



**Cour
Pénale
Internationale**

**International
Criminal
Court**

International Criminal Court Strategic Plan 2023-2025



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I. INTRODUCTION

1. The Strategic Plan of the International Criminal Court for 2023-2025 (“ICC Strategic Plan 2023-2025”) sets out the strategic goals of the International Criminal Court (the Court or ICC) for this period in the context of the Court’s mission and vision and the increasingly complex and challenging operating environment.
2. The ICC Strategic Plan 2023-2025 has been centered on the premise of continuing with and building on the progress achieved during the 2019-2022 plan.¹ While the implementation of the previous ICC strategic plan showed notable progress in many areas, there remain unmet promises as well as goals that require improved performance. Therefore, the ten ICC strategic goals for 2023-2025 are largely built upon the goals of the previous period, while reflecting the present context.
3. Interwoven into this strategic plan is a restatement of the Court’s commitment to fostering unity in the fulfilment of its mission, both within the Court among its elected officials and staff, and externally with relevant stakeholders. Fundamental to this unity is the formulation and implementation, for the first time, of four coherent, concurrent strategic plans applicable to the Court as a whole, the Office of the Prosecutor (OTP), the Registry, and the Trust Fund for Victims (TFV) aligned within the same cycle. The harmonization of these plans has been made possible through increased coordination among the organs and the TFV and through various inter-organ exercises.
4. A new set of key performance indicators (KPIs) is incorporated within the strategic plan. The performance of ICC goals will be demonstrated through concrete results coming from all organs and the TFV, thus allowing a holistic assessment of the Court’s work.
5. The plan thus reaffirms the commitment of the Court, notably under the institutional coordination of the Court’s Coordination Council, to the One-Court principle, pursuing inter-organ and Court-wide synergies while respecting the independence of the organs involved in judicial proceedings. The ICC Strategic Plan 2023-2025 sets out the high-level goals for the Court while allowing each of the organs and the TFV to deliver on the implementation of their own specific strategic plans, which contribute to the achievement of the ICC strategic goals. The latter plans also incorporate the recommendations of the Independent Expert Review of the International Criminal Court and the Rome Statute System(IER) conducted in 2020, a key exercise led by the Court and its States Parties to strengthen the Rome Statute system almost 25 years after its adoption.
6. The strategic plan reaffirms the Court’s pledge to act with integrity and respect for the Rome Statute in all of its activities and acknowledges the crucial role of the Court’s staff in the achievement of its mission. The plan reaffirms the importance of a Court that is responsive, flexible and resilient, and able to adapt to the challenges that it continues to face.
7. The ICC Strategic Plan 2023-2025 embodies a strong and continuing commitment of the Court to continuous improvement while also allowing its stakeholders, in particular States Parties and civil society, to have a better insight into the Court’s work and its strategic direction over the next three years.

¹ *The strategic plan for 2019-2021 was extended by one year in the light of the transitions that were taking place at the level of the principals, and given that its content remained valid.*

II. MISSION

INTERNATIONAL CRIMINAL COURT | MISSION

The mission of the International Criminal Court is to investigate and try the most serious crimes of concern to the international community as a court of last resort complementing national jurisdictions and with the aim of ending impunity and preventing such crimes.

8. The overarching purpose of the Court and the Rome Statute system is to put an end to impunity for the most serious crimes, as listed in the Statute, thus contributing to the prevention of such crimes. Primary responsibility for realizing this objective rests with the States Parties. The Court's jurisdiction is complementary to that of the States Parties and other national jurisdictions. The Court fulfils its mission primarily through conducting preliminary examinations, investigations, judicial proceedings and reparations proceedings.
9. As the institution matures, other ways to contribute to the overall goal emerge as a by-product of its core activities, which in addition to the mere existence of the Court, may have a preventive impact. The Court shares its expertise and good practices on different aspects of its mandate. In addition, in accordance with article 93(10) of the Rome Statute, information that the Court collects during its investigations can be shared, as appropriate, with competent national authorities of States for the purpose of conducting investigations and prosecutions at the national level, thus reinforcing the ultimate shared goal to end impunity.
10. Prevention always being better than cure, the Court hopes that through its existence and the exercise of its mandate, it will encourage the rule of law, thus fostering a culture of accountability for atrocity crimes.

