



## INTERNAL AUDIT DIVISION

### REPORT 2014/054

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Audit of the International Criminal Tribunal for the former Yugoslavia Outreach Programme and related legacy activities

Overall results relating to efficient and effective management of the Outreach Programme and related legacy activities were initially assessed as partially satisfactory. Implementation of one important recommendation remains in progress.

FINAL OVERALL RATING: PARTIALLY SATISFACTORY

27 June 2014  
Assignment No. AA2013/270/01

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# AUDIT REPORT

## Audit of the International Criminal Tribunal for the former Yugoslavia Outreach Programme and related legacy activities

### I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of the International Criminal Tribunal for the former Yugoslavia (ICTY) Outreach Programme and related legacy activities.
2. In accordance with its mandate, OIOS provides assurance and advice on the adequacy and effectiveness of the United Nations internal control system, the primary objectives of which are to ensure (a) efficient and effective operations; (b) accurate financial and operational reporting; (c) safeguarding of assets; and (d) compliance with mandates, regulations and rules.
3. The ICTY Outreach Programme was established in 1999 to improve the understanding of the work of the Tribunal and its relevance in the territory of the former Yugoslavia. Outreach activities were carried out by the ICTY Outreach Unit, within the Registry - Communication Services Unit. After the closure of the Pristina and Zagreb field offices on 31 December 2012, the Outreach Unit operated in three locations namely, The Hague, Sarajevo and Belgrade. The Outreach Unit also provided administrative support for the implementation of legacy activities planned by the Office of the President.
4. The Outreach Unit was headed by a Head of Communications at the P-4 level, who reported to the Chief of the Office of the Registrar. The Unit had a total of 13 posts, of which six were Professional and seven were General Service posts. Of these 13 posts, five were part of ICTY regular budget (four Professional and one General Service) and eight were financed through extra-budgetary resources.
5. From January 2010 to December 2012, approximately \$1.8 million was disbursed for outreach and related legacy activities from extra-budgetary funds. The total regular budget contribution to the Outreach Programme was not quantified and mostly represented allocation of office space and equipment and time dedicated to the programme by staff from other sections and units of the Tribunal, including the Communications Services Unit, Field Offices, Finance and Budget Sections and the Office of the President.
6. Comments provided by ICTY are incorporated in *italics*.

### II. OBJECTIVE AND SCOPE

7. The audit was conducted to assess the adequacy and effectiveness of ICTY governance, risk management and control processes in providing reasonable assurance regarding the **efficient and effective management of the Tribunal's Outreach Programme and related legacy activities**.
8. OIOS included this audit in its 2013 work plan based on the risk assessment of ICTY that identified strategic and operational risks as high in the delivery of outreach and legacy activities.
9. The key controls tested for the audit were: (a) strategic planning; (b) performance monitoring indicators and mechanisms; and (c) regulatory framework. For the purpose of this audit, OIOS defined these key controls as follows:

(a) **Strategic planning** - controls that provide reasonable assurance that a strategic plan is in place and updated periodically as necessary to implement outreach and legacy activities effectively.

(b) **Performance monitoring indicators and mechanisms** - controls that provide reasonable assurance that metrics are established for outreach and related legacy activities, and performance is monitored effectively.

(c) **Regulatory framework** - controls that provide reasonable assurance that policies and procedures: (i) exist to guide the operations of the Outreach Programme and related legacy activities; (ii) are implemented consistently; and (iii) ensure the reliability and integrity of financial and operational information.

10. The key controls were assessed for the control objectives shown in Table 1. Certain control objectives (shown in Table 1 as “Not assessed”) were not relevant to the scope defined for this audit.

11. OIOS conducted this audit from April to December 2013. The audit covered the Outreach Programme and related legacy activities for the period from 1 January 2011 to 15 May 2013.

12. OIOS conducted an activity-level risk assessment to identify and assess specific risk exposures, and to confirm the relevance of the selected key controls in mitigating associated risks. Through interviews, analytical reviews and tests of controls, OIOS assessed the existence and adequacy of internal controls and conducted necessary tests to determine their effectiveness.

### III. AUDIT RESULTS

13. ICTY governance, risk management and control processes examined were assessed as **partially satisfactory** in providing reasonable assurance regarding the **efficient and effective management of the Tribunal’s Outreach Programme and related legacy activities**. OIOS made three recommendations to address the issues identified in the audit.

