Salary Costs	-	186.4	153.3	109.8	109.8	109.8	669.1
Total Salary Costs (excluding seconded)	-	186.4	153.3	109.8	109.8	109.8	669.1
Other Staff Costs							
Entity Tax and Social Security	-	15.7	17.3	17.3	17.3	17.3	84.8
Private Insurance	-	18.7	10.4	6.3	6.3	6.3	48.0
	-	34.4	27.7	23.6	23.6	23.6	132.8
	-	34.4	27.7	23.6	23.6	23.6	132.8
Total Staff Costs (excl. Seconded.)	-	220.8	180.9	133.4	133.4	133.4	801.9
Operating Costs							
Public Relations	-	-	-	-	-	-	-
Premises	-	15.0	3.5	3.3	3.4	3.4	28.6
ICT	-	8.0	8.2	7.6	7.8	7.9	39.5
Travel & Related Costs	1.1	2.6	0.6	0.6	0.6	0.6	5.9
Other Office Costs	-	2.5	2.6	2.4	2.4	2.5	12.4
Legal & Professional	-	-	-	-	-	-	-
Motor Vehicle Costs	-	-	-	-	-	-	-
	1.1	28.1	14.9	13.9	14.1	14.3	86.4
Total Operating Costs	1.1	28.1	14.9	13.9	14.1	14.3	86.4
	1.1	28.1	14.9	13.9	14.1	14.3	86.4
Total Costs (Excluding Seconded)	1.1	248.9	195.8	147.3	147.5	147.8	888.4
	1.1	248.9	195.8	147.3	147.5	147.8	888.4
Operating Cost Ratio (Excl. Seconded)	100%	11%	8%	9%	10%	10%	10%
	1.1	248.9	195.8	147.3	147.5	147.8	888.4
Total Outflow of Funds	1.1	248.9	195.8	147.3	147.5	147.8	888.4
	1.1	248.9	195.8	147.3	147.5	147.8	888.4

IV 5.3: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE FACILITATING FUNCTIONS
International Protocol

	2004	2005	2006	2007	2008	2009	Total
	Full Year	Full Year	Full Year	Full Year	Full Year	Full Year	Project
All figures (Euros '000s)							
Staff Costs							
International Staff Costs							
- International Seconded	-	-	-	-	-	-	-
- International Other	52.6	129.4	43.5	-	-	-	225.4
	52.6	129.4	43.5	-	-	-	225.4
National Staff Costs							
- National Transition	-	-	-	-	-	-	-
- National Registry	-	-	-	-	-	-	-
- National Interns	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	52.6	129.4	43.5	-	-	-	225.4
	52.6	129.4	43.5	-	-	-	225.4
Total Salary Costs							
Total Salary Costs (excluding seconded)							
Other Staff Costs							
Entity Tax and Social Security	-	-	-	-	-	-	-
Private Insurance	2.3	6.6	1.8	0.6	0.6	0.6	12.3
	2.3	6.6	1.8	0.6	0.6	0.6	12.3
	54.8	135.9	45.2	0.6	0.6	0.6	237.7
Total Staff Costs (excl. Seconded)							
Operating Costs							
Public Relations	-	-	-	-	-	-	-
Premises	2.5	4.7	0.3	-	-	-	7.5
ICT	0.9	2.2	0.6	-	-	-	3.8
Travel & Related Costs	4.6	2.2	0.0	-	-	-	6.8
Other Office Costs	2.0	15.7	17.7	10.2	10.3	10.5	66.3
Legal & Professional	-	-	-	-	-	-	-
Motor Vehicle Costs	-	-	-	-	-	-	-
	10.0	24.7	18.6	10.2	10.3	10.5	84.3
Total Operating Costs							
	64.9	160.7	63.9	10.7	10.9	11.0	322.1
Total Costs (Excluding Seconded)							
	15%	15%	29%	95%	95%	95%	26%
Operating Cost Ratio (Excl. Seconded)							
	64.9	160.7	63.9	10.7	10.9	11.0	322.1
Total Outflow of Funds							