III. VISION

The Court's vision complements its mission by describing the Court's aspirations for the future in the next strategic period and beyond.

INTERNATIONAL CRIMINAL COURT | VISION

The Court envisions being a universal, responsive, flexible and resilient organization which strives for continuous improvement and to attract and retain the most competent staff.

11. Achieving greater universality of the Rome Statute system will be crucial for the successful pursuit of the Court's mission.
12. Organizational flexibility and resilience are instrumental for any institution in order to adequately address existing and unforeseen future challenges, as the COVID-19 pandemic, external threats and sudden escalation in the Court's proceedings and related operations have illustrated in recent years.
13. Continuous improvement is at the core of responsible management and is a duty for the Court towards all parties involved, including victims and affected communities, as well as towards the States Parties who have entrusted the Court with this important mandate.
14. Staff are the Court's single most valuable resource, crucial for the undertaking of judicial and all other activities. It is vital therefore, in the best interests of the institution, to attract and retain the most competent staff. Improving the Court's workplace culture and the well-being of its staff will be an essential and integral part of the Court's efforts in this respect.

IV. VALUES

15. On 13 July 2022, a Court-wide Values Project was officially launched by the Court's Principals. The initiative was called for by the staff and the IER.² The goal is to define and reshape the core values of the Court, in line with the One-Court principle, and create a positive workplace culture that will, both internally and externally, represent its personnel, mission and objectives. The new set of Court-wide values will be identified through a meaningful exercise based on the principles of inclusivity, transparency and open-minded discussion involving all of the Court's staff.
16. Once adopted, these Court-wide values will be incorporated throughout the Court during the first year of the strategic plan cycle. Work will then also start to ensure that the values are embedded in all daily activities, as well as existing and new initiatives, fostering a sense of pride and ownership among the Court's personnel and thus becoming a key element for the Court to succeed in its objectives.

INTERNATIONAL CRIMINAL COURT | VALUES

The new set of Court-wide values will be identified through a meaningful exercise based on the principles of inclusivity, transparency and open-minded discussion involving all of the Court's staff.

² *Independent Expert Review of the International Criminal Court and the Rome Statute System, Final Report, 30 September 2020, Recommendation 4.*

V. STRATEGIC ANALYSIS OF THE ENVIRONMENT

17. The Court has identified several internal and external influencing factors in its operating environment that will impact its ability to achieve its mission and vision in the next strategic period.

A. High and increasing workload in a volatile environment

18. The Court does not create its own work; it responds to new or ongoing alleged crimes that fall within its jurisdiction. Since its creation, the Court has faced an increasing number of situations where such crimes have been allegedly committed, and where the national authorities have been unable or unwilling to genuinely investigate or prosecute them. Once the legal criteria are met to initiate investigations in a new situation, the Court is under a statutory duty to respond and open a new investigation, notwithstanding the workload and any resource constraints it already faces. While a more dynamic approach to complementarity might prevent the need to open new situations, or assist in their completion, the fact remains that even after prioritization of its work, the Court is faced with a high number of situations and cases which it must address.
19. Given the unpredictability of the operating environment, whether due to the emergence of new and unforeseen situations, changes in security or cooperation on the ground or procedural steps (e.g. deferral requests), sudden shifts in the workload will occur. As the Court's staff often bear the burden of the workload, the organization needs to continue incorporating the necessary flexibility to reallocate resources where possible, ensure effective prioritization and respond to changes in its environment more swiftly. Such flexibility requires that staff be trained to be adaptable so that they can be redeployed quickly. It also requires that appropriate staff policies be developed to ensure a safe and motivating working environment and that the Court maintains the necessary expertise and excellence within the organization, while continuously rethinking and improving its way of operating.
20. Throughout the period of the ICC Strategic Plan 2023-2025, the Court's workload will significantly increase compared to the previous cycle. The Judiciary will continue its work to enhance the conduct of fair and expeditious judicial proceedings, as it will efficiently address further increased caseload. The OTP will continue operating at an increased pace and in a more agile way, resulting in additional workload for the rest of the Court. While the extent of the Court's yearly budget will be ultimately determined by the States Parties, based on the Court's annual budgetary requests, the Court will do its utmost to apply the best and most efficient practices in managing its workload against the resources allocated.