14. ICTY had prepared a new outreach strategy for 2014-2016 and taken measures to implement it. Management had put in place adequate controls for monitoring of expenditure. However, monitoring of programme performance needed to be strengthened through the definition and monitoring of specific, attainable and measurable indicators of achievement. ICTY also needed to ensure compliance with the provisions of the Procurement Manual on invitation of the prescribed number of vendors and documenting justification for any deviation from the prescribed procurement procedures. Programme reporting needed to be strengthened to ensure compliance with the donor’s reporting requirements.

15. The initial overall rating was based on the assessment of key controls presented in Table 1 below. The final overall rating is **partially satisfactory** as implementation of one important recommendation remains in progress.

**Table 1: Assessment of key controls**

Business objective	Key controls	Control objectives			
		Efficient and effective operations	Accurate financial and operational reporting	Safeguarding of assets	Compliance with mandates, regulations and rules
<b>Efficient and effective management of the Tribunal's Outreach Programme and related legacy activities</b>	(a) Strategic planning	Satisfactory	Satisfactory	Not assessed	Satisfactory
	(b) Performance monitoring indicators and mechanisms	Partially satisfactory	Partially satisfactory	Partially satisfactory	Partially satisfactory
	(c) Regulatory framework	Partially satisfactory	Partially satisfactory	Partially satisfactory	Partially satisfactory
<b>FINAL OVERALL RATING: PARTIALLY SATISFACTORY</b>					

## **A. Strategic planning**

Measures were in place to implement the amended outreach strategy

16. In June 2010, the Outreach Unit prepared the 2010-2013 strategic plan for the Outreach Programme, which included an assessment of the programme's past performance and recommendations for the way forward. Agreements signed with donors complemented the strategic plan and defined action plans for implementing the outreach strategy.

17. The outreach strategic plan for 2010-2013 and the agreements signed with donors did not include country specific plans. ICTY explained that although country specific plans were not included in the overall strategy, country specific assessments were in fact conducted and formed the basis for planning of outreach activities. Also, in order to gain a detailed insight of the situation on the ground and for the Outreach Unit to amend its approach and messages as appropriate, a non-governmental organization based in the region of the former Yugoslavia conducted opinion polls at the request of ICTY to assess the different attitudes, perceptions and knowledge gaps about the Tribunal among the countries of the former Yugoslavia.

18. The new outreach strategy for 2014-2016 had shifted its focus to passing on the Tribunal's legacy to regional stakeholders. The delivery of the strategy included: support to the establishment of information centres in the region of the former Yugoslavia, which was dependent on the acceptance of the targeted countries to host the centres and fundraising activities to ensure its future sustainability; and capacity building activities targeting regional actors (non-governmental organizations, national judiciaries and schools), which were dependent on the availability of such actors to implement ICTY outreach activities and on the successful establishment and/or deepening of local partnerships. Considering the change in focus for 2014-2016 and the measures being taken by ICTY to implement the new strategy, OIOS concluded that strategic planning for the Outreach Programme and related legacy activities was satisfactory.

## B. Performance monitoring indicators and mechanisms

### Performance indicators required enhancement

19. Rules 107.1 (b) and 107.2 (a) of the Secretary-General’s Bulletin ST/SGB/2000/8 on regulations and rules governing programme planning, budgeting, monitoring and evaluation required the utilization of indicators of achievement to assess programme implementation and impact, and regular evaluation of programmes, respectively. In addition, the Financial and Administrative Framework Agreement signed with the main donor of the Outreach Programme stipulated that performance measures should be based on specific, measurable, attainable, realistic and time-based objectives; and required narrative reports to describe project achievements through defined indicators. The overall work plan for the Outreach Programme did not define specific and measurable performance indicators, for example, by establishing the quantum and/or percentage of change to enable comparison/assessment. Table 2 below provides some examples of indicators of achievement defined for the Outreach Programme which did not allow effective measurement of the level of achievement of related programme objectives, even though the Outreach Unit gathered information from most of the related sources identified in its work plan and donor agreements.