IV 5.3: THE OPERATING BUDGET SUMMARY FOR 2004 TO 2009
THE FACILITATING FUNCTIONS
Interpreters and Translators

	2004		2005		2006		2007		2008		2009		Total Project
	Full Year		Full Year		Full Year		Full Year		Full Year		Full Year		
All figures (Euros '000s)													
Staff Costs													
International Staff Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
National Staff Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
- National Transition	-	-	-	-	-	-	-	-	-	-	-	-	-
- National Registry	-	-	325.3	-	316.6	280.6	280.6	280.6	280.6	280.6	280.6	280.6	1,483.7
- National Interns	-	-	325.3	-	316.6	280.6	280.6	280.6	280.6	280.6	280.6	280.6	1,483.7
Total Salary Costs	-	-	325.3	-	316.6	280.6	280.6	280.6	280.6	280.6	280.6	280.6	1,483.7
Total Salary Costs (excluding seconded)	-	-	325.3	-	316.6	280.6	280.6	280.6	280.6	280.6	280.6	280.6	1,483.7
Other Staff Costs													
Entity Tax and Social Security	-	-	61.4	-	59.1	51.9	51.9	51.9	51.9	51.9	51.9	51.9	276.2
Private Insurance	-	-	12.2	-	11.7	10.3	10.3	10.3	10.3	10.3	10.3	10.3	54.9
	-	-	73.6	-	70.8	62.2	62.2	62.2	62.2	62.2	62.2	62.2	331.0
Total Staff Costs (excl. Seconded.)	-	-	398.9	-	387.4	342.8	342.8	342.8	342.8	342.8	342.8	342.8	1,814.7
Operating Costs													
Public Relations	-	-	-	-	-	-	-	-	-	-	-	-	-
Premises	-	-	49.7	-	11.2	10.0	10.0	10.1	10.1	10.3	10.3	10.3	91.3
ICT	-	-	26.6	-	25.7	22.9	22.9	23.3	23.3	23.6	23.6	23.6	122.1
Travel & Related Costs	-	-	3.9	-	1.9	1.7	1.7	1.7	1.7	1.7	1.7	1.7	10.9
Other Office Costs	-	-	8.4	-	8.1	7.2	7.2	7.3	7.3	7.4	7.4	7.4	38.5
Legal & Professional	-	-	-	-	-	-	-	-	-	-	-	-	-
Motor Vehicle Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Costs	-	-	88.7	-	46.9	41.8	41.8	42.4	42.4	43.0	43.0	43.0	262.8
Total Costs (Excluding Seconded)	-	-	487.6	-	434.3	384.6	384.6	385.2	385.2	385.8	385.8	385.8	2,077.5
Operating Cost Ratio (Excl. Seconded)	-	-	18%	-	11%	11%	11%	11%	11%	11%	11%	11%	13%
Total Outflow of Funds	-	-	487.6	-	434.3	384.6	384.6	385.2	385.2	385.8	385.8	385.8	2,077.5

IV.6: The Capital Expenditure and Special Facilitating Fund Budget Summary

The War Crimes Chamber Project

(All prices are in Euros and assume registry is exempt from state and entity taxes)

Description	Year 1 Costs	Pre-Transition Replacement Costs (Assumed in Year 4)	Post Transition Replacement Costs	Annual (Ongoing Licences, Support & Maintenance) Costs	Allocation to Ops Budget
-------------	--------------	------------------------------------------------------	-----------------------------------	--------------------------------------------------------	--------------------------