B. Cooperation and political support

21. The Court is operating in an increasingly complex and challenging environment. As it has no enforcement capacity, the Court is required to seek the assistance of States or other actors to help achieve its mandate. Encouragingly, there is strong global support for the work of the Court from the States Parties, civil society and victims' communities. However, there is also resistance to the exercise of the Court's jurisdiction, despite it occurring only in situations where States themselves have not met their primary responsibility to investigate and prosecute Rome Statute crimes. Certain decisions of the Court have led to heightened tensions in relations with States and other organizations, and it is realistic to expect tensions to remain a permanent feature as an inherent result of the Court's mandate and activity.
22. The Court has in the past devised strategies to address external pressures and ensure continued political support for its mission and mandate. These efforts, which also incorporate the need to address possible attacks and misrepresentations of the Court through enhanced security and safety measures, and refined communication strategies, will be continued and further developed. Synergies and shared responsibilities with States Parties and other stakeholders in this regard are required and will continue to be explored. In its activities, the Court will continue to apply the highest professional and legal standards and, in so doing, further ensure its credibility, with a clear and predictable application of complementarity and jurisdiction which will enable the Court's defenders to better shield the Court from attacks.
23. A predominant part of the Court's functioning will consist of devising innovative strategies to foster political support, meet the volatile operating environment, monitor the evolving environment to identify major risks that the Court might face, and find appropriate risk and crisis management strategies.

C. Universality

24. States Parties and the Court must continue their pursuit of universality. The Court is, by definition, international and this can be demonstrated through its activities, membership and staff composition. A truly global adherence to the Rome Statute will be an important step forward by solidifying the commitment of all States to ending impunity for the gravest crimes of concern to the international community, and will help in addressing accusations of bias, which are in part an indirect consequence of the Court's limited jurisdiction.
25. States Parties play a key role in promoting universality by engaging with and encouraging other States to join the Rome Statute. The Court can contribute to the pursuit of universality by performing its work independently, impartially but also effectively and efficiently. It can also identify opportunities for advocacy, and increase awareness and its positive image through its communications.

D. Resources

26. The ability of the Court to achieve its mission will be greatly impacted by the amount of resources at its disposal. Obtaining sufficient resources to fund the strategic plan is a key element of the successful realization of the overall strategic plan and its individual components.
27. As the quality of the Court's work, including strict adherence to independence, impartiality and respect for fair trials, cannot be compromised, in the absence of sufficient resources it is often the expeditiousness of investigations or proceedings or number of activities that can be simultaneously undertaken that are impacted. While the Court is bound to request resources which, in its assessment, are required to discharge its mandate, it is for States Parties to determine the resources that they will provide to the Court for that purpose. The Court will continue to carefully manage its budget requirements through prioritization and completion of situations where possible, a continued search for efficiencies and savings and flexible use of its resources.
28. Dialogue with States Parties on the Court's mission and expected results, as well as overall investment in the international criminal justice system, will need to be intensified in order to better meet the ever increasing expectations that the Court is facing.

E. External oversight and Independent Expert Review

29. The IER and its final report issued in September 2020, made a large number of recommendations (384) to strengthen the Court and the Rome Statute system. Their implementation is a priority for the Court. In the course of 2021 and 2022, States Parties, together with the Court, carefully assessed most of these recommendations and discussed ways forward, including an implementation plan through the Review Mechanism. Some of this work will need to be finalized during this planning cycle.
30. Implementation of the IER recommendations has been incorporated into the organ-specific strategic plans and other individual strategies, while the 10 ICC strategic goals incorporate the spirit of the IER recommendations at a higher level. The Court is cognizant of the positive impact to be derived from implementing the IER recommendations, especially those with strategic importance. Therefore, in line with the ongoing process, the Court will continue to be fully committed to discussing and implementing the IER recommendations, in consultation with the States Parties.