**Table 2: Sample outreach work plan objectives and indicators of achievement**

Specific objective	Indicator of achievement
(ii) To provide the people of the former Yugoslavia with a factually accurate alternative to the discourse of denial and revisionism of the Tribunal’s mandate and decisions, empowering people to form their own opinions on the conflicts of the 1990s.	(ii) Increased number of media reports with correct factual information on the ICTY; increased number of Outreach products in which relevant facts are presented; increased number of actors in the public debate in the region presenting balanced and factual view of the ICTY work.
(iii) To provide the Tribunal’s main stakeholders, including the young people, academics, political leaders and media opinion-formers with an accurate and digestible record of its achievements, and to ensure this record is available and accessible for future generations.	(iii) An accurate and digestible record of the Tribunal’s achievements prepared, updated and distributed to all relevant actors in the region; increased public presence of information contained in the record.
(v) To help build support for the continuation of war crimes prosecutions by courts in the region after the Tribunal’s mandate ends, with a view to building on past work to strengthen the culture of accountability.	(v) Increased support for accountability across ethnic lines and regardless of the position of perpetrators; increased number of media editorials supporting accountability; political support of accountability by decision-makers; concrete steps by the local judiciary in the region to prosecute such cases; capacity-building projects for the benefit of the judiciary in the region.

Source: Logical Framework of agreement signed with the main donor for the period 1 January 2011 to 30 April 2013.

20. ICTY explained that reporting on programme implementation was done according to indicators and formats agreed with donors, which included a qualitative and quantitative evaluation of programme deliverables half way and at the end of the implementation period. ICTY added that the payment of further instalments by the main donor after submission of financial and narrative reports by ICTY and the renewal of funding was a confirmation of donor satisfaction. In the opinion of OIOS, inadequate measurement of achievement of programme objectives could result in poor performance not being detected and addressed while good performance may not be reported to donors to sustain their interest.

**(1) ICTY should improve monitoring and evaluation of the Outreach Programme through the definition of specific, attainable and measurable performance indicators.**

*ICTY accepted recommendation 1 and stated that pending further notice on continuation of the Outreach Programme under the European Union’s funding, the Outreach Unit has produced an internal working plan for the current reporting cycle addressing the activities to be implemented and related measurable success criteria/indicators of achievement that the Outreach Unit will*

*adhere to.* ICTY also provided documentation showing the new performance indicators set for the Outreach Unit's 2014-15 work plan. Based on the action taken by ICTY, recommendation 1 has been closed.

### C. Regulatory framework

#### Need to ensure compliance with the Procurement Manual on the selection of vendors

21. Section 9.6 of the Procurement Manual required the invitation of a minimum of five vendors for acquisitions between \$4,000 and \$40,000. If a lower number of vendors was considered, a written justification was required. Section 9.13 of the Procurement Manual also stated that conflicts of interest between requisitioners and vendors should be avoided. United Nations Financial Rule 105.16 (b) required a written explanation when formal methods of solicitation were not used to award a contract.

22. On 1 November 2012, ICTY contracted the services of a vendor based in the region of the former Yugoslavia, to produce audio-visual recording, transcription services and a television documentary for the legacy conferences taking place in Sarajevo, Zagreb and Belgrade during November 2012 at a total cost of \$17,784 (EUR 13,000). The vendor was the sole source considered for the provision of the intended services based on the recommendation of a requisitioner. The requisitioner had explained that the supplier was the only one who could provide such services in the three countries in the short time-frame available. Furthermore, the requisitioner had indicated to ICTY Procurement Section that before joining ICTY, she had founded and worked for the contracted vendor during the period 2005 to 2008. Even though the Procurement Section sought clarification on the potential conflict of interest between the vendor and the requisitioner (as required by the Procurement Manual), it did not ensure a proper solicitation process or documented justification for the exception. Non-compliance with the Procurement Manual procedures may result in failure to attain best value for money, fairness, transparency and effective competition.

**(2) ICTY should comply with the provisions of the Procurement Manual on identification of potential vendors and solicitation process including documentation of justifications for deviations from the prescribed procurement procedures.**

*ICTY accepted recommendation 2 and stated that while it maintains that best value for money was achieved in this exercise, it will ensure that documentation supporting full compliance will be established and maintained as part of the file. Recommendation 2 remains open pending receipt of documentation showing that the provisions of the Procurement Manual on identification of potential vendors and solicitation process are being complied with.*

#### Monitoring of programme expenditures was strengthened

23. There were significant amounts of unspent funds during the period 2011-2012. As at 31 December 2012, \$282,411 of funds raised for 2011-2012 under the main donor agreement remained unspent. ICTY explained that the funds remained unspent due to staff shortages and security threats in Serbia that resulted in the cancellation of the 2012 Legacy Conference.