(i) Core Registry Capital Costs

A) ICT Costs					
A1 Application Software Costs					
A1.1 Criminal Defence Software	60,000	9,000			CD
Criminal Defence Software	49,894	7,484			CD
	109,894	16,484			
A1.2 Finance and Payroll					
Accountancy Software	70,000	10,500			B&F
Management Information Software	10,000	-			
HR/Training/Payroll Software	50,000	7,500			B&F
	130,000	18,000			
A1.3 Court Management					
All the below	427,158	36,431			CM
e-court fit-out pc set					
Enterprise document mgt system					
Exhibit management system					
Case files management systems					
Total ICT costs	427,158	36,431			
	667,052	-	-	70,915	
Total Application Software Costs					
A2 Telephony Costs					
Telephone systems and cabling	10,000			5,000	Tele Other
Paid by Germans plus Connection 52,000 euros					
A3 The Server Room					
A3.1 Building a network solutions (Internet, File and Mail)					
Mail Server, Operating Server, Exchange, User licences	124	17,058		2,559	All to IT
Files Server, Operating System	124	6,939		1,041	2,559
Web Server		2,723			N/A
Print, RAS and Back up Server		5,723			N/A
Application Server		2,723			N/A
Servers (including 10k for security equip)	6	40,000	30,000		N/A
Cost of replicating Hague data		100,000			N/A
Purchase of hardware and transfer of data.					
Router		12,000		1,800	1,800
Firewall		12,000		1,800	1,800
Cabinets & Panels IT and Telecom		15,000			-
Wireless Internet Access		15,000			-
Hardware & Operating systems		229,166	30,000	30,000	30,000
Installation & documentation		12,000		37,200	
Contingency for UPS etc.		50,233			5,023
Total Server Room costs		291,399	30,000	42,223	5,023

IV.6: The Capital Expenditure and Special Facilitating Fund Budget Summary

The War Crimes Chamber Project

(All prices are in Euros and assume registry is exempt from state and entity taxes)

Description	Bases for estimate	Year 1 Costs	Pre-Transition Replacement Costs (Assumed in Year 4)	Post Transition Replacement Costs	Annual (Ongoing Licences, Support & Maintenance) Costs	Allocation to Ops Budget
-------------	--------------------	--------------	------------------------------------------------------	-----------------------------------	--------------------------------------------------------	--------------------------

A3.2 Office based ICT Requirements

A3.21 Other Office Costs

Based on a peck of 146 people and sid costs from OHR procurement (incl. Software)

124

Computer	HP vectra	900	111,600			In Ops Budget
Printer	HP 1200 - 25	500	12,500			In Ops Budget
Scanner	HP - 3	150	450			In Ops Budget
Fax	Fax - 3	200	600			In Ops Budget
Copiers	Canon - 4	5,500	22,000	22,000		In Stationary Budget
Shredders	6	1,000	6,000			In Ops Budget
Laptops	IBM - 20	1,250	25,000			In Ops Budget
Mobile Phones		150	18,600			In Ops Budget
PC and peripheral installation Costs			14,260			N/A
Total Office based ICT costs		211,010	189,010	22,000	-	-

Total ICT Costs (excluding Application Software)

Total ICT Costs

B) Furniture and Fittings

B.1 Office based Furniture

Desk, Chair, Table, Cupboards, Phone etc

Configuration cost

Total Office based Furniture & Fittings Costs

B.2 Meeting Rooms

Three Quality Meeting Rooms - Table and Chairs
Two internal Meeting Rooms - Table and Chairs

Total Meeting Room Furniture & Fittings Costs

Total Furniture & Fittings Costs

C.3 Cars

None

Total Core Registry Costs

IV.6: The Capital Expenditure and Special Facilitating Fund Budget Summary

The War Crimes Chamber Project

(All prices are in Euros and assume registry is exempt from state and entity taxes)

Description	Bases for estimate	Year 1 Costs	Pre-Transition Replacement Costs (Assumed in Year 4)	Post Transition Replacement Costs	Annual (Ongoing Licences, Support & Maintenance) Costs	Allocation to Ops Budget
<u>D) Building 100 and Associated Costs</u>						
D.1 Refurbishment of building 100		2,323,800	1,000,000		In Ops Budget	
D.2 Security		150,000			In Ops Budget	
D.3 Move Cost	50	6,200				
Total Building 100 Costs		2,480,000	1,000,000		-	