VI. THE ICC STRATEGIC GOALS 2023-2025

31. The 10 strategic goals represent the Court’s high-level objectives for the period 2023-2025, in the fulfilment of its mission and vision. The 10 goals convey three main pillars of the Court’s strategic focus: (i) Judicial and Prosecutorial Performance Goals (goals 1,2,3); (ii) Cooperation and Complementarity Goals (goals 4,5); and (iii) Organizational Performance Goals (goals 6,7,8,9,10).
32. The goals have been formulated to bring desirable results in each pillar, and do not represent specifically the work of one organ of the Court or the TFV. The strategic goals of the OTP, the Registry and the TFV, expressed in their own specific strategies, are aligned with the relevant ICC goals and include specific activities designed to contribute to the achievement of the ICC overall goals. The ICC strategic framework (Annex 1) maps the relationship between ICC strategic goals and organ/TFV specific goals and objectives, showing the systematic linkages among them.

Three pillars of the Court’s strategic focus | Ten strategic goals

<p>PILLAR 1</p> <hr/>	<p>PILLAR 2</p> <hr/>	<p>PILLAR 3</p> <hr/>
<p>JUDICIAL AND PROSECUTORIAL PERFORMANCE GOALS</p>	<p>COOPERATION AND COMPLEMENTARITY GOALS</p>	<p>ORGANIZATIONAL PERFORMANCE GOALS</p>
<p>GOALS 1,2,3</p>	<p>GOALS 4,5</p>	<p>GOALS 6,7,8,9,10</p>

A. Judicial and Prosecutorial Performance Goals

STRATEGIC GOAL 1

Increase the expeditiousness and efficiency of the Court's core activities (preliminary examinations, investigations, trials and reparations) while preserving the independence, fairness and highest legal standards and quality of its proceedings, and protecting the safety and well-being of the persons involved, in particular victims and witnesses.

■ linked to OTP Goals 1, 3, 6, 7, 8 | Registry Goal 1, Priority Objective 1.1, 1.6 | TFV Goal 4

33. The Court aims to demonstrate improved results in the efficiency of its core activities by building upon the progress achieved during the previous strategic plan. The initiative of the Judges to include in the Chambers Practice Manual advisory deadlines for key judicial activities and decisions will significantly help the Court to expedite its judicial proceedings. Both the Judiciary and the OTP will continue to apply the highest standards in conducting fair and expeditious preliminary examinations, investigations and trials, while ensuring the rights of parties and participants. Guidelines and best practices will also play an instrumental role in ensuring legal certainty and the predictability of the legal framework of the Court.
34. The OTP is improving its expeditiousness and efficiency through a multitude of measures, as highlighted in its strategic plan. Key in achieving this will be a higher degree of situation and case prioritization accompanied by the appropriate resource allocation, objective setting and accountability; increasing the agility of the Office; leveraging the availability of technology; and moving towards a field-centric organization. The quality of investigations and prosecutions will be strengthened through (compliance with) operating standards.
35. The Registry will ensure effective systems and policies are in place to support the core activities and modernize its systems to provide its judicial support services more effectively and efficiently, both at Headquarters and in the field. The Registry will further harness its service capacity to ensure all parties in the proceedings receive quality assistance in advancing their strategic directions.
36. The TFV will seek to increase efficiencies and the impact of its work and programmes as highlighted in its strategic plan, including by seeking efficiencies in its own processes and in the shared operations with the Registry, as well as by its constructive engagement in judicial proceedings.