24. In September 2012, the Outreach Unit requested an amendment to the agreement with the main donor seeking the redeployment of funds of the 2011-2012 agreement from staff costs to non-staff costs. The funds were redeployed in October 2012, leaving limited time for implementation of activities since the agreement was due to expire on 31 December 2012. On 19 December 2012, ICTY requested the main donor to amend the agreement for a second time with an expiration date from 31 December 2012 to 30

April 2013 to allow the use of unspent funds, including the attempt to re-organize the Legacy Conference in Serbia in April 2013. However, as at 30 April 2013 when the extension reached its end, \$94,485 remained unspent due to shortage of staff (45 per cent of unspent funds related to staff costs) and security concerns when the Legacy Conference again had to be cancelled. ICTY unsuccessfully tried to negotiate a third amendment with the donor to allow use of the remaining \$94,485. However, ICTY had since October 2013 put in place measures to effectively monitor expenditures and ensure that funds are utilized. These measures included an on-line system which allowed users to obtain almost real-time information on the status of the allotment reports, and a monthly expenditure monitoring report to ensure that the information reached the responsible staff. OIOS concluded that these measures were adequate to ensure more effective monitoring of expenditures.

#### Reporting to donors needed to be enhanced

25. Reporting on programme implementation and expenditure was to be performed in accordance with specific requirements (formats and deadlines) agreed with donors. A review of the narrative and financial reports submitted to donors and the Tribunal's financial records showed the following:

- a. In the mid-term report submitted on 23 January 2012 to the main donor for the period 1 January to 31 December 2011, ICTY reported that \$836,176 (EUR 624,623) was spent from the grant. However, on the date the report was issued, the donor had only disbursed \$602,410 (EUR 450,000). ICTY explained that the difference constituted an amount of \$167,333 (EUR 125,000) representing its contribution to the programme, and an amount of \$66,430 (EUR 49,623) representing the unspent balance from a previous grant. However, the utilization of unspent funds from prior grants without authorization was not allowed under the financial and administrative provisions agreed with the main donor. *The Tribunal nevertheless agreed that for the forthcoming new grant (2014-2015) the balance, if any, from previous periods will not be utilized for future periods, unless by specific agreement with the donor.*
- b. Unspent balances reported to donors of the 2011 legacy conference included an expenditure of \$17,000 for printing of legacy publications which even though had been committed, had not been incurred at the time of the report. *ICTY confirmed that the funds for printing of post-conference material were not disbursed until March 2012, although there was established in 2011 a programme requirement and a commitment to carry out this activity, which the donors accepted and were aware of. ICTY also noted that, while the 2012 accounts did indeed reflect figures corresponding to the notional programmatic commitment, a financial obligation should have been raised prior to the end of 2011 in respect of the printing costs. The Tribunal will ensure that in the future all commitments reported to donors have a corresponding obligation associated to them.*
- c. Narrative and financial reports were due 60 or 90 days after the event, depending on the stipulation in the donor agreement. There were significant delays in submitting reports to donors, ranging from 12 to 78 days after the due dates following the 2010 and 2011 legacy conferences. ICTY explained that the delays were the result of the time taken to decide upon the use of unspent funds and that all donors were regularly informed of the causes of delays. Nonetheless, no supporting documentation was kept of the donors' acceptance of these delays.

26. Inaccuracies in reported figures and non-compliance with reporting requirements could result in loss of reputation for ICTY, which could affect its ability to raise funds for its activities.

<p><b>(3) ICTY should: (a) ensure that donor reports on the Outreach Programme and related legacy activities are prepared and submitted in accordance with donor agreements'</b></p>
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**requirements; and (b) document relevant communications and endorsement from donors for delays in the submission of reports.**

*ICTY accepted recommendation 3 and stated that the Outreach Programme established an internal monitoring scheme for reporting obligations on all externally funded outreach projects, including donor requirements and submission deadlines. This will permit the Outreach Programme to maintain and document timely communications with the donors. ICTY also provided documentation showing the updated status of reports to donors. Based on the action taken by ICTY, recommendation 3 has been closed.*

#### **IV. ACKNOWLEDGEMENT**

27. OIOS wishes to express its appreciation to the Management and staff of ICTY for the assistance and cooperation extended to the auditors during this assignment.