(iii) Prison Capital Costs

E) Prison and Associated Costs

E.2 External Elements to Prison	<i>External Elements</i>	400,000			In Ops Budget	
Total Prison Costs		400,000	-		-	

IV.6: The Capital Expenditure and Special Facilitating Fund Budget Summary The War Crimes Chamber Project

(All prices are in Euros and assume registry is exempt from state and entity taxes)

Description	Bases for estimate	Year 1 Costs	Pre-Transition Replacement Costs (Assumed in Year 4)	Post Transition Replacement Costs	Annual (Ongoing Licences, Support & Maintenance) Costs	Allocation to Ops Budget
<u>F) Detention</u>						
F.1 Furniture and Fittings	12 Position (Desks & Chairs - Prison F&F in (iii) above)	815	9,780		N/A	
F.2 IT Equipment	Computer - 12 Printer - 2 Photocopier - 1 Fax - 1 Mobiles - 42 Installation 3 days at 400pd Connection to main Network - 1 server at 5,000 plus operating system and 10,000 for external cabling to main building.	900 500 2,200 200 150 Est.	10,800.00 1,000.00 2,200.00 200.00 6,300.00 1,200.00 17,723	10,800 1,000 200 6,300 1,200	In Ops Budget In Ops Budget In Ops Budget In Ops Budget In Ops Budget N/A In Ops Budget	
F.3 Clothing Guards & Prisoner	21 Prisoners and 34 Guards and Supervisors (2 pairs each)	413	22,708		In Ops Budget	
F.4 Equipping Guards with security equipment	34 Guards and Supervisors (Gun Flack Jacket - 10 only Helmut etc.)	986	39,907		In Ops Budget	
F.5 Motor Vehicle	None					
Total Detention		111,818	-	19,500	-	
<u>G) Prosecutorial Support</u>						
G.1 Furniture and Fittings	3 Judges and 7 Prosecutors 34 Positions	3,639 815	36,385 27,710	36,385 27,710	In Ops Budget In Ops Budget	
G.2 IT Equipment	Computer - 34 plus 10 Judges & Prosecutors Printer - 4 plus 10 Judges & 7 Prosecutors Photocopier - 2 Fax - 2 Mobiles - 34 Installation 5 days at 400pd	900 500 5,500 200 150	39,600.00 7,000.00 11,000.00 400.00 5,100.00 2,000.00	39,600 7,000 11,000 400 5,100 2,000	In Ops Budget In Ops Budget In Ops Budget In Ops Budget In Ops Budget N/A	
G.3 Motor Vehicle	None					
Total Prosecutorial Support		129,195	54,100	75,095	-	
Total Facilitating Centre Capital Costs		241,013	54,100	94,595	-	

IV.6: The Capital Expenditure and Special Facilitating Fund Budget Summary

The War Crimes Chamber Project

(All prices are in Euros and assume registry is exempt from state and entity taxes)

Description	Bases for estimate	Year 1 Costs	Pre-Transition Replacement Costs (Assumed in Year 4)	Post Transition Replacement Costs	Annual (Ongoing Licences, Support & Maintenance) Costs	Allocation to Ops Budget
-------------	--------------------	--------------	------------------------------------------------------	-----------------------------------	--------------------------------------------------------	--------------------------

(v) Special Facilitating Funds

(l) Operating/Capital funds						
I.1 Core Registry Project Development Discretionary/Contingency Fund	Core Project Operating and Capital Costs as a percentage of WCCP Operational and Capital costs	4%	822,084			
I.2 Witness Protection	Includes Safe House, Renting Safe Houses, Relocation, Flights & Hotels etc.		1,763,500			
I.3 International Staff Contingency				3,000,000		
Total Special Facilitating Funds			2,585,584	3,000,000	-	
WCCP Grand Total			7,024,068	4,273,110	254,605	118,138
Cumulative Effect			7,024,068	11,297,178	11,551,783	