KEY PERFORMANCE INDICATORS

KPI	RESPONSIBLE
KPI 1.1 Time elapsed between key judicial decisions/ activities vs. target deadlines in the Chambers Practice Manual (5 th edition)	Presidency
KPI 1.2 Percentage of cancelled hearing days out of total scheduled hearing days	Registry
KPI 1.3 Number of AWAs (or summons to appear) filed before the judges	OTP (OSP KPI #1)
KPI 1.4 Ratios of counts issued vs. confirmed and convicted (upon warrants, confirmation decision, trials and appeals)	OTP (OSP KPI #2)

STRATEGIC GOAL 2

Further develop the Court's approach to victims in all phases of the judicial proceedings, including (in cooperation with the Trust Fund for Victims) reparations.

■ linked to OTP Goals 1, 4, 7 | Registry Goal 1, Priority Objective 1.5 | TFV Goal 1

37. The Court will continue to ensure that the rights of victims are guaranteed and that concrete and measurable improvements are made to the processes to assist victims in all phases.
38. The OTP will increase its outreach to victims, in coordination with the Registry, not only through meetings of the Prosecutor with the victim communities but also through the OTP's increased field presence and improved communication. A victim-centered and trauma-informed approach will be at the centre of the Office's operations.
39. The challenges faced during the COVID-19 pandemic provided the Court with a valuable lesson: the Court needs to remain agile and able to adapt to new circumstances and to devise new systems so that victims are adequately informed about Court's proceedings during all phases. A more effective and creative approach will be adopted to support victim participation.

40. The TFV will continue to strengthen its capacity to design and implement reparations and other programmes for the benefit of victims in a transparent, participatory, transformative, cost-effective and gender-sensitive manner, thus ensuring redress to the harm suffered by victims of the crimes under the jurisdiction of the Court and a contribution to the realization of the rights of victims.

KEY PERFORMANCE INDICATORS

KPI	RESPONSIBLE
KPI 2.1 Number of outreach initiatives and engagements with CSOs	OTP (OSP KPI #7)
KPI 2.2 Ratio of applications for <i>in situ</i> proceedings (including full trials or certain hearings) vs. number of cases in litigation OR/AND number of <i>in situ</i> proceedings granted/conducted	OTP (OSP KPI #8)
KPI 2.3 Percentage of individual victim application assessments that are corrected or overturned by the Chambers	Registry
KPI 2.4 Percentage of victims who feel a sense of recognition of the harm they suffered as a result of receiving Court-ordered reparations	TFV

STRATEGIC GOAL 3

Further develop mainstreaming of a gender perspective in all aspects of the Court's work.

■ linked to OTP Goals 1, 5, 6 | Registry Goal 2, Priority Objective 2.1 | TFV Goal 1

41. As part of the ICC Strategic Plan for 2019-2021, notable progress was made by the introduction of an innovative and systemic approach to the investigation and prosecution of sexual and gender-based crimes (SGBC) by the OTP, as well as through the establishment of a Court-wide function of Focal Point for Gender Equality.
42. The OTP will pay special attention to victims of SGBC and crimes against or affecting children (CAC). An increased systematic focus in all situations and cases on these crimes, combined with an expansion of the OTP's competence to deal with victims of such crimes and with strict application of related policies and standards, will be at the heart of the OTP's strategy with regard to SGBC and CAC.

43. Building upon this progress, the Court will expand the scope of gender mainstreaming to all aspects of its work. Targeted interventions will be in place per organ and Court-wide to increase gender awareness at the Court. The Court’s Focal Point for Gender Equality and OTP gender focal point will ensure that best practices are rolled out and institutionalized. The TFV, informed by the institutional gender assessment activity, will work towards a programme-related policy on gender equality through an action plan for gender mainstreaming.

KEY PERFORMANCE INDICATORS

KPI	RESPONSIBLE
KPI 3.1 Results in Court: counts presented/granted in relation to SGBC and CAC (AWA, DCC and Trial)	OTP (OSP KPI #11)
KPI 3.2 Percentage of female participants in outreach activities	Registry
KPI 3.3 Percentage of women who: <ul style="list-style-type: none"> i. were consulted and involved in the design and implementation of reparations ii. received reparations 	TFV

B. Cooperation and Complementarity Goals

STRATEGIC GOAL 4

Further foster political support and develop modalities of cooperation and operational support for all parties as regards preliminary examinations, investigations, protection of witnesses, implementation of warrants of arrest and judicial proceedings.