(Signed) David Kanja  
Assistant Secretary-General for Internal Oversight Services

## STATUS OF AUDIT RECOMMENDATIONS

## Audit of the International Criminal Tribunal for the former Yugoslavia Outreach Programme and related legacy activities

Recom. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	C/ O <sup>3</sup>	Actions needed to close recommendation	Implementation date <sup>4</sup>
1	ICTY should improve monitoring and evaluation of the Outreach Programme through the definition of specific, attainable and measurable performance indicators.	Important	C	Action completed.	Implemented
2	ICTY should comply with the provisions of the Procurement Manual on identification of potential vendors and solicitation process including documentation of justifications for deviations from the prescribed procurement procedures.	Important	O	Receipt of documentation showing that the provisions of the Procurement Manual on identification of potential vendors and solicitation process are being complied with.	June 2014
3	ICTY should: (a) ensure that donor reports on the Outreach Programme and related legacy activities are prepared and submitted in accordance with donor agreements' requirements; and (b) document relevant communications and endorsement from donors for delays in the submission of reports.	Important	C	Action completed.	Implemented

<sup>1</sup> Critical recommendations address significant and/or pervasive deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

<sup>2</sup> Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

<sup>3</sup> C = closed, O = open

<sup>4</sup> Date provided by ICTY in response to recommendations.

# **APPENDIX I**

## **Management Response**



United Nations  
Nations Unies



International  
Criminal Tribunal  
for the former  
Yugoslavia

Tribunal Pénal  
International pour  
l'ex-Yougoslavie

# INTERNAL MEMORANDUM - MEMORANDUM INTERIEUR

Date: 19 June 2014

Ref.:

To: Mr. Gurpur Kumar  
A: Deputy Director, Internal Audit Division, OIOS

From: David Falces  
De: Chief of Administration 

Subject: Response to draft report on the audit of the ICTY Outreach Programme and related legacy  
Objet: activities (assignment AA2013/270/01)

1. I refer to the draft audit report on the subject audit, and hereby submit management comments in response.
2. Firstly, on behalf of the management, I would like to apologise for comments which are late in arising, as we should have noted these in response to earlier drafts. We sincerely appreciate OIOS' efforts to accommodate these late-arising issues.
3. In regard to the general thrust and specific text of the third recommendation, we accept and agree with the concluding formulation of the wording of the recommendation. However, in regard to the narrative text of the report leading to the final conclusion, there are some issues which we would like to raise.
4. In relation to paragraph 27 a., while the Tribunal does not necessarily concur with the audit observation that "the utilization of the balance carried forward from previous contributions is not permitted under the provisions of the contribution agreements" as discussed with the auditors, all matters considered, the Tribunal has nevertheless agreed that for the forthcoming new grant (2014-2015) the balance, if any, from previous periods will not be utilized for future periods, unless by specific agreement with the donor. Accordingly, we believe that this observation could be considered as implemented.
5. In relation to paragraph 27 b., the ICTY does not agree that the provisions of the contribution agreements require ICTY to keep separate records and accounts for costs corresponding to the ICTY share of the activity. Such provisions only require setting separate records for the activities financed against the donor's contribution; a requirement which is fully met through the issuance of an allotment against a project account, and the recording of specific transactions against this allotment. Since the share of ICTY is set as a percentage of the total expenses, no separate ICTY account is required for this purpose. Instead the costs pertaining to the ICTY share form part of the overall accounts of the ICTY (issued under fund HLA). For this reason, we would appreciate it if the above observation is omitted from the final report. Alternatively, we would kindly request that the ICTY comments be reflected in full.
6. In relation to paragraph 27 c., some inaccuracies exist in the text, which we believe should be corrected. The original text reads:

*"ICTY confirmed that the funds were not spent until March 2012 and stated that the practice was in accordance with the Financial Regulations and Rules of the United Nations"*

which we suggest be replaced by the following:

*"ICTY confirmed that the funds for printing of post-conference material were not disbursed until March 2012, although there was established in 2011 a programme requirement and a*

*commitment to carry out this activity, which the donors accepted and were aware of."*

Also in relation to this paragraph, the original text reads:

*"However, the practice was not in accordance with the financial and administrative provisions agreed with the main donor, which required costs to be incurred during the implementing period."*


This is not entirely accurate or, for reasons which I will explain, relevant. Firstly, the printing costs were not carried out with the funding from the "main" donor, but one of the additional donors, therefore the reporting would not need to comply with the reporting requirements of the "main" donor. As the additional donor did not specify reporting requirements, this sentence does not reflect the reality of the situation. While it is proposed that this sentence be dropped, Management does take on board the UN's own requirement to obligate funds in the period where the commitment is entered into, and therefore accepts the broader point. Given these comments, if the suggestions are acceptable to OIOS, the response from management on this paragraph would then be:

*"The Tribunal notes that, while the 2012 accounts did indeed reflect figures corresponding to the notional programmatic commitment, a financial obligation should have been raised prior to the end of 2011 in respect of the printing costs. The Tribunal will ensure that in the future all commitment reported to donors have a corresponding obligation associated to them."*

7. For the other observations and recommendations, please find our comments (along with the associated attachments) provided to you in the context of the table in the appendix.
8. I thank the OIOS team for their flexibility and positive approach to completion of this audit exercise.

## Management Response

## Audit of the International Criminal Tribunal for the former Yugoslavia Outreach Programme and related legacy activities


Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	ICTY should improve monitoring and evaluation of the Outreach Programme through the definition of specific, attainable and measurable performance indicators.	Important	Yes	Head, Communications Section	June 2014	Pending further notice on continuation of the Outreach Programme under the EU funding, Outreach has produced an internal working plan for the current reporting cycle addressing the activities to be implemented and related measurable success criteria/indicators of achievement that the Outreach Unit will adhere to. Hereby attached.  Supporting document KPI reco 1 of Draft re
2	ICTY should comply with the provisions of the Procurement Manual on identification of potential vendors and solicitation process including documentation of justifications for deviations from the prescribed procurement procedures.	Important	Yes	Chief Procurement Section	June 2014	While the ICTY maintains that best value for money was achieved in this exercise, it will ensure that documentation supporting full compliance will be established and maintained as part of the file.
3	ICTY should: (a) ensure that donor reports on the Outreach Programme and related legacy activities are prepared and submitted in accordance with donor agreements' requirements; and (b)	Important	Yes	Head of Communications and Chief Budget Officer/CAO	(a) June 2014 (b) June 2014	(a) see comments in transmittal memo.  (b) The Outreach Programme established an internal

<sup>1</sup> Critical recommendations address significant and/or pervasive deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

<sup>2</sup> Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

Management Response

Audit of the International Criminal Tribunal for the former Yugoslavia Outreach Programme and related legacy activities

Rec. no.	Recommendation	Critical <sup>1</sup> / Important <sup>2</sup>	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	document relevant communications and endorsement from donors for delays in the submission of reports.					<p>monitoring scheme for reporting obligations on all externally funded outreach projects, including donor requirements and submission deadlines. This will permit the Outreach Programme to maintain and document timely communications with the donors. Hereby attached.</p>  <p>Supporting document reco 3b Reporting de:</p>

## ICTY Outreach Unit Work Plan for 2014-2015 Reporting Cycle

In accordance with the Registry Strategic Priorities for ICTY and MICT for 2014/2015 biennium, as defined by the ICTY/MICT Registrar, the ICTY Outreach Unit developed a work plan, as part of the ICTY Communication Section, comprising of a set of activities, to be implemented by the staff in The Hague and the Field Office staff in Belgrade and Sarajevo (within the scope of Outreach and Communication Service activities). The activities covered by the work plan include the ICTY and MICT-related outputs, inasmuch as applicable.

The success criteria are kept consistent with the official budget submissions for biennium 2014-2015 as much as practicable, however, some additions to the biennium outputs have been made with regard to the external relations work of the office and for the extra-budgetary work of the Outreach Programme.

Implementation of some of the activities set out in this work plan, and hence the achievement of the related indicators, depends on the approval of funds needed for their implementation by the European Union. Please see footnotes.