■ linked to OTP Goals 2, 4, 7, 9 | Registry Goal 1, Priority Objective 1.4 | TFV Goals 2, 3

44. Over the next three years, the Court will intensify its efforts to ensure ratification and full implementation of the Rome Statute. Having an increased number of cooperation agreements will be vital to ensure the effective functioning of judicial, prosecutorial and reparations-related activities. Therefore, particular attention will be paid to focused interventions to ensure more cooperation agreements.

45. Envisaging a more effective and stronger mechanism for cooperation, the Court will continue to exchange with States Parties and other stakeholders on how to implement shared responsibility under the Rome Statute for ending impunity for the most serious crimes. Partnerships with international, regional and local organizations, civil society, media and academia will be strengthened to form a broader network working towards achieving universality.
46. The Court envisions to further strengthen the legal and practical cooperation mechanism. The Court will, wherever appropriate, prepare forums to promote discussion and foster national, regional and international partnerships.
47. In implementing its mandate and obtaining practical cooperation, the Court will engage in and promote dialogue with situation countries and other countries and organizations that are investigating or prosecuting Rome Statute crimes. The Court will ensure continued political support for its mission and mandate through enhanced communication strategies, while also incorporating the need to address possible attacks and misrepresentations of the Court.
48. In the same vein, the Court will also improve its ability to facilitate the execution and implementation of the Court's requests for cooperation. The Court will build on experience, further improve systems to expedite the execution of cooperation requests, and analyse and address cases of non-cooperation.
49. The TFV will focus in its programme-related work on enhancing cooperation with state authorities and non-state actors by seeking partnerships and sharing its expertise in implementing reparations.

KEY PERFORMANCE INDICATORS

KPI	RESPONSIBLE
KPI 4.1 Number of new ratifications/signings of: <ol style="list-style-type: none"> i. the Rome Statute and its amendments ii. the Agreement on Privileges and Immunities (APIC) iii. Court-wide cooperation agreements on enforcement of sentences, witness relocation, and (interim) release 	Presidency Registry
KPI 4.2 Requests for Cooperation (RFC) <ol style="list-style-type: none"> i. percentage of positive replies received ii. average time taken to receive a reply 	Registry (RSP KPI #11)
KPI 4.3 Ratio of incoming RFAs (Requests for Assistance) and Office's response capacity (including average response time)	OTP

STRATEGIC GOAL 5

Discuss and devise with States and other stakeholders new strategies to increase the ability of the Rome Statute System to address the shared responsibility to close the impunity gap, including through encouraging domestic implementation of the Rome Statute and other measures of complementarity by States Parties (including providing support and assistance to victims).

■ linked to OTP Goals 2, 4, 7, 9 | Registry Goal 1, Priority Objective 1.4 | TFV Goals 2, 3

50. Working together with situation countries, other countries and organizations that contribute to the investigation and prosecution of Rome Statute crimes is essential to bringing justice to the victims and closing the impunity gap. The paradigm of the Court being at the apex of the Rome Statute system needs to shift towards one where it becomes a hub in a network of mutually reinforcing efforts and initiatives. Similarly, such a shift is necessary for the Court and the TFV together to make the system of reparative justice work efficiently.
51. The Court will scale up existing forums with States Parties and stakeholders to share information on its practices and legal and policy approaches to complementarity. Led by the OTP, the Court will reinvigorate its partnerships with local authorities, to share case-related information, to discuss standards and experiences and to facilitate capacity-building and technical assistance together with partners. Intensified efforts will also be made to improve the Court's responsiveness to requests from partners regarding related information on its cases and practices.