Biennium Outputs	2014-2015 Outreach Activities	Success Criteria
<p><b>A) Publications of various information materials relating to court activity and the broader work of the Mechanism.</b></p>	<p>1) Maintain, produce and distribute the array of public information material on ICTY and MICT mandate, work and achievements (books, reports, case information sheets, General Information Packs, leaflets, infographics and Annual Outreach Reports) and ensure their widest possible use.</p>	<ul style="list-style-type: none"> <li>• At least one publication related to the ICTY legacy and one annual outreach report produced and distributed in 2014/2015.</li> <li>• Information packs, leaflets, case information sheets and infographics regularly updated, where required, and made available to the public in the lobby, during visits and special events, such as Open Day.</li> </ul>
<p><b>B) Creation of multimedia content distributed through the ICTY and Mechanism websites, including social media, Audio-Visual content and documentaries; maintenance of social media platforms.</b></p>	<p>1) Develop new multimedia content on ICTY and MICT's activities and achievements across the range of media. Upgrade existing multimedia content.<sup>1</sup></p> <p>2) Work with CSSS and the Judicial Records Unit to develop new content based on the judicial archives, such as online exhibitions, education toolkits</p>	<ul style="list-style-type: none"> <li>• ICTY website enriched with at least five and MICT website with at least three multimedia and educational features.</li> <li>• Existing multimedia content upgraded, wherever possible, on ICTY and MICT websites.</li> <li>• A minimum of one multilingual online exhibition and one education toolkit based on judicial archives available online.</li> </ul>

<sup>1</sup> Implementation of this activity and achievement of related indicators are pending approval of the new EU grant



	and features from existing archival material. <sup>2</sup>	<ul style="list-style-type: none"> <li>• A minimum of two special features available on social media platforms.</li> <li>• 3 million ICTY page views; 200,000 MICT page views.</li> <li>• At least 100 monthly followers on Twitter and 20,000 monthly post views on Facebook.</li> </ul>
	3) Produce, distribute and broadcast two documentaries on the work of ICTY and organize screenings of the documentaries in the region. Engage with local and international partners to facilitate their broadcast. <sup>3</sup>	<ul style="list-style-type: none"> <li>• Two documentaries produced.</li> <li>• At least 10,000 people view the documentaries</li> <li>• The documentaries are used, in the region and in other parts of the world, for education, research and training</li> <li>• Local TV stations in the region broadcast the documentaries.</li> </ul>
<b>C) Implement a set of Outreach-related projects and activities in order to promote the achievements and strengthen the impact and sustainability of the ICTY legacy, until the closure of the Outreach Programme or beyond, pending internal decision on the future of Outreach.</b>	<p>1) Support the establishment of Information Centres through a range of bilateral meetings with local actors, Working Group meetings, consultations on the framework documents and meetings with potential donors, both by and in The Hague and by/in the Field Offices (Belgrade and Sarajevo).<sup>4</sup></p> <p>2) Produce a draft framework document for the establishment of the Information Centres.<sup>5</sup></p> <p>3) Create a fundraising strategy.<sup>6</sup></p>	<ul style="list-style-type: none"> <li>• At least two IC Working Group or bilateral coordination meetings organised during the reporting cycle, in BiH and Croatia respectively, and the initial meeting held in Serbia.</li> <li>• Draft Framework documents shared with the joint Working Group.</li> <li>• Donors identified in fundraising strategy approached by the end of the reporting cycle.</li> </ul>

<sup>2</sup> Ibid.

<sup>3</sup> Ibid.

<sup>4</sup> Ibid.

<sup>5</sup> Ibid.

<sup>6</sup> Ibid.

	<p>4) Map local initiatives relevant to ICTY and MICT legacies in the former Yugoslavia.</p> <p>5) Cooperate with organisations identified in mapping exercise on outreach-related activities.</p>	<ul style="list-style-type: none"> <li>• Mapping exercises for BiH and Serbia completed and reports based on it produced.</li> <li>• ICTY actively participates in the implementation of at least one relevant legacy-related project in BiH or Serbia, which is organised by a partner NGO.</li> <li>• Based on the mapping exercise and report Outreach Strategy document for 2014-2015 reviewed and revised where appropriate by September 2014.</li> </ul>
	<p>6) Implement the Youth Outreach project by delivering high school and university presentations in the region about ICTY and transitional justice and organise workshops for high school teachers and regional NGO members, to train them for delivery of high schools presentations about the ICTY.</p>	<ul style="list-style-type: none"> <li>• A minimum of 26 high schools and a minimum of 15 universities across the region covered by the current project cycle until 31 December 2014.</li> <li>• Students positively assess the presentation in their feedback questionnaires.</li> <li>• A minimum of five selected high school teachers and a minimum of five NGO representatives in the region are trained.</li> </ul>
	<p>7) Present the Tribunal's work and achievements by responding to information requests from the public, researchers, victims, NGOs etc; by organising visits to the Tribunal from the region and worldwide; and participating in various public events.</p>	<ul style="list-style-type: none"> <li>• Requests responded to within 48 hours, or 72 hours for substantive requests.</li> <li>• The requesters provide positive feedback on the prompt responses and availability of public information.</li> <li>• At least 5,000 people visit the Tribunal and receive presentations about its work and achievements.</li> <li>• Visitors provide positive feedback in the visitor surveys on having a better understanding of the work</li> </ul>

		and achievements of the ICTY and the MICT.
	8) Contribute to the internal strategic decision/policy on the future of Outreach.	<ul style="list-style-type: none"> <li>If Outreach is to continue, a strategic plan for ICTY/MICT Outreach activities devised for implementation from 2015.</li> </ul>
	9) If the continuation approved by the leadership, devise a set of Outreach activities beyond the EU-funded project end-date in 2015.	
<b>D) Perform external liaison duties with local state officials, representatives of the judiciary, NGOs, civil society representatives, victim groups etc. in Belgrade and Sarajevo Field Office and throughout the region, where possible.</b>	1) Transmit documents from ICTY/MICT to relevant BiH/Serbian and international institutions.	<ul style="list-style-type: none"> <li>All RFAs and related documents requested are processed within 24 hours of receipt.</li> </ul>
	2) Act as Registry and ICTY/MICT representative in various forums.	<ul style="list-style-type: none"> <li>Field Office staff represent the ICTY and MICT in at least 10 liaison and related events in the region during the reporting cycle.</li> </ul>
	3) Report regularly to Registry in The Hague on relevant issues.	<ul style="list-style-type: none"> <li>Reports to The Hague provided from Field Offices on weekly basis.</li> </ul>
	4) Monitor regional and international media and report to The Hague in order to keep senior staff aware of key issues in the region and media coverage of the Tribunal and related issues. <sup>7</sup>	<ul style="list-style-type: none"> <li>Media clippings with key information on ICTY coverage provided twice daily to the relevant senior staff.</li> <li>Regional briefings on wider regional coverage and political developments provided on a bi-weekly basis.</li> </ul>

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<sup>7</sup> Ibid.

**OUTREACH PROGRAMME REPORTING OBLIGATIONS 2014/2015**

PROJECT NAME	PROJECT TIMELINE	DONOR NAME	REPORTING REQUIREMENT	REPORTING DEADLINE	DATE SENT	remarks
<b>20th Anniversary of the Tribunal Conference</b>		Swiss MFA	Narrative and financial report	31/05/2014	31/03/2014	Amendment Agrmnt for publication.
		Luxembourg MFA	Narrative and financial report	31/03/2014	31/03/2014	leftover funds for publication
		Dutch MFA	No requirement, as instructed by donor	n/a		
		Republic of Korea MFA	Narrative and financial report	31/03/2014	31/03/2014	leftover funds for publication
		OSJI (FOSI)	Narrative and financial report	31/03/2014	31/03/2014	requested refund. Actioned Jun 2104.
		EU	Forms part of the final project report	31/10/2014		
<b>Outreach Programme 2013/14</b>	<b>01/05/13 - 30/04/14</b>	EC Enlargement	Progress Report - narrative, milestones	04/02/2014	04/02/2014	Covering the period Jun-Dec 2013
		EC Enlargement	End of Project Report (narrative & financial)	31/10/2014		
<b>Outreach Programme 2014/15</b>	<b>01/08/14-30/07/15?</b>					
<b>Youth Outreach 2012/13</b>	<b>01/09/12-31/10/13</b>	Finnish MFA	Narrative and financial	31/12/2013	02/01/2014	
<b>Youth Outreach 2013/14</b>	<b>01/12/13-31/12/14</b>	Finnish MFA	Narrative and financial	31/01/2015		
<b>Printing of the publication from the 20th Anniversary Conference</b>	<b>01/05/14-31/10/14</b>	Swiss MFA	Financial statement + summary narrative.	31/12/2014		
		Luxembourg MFA	Financial statement	31/12/2014		
		Dutch MFA	no requirement.	n/a		
		Republic of Korea MFA	Financial statement	31/12/2014		