KEY PERFORMANCE INDICATORS

KPI	RESPONSIBLE
KPI 5.1 Number of external initiatives or projects towards enhancing efforts by others to fight impunity <ol style="list-style-type: none">i. contributions to investigations/prosecutions by othersii. establishment of external partnerships and working arrangementsiii. complementarity programmes	OTP (OSP KPI #1)

C. Organizational Performance Goals

STRATEGIC GOAL 6

Further strengthen professionalism, dedication and integrity in all of the Court's operations.

■ linked to OTP Goal 10 | Registry Goals 1, 2, Priority Objectives 1.3, 2.4 | TFV Goals 2, 3, 4

52. The complexity and importance of the Court's work, as well as its high visibility, mean that the Court must excel at what it does. To achieve this, the Court is committed, under the One-Court principle, to further reinforcing a culture and practice of the highest integrity, responsiveness, appropriate collaboration within distinct mandates, continuous learning and improvement throughout the organization.
53. Goal 6 also reaffirms the Court's priority to foster an environment where staff can fully demonstrate pride in their work and commitment to core values. To achieve this, the Court will improve its support mechanisms by effectively communicating its values, high-level behavioural standards and core competencies, as well as its leadership.
54. The Court-wide Values Project will help unify staff around the same set of values, while acknowledging organ-specific contexts. The Court-wide values are expected to strengthen the existing ethics framework and will guide managers and staff members in their work.
55. After the latest staff survey conducted in late 2021, the three Principals of the Court reaffirmed "Ethics and Standards of Conduct" as one of the Court's top priorities over the next strategic cycle. Key sub-strategies, including the Strategy on Gender Equality and Workplace Culture and the Leadership Framework, will further shape the pursuit of this goal.

KEY PERFORMANCE INDICATORS

KPI	RESPONSIBLE
KPI 6.1 Percentage of positive responses from Court staff to survey questions on "ICC values"	Court
KPI 6.2 Percentage of positive responses from Court staff to survey questions on "Ethics/Standards of Conduct-Personal Experience"	Court

STRATEGIC GOAL 7

Ensure a safe and secure working environment in which staff well-being and continuous improvement are at the centre.

■ linked to OTP Goal 10 | Registry Goal 2, Priority Objectives 2.2, 2.3 | TFV Goal 4

56. The Court will reinforce its efforts to promote staff well-being so that the Court's staff are fully engaged in contributing to fulfilment of the Court's mandate. The Court will continue to prioritize the health, safety, well-being and work-life balance of its staff.
57. It is important for the Court to be able and respond to complex needs in a rapidly changing working environment. One of the priorities of the Court in this respect will be to review and enhance security and safety measures, working in collaboration with its States Parties and other trusted partners, in order to ensure the security and safety of its officials, staff and other Court personnel.
58. The Court is determined to bring significant improvements to its workplace culture. Concrete initiatives to build strong ownership and accountability across the workforce, in particular with senior management, will be at the centre of its effort. The Court's newly appointed Ombuds will develop the Court's internal legal framework on informal dispute resolution. Organ-specific initiatives under the leadership of Heads of organs will complement and foster synergy with formal dispute mechanisms.

KEY PERFORMANCE INDICATORS

KPI	RESPONSIBLE
KPI 7.1 Number of security and safety incidents causing death or injury	Court
KPI 7.2 Percentage of positive responses from Court staff to survey questions on "Employee engagement index"	Court
KPI 7.3 Percentage of missions that comply with mission planning procedures	Court
KPI 7.4 % of positive responses from Court staff to the survey question, "I feel the ICC encourages me to come up with new and better ways of doing things"	Court

STRATEGIC GOAL 8

Achieve more equitable GRGB, particularly at higher level posts.

■ linked to OTP Goal 10 | Registry Goal 2, Priority Objective 2.1 | TFV Goal 4

59. Goal 8 sets out the Court's continued determination to achieve equitable geographical representation and gender balance (GRGB).
60. Performance on geographical representation during the period of the 2019-2021 Strategic Plan showed limited progress in this field. The Court is determined to deliver notable improvements in this area and will, to this end, introduce additional concrete measures through refined policies and recruitment processes. An example of a concrete measure to be considered, subject to legal, administrative and financial considerations, is the establishment of rosters for certain entry-level job profiles containing qualified and suitable candidates from non- and under-represented States Parties only, from which appointments would be made when a post of that job profile becomes vacant.
61. The establishment of the Focal Point for Gender Equality in the previous strategic cycle was an important institutional step in mainstreaming gender at the Court and will continue to play a crucial role during this cycle, helping the Court to implement the new Strategy on Gender Equality and Workplace Culture. The Court is strongly committed to advancing the greater representation of women in senior positions across the organization.

KEY PERFORMANCE INDICATORS

KPI	RESPONSIBLE
KPI 8.1 Percentage of Court staff within geographical range	Court (RSP KPI #18)
KPI 8.2 Number of under-represented and non-represented States Parties	Court (RSP KPI #21)
KPI 8.3 Male/female ratio of newly hired senior Court staff (P-4 and above, established posts)	Court

STRATEGIC GOAL 9

Manage resources in an effective, coherent, transparent, responsible and adaptable manner that reflects the culture of continuous improvement, and further develop the sustainability and resilience of the Court against identified risks.

■ linked to OTP Goals 7, 8 | Registry Goal 1, Priority Objectives 1.1, 1.2 | TFV Goals 2 and 4

62. In the face of an unprecedented workload expected over the next three years, effective resource management will be instrumental to the successful discharge of the Court's mandate. Global financial challenges and the liquidity crisis facing the Court over the last three years mean that there is a continued need to further increase the efficiency with which the Court manages its resources.
63. The Court will intensify its efforts to ensure that all resources are adequately allocated and utilized by exercising sound financial management with enhanced planning capacity and accountability. Flexibility and redeployment of resources will be explored and developed with a view to creating additional efficiencies. Key Court-wide policies will be reviewed and, where needed, amended in order to form a sound basis for improved resource management.
64. Receiving feedback from stakeholders is important as it will help open up a dialogue leading to common understanding and will assist in the development of further improvements. In this context, the Court will be guided by the IER recommendations in collaboration with the States Parties. The Court will build and maintain a relationship of trust with the States Parties as regards the administrative oversight of the Court and communicate effectively its activities, strategies and achievements.
65. In implementing the ICC Strategic Plan 2023-2025, the Court will focus in particular on the sustainability of its activities, such as the carbon footprint, and will seek to make improvements in this area. A number of priorities and key activities will assist the Registry and the Court in reducing its carbon footprint. These may include reducing energy consumption, sustainable self-generation of energy, supporting low-emission mobility, for example, electric vehicles, increasing the use of digital communication tools and reducing travel, implementing the concept of a paperless organization and offsetting energy consumption by investing in green projects. In the light of ever growing global climate challenges and, more recently, the spike in energy prices, sustainability is a responsibility that every international institution must embrace.

KEY PERFORMANCE INDICATORS

KPI	RESPONSIBLE
KPI 9.1 Court's budget implementation rate	Court
KPI 9.2 Percentage of total assessed contributions received from current and prior years, including host State loan, Contingency Fund and Working Capital Fund	Court
KPI 9.3 Average time taken to promulgate Administrative Issuances	Registry (RSP KPI #3)

STRATEGIC GOAL 10

Building upon a strategy for the completion of situations under investigation.

■ linked to OTP Goals 1, 2 | Registry Goal 1, Priority Objective 1.4 | TFV Goal 3

66. To ensure longer-term sustainability and implementation of the shared responsibility to address the impunity gap, the Court will finalize and roll out the Completion Strategy. Coordination and information sharing between the OTP, the Registry and the STFV will enable them to take into account changes in key phases of various prosecutorial and judicial activities. Coordination between the organs and the TFV will also assist in allocating resources in the most effective manner to address these changes, including those that arise from the conclusion of an investigation, also taking into account the interests of victims. The TFV will develop disengagement strategies for situation countries. Further achievement of this goal will foster synergy in meeting other strategic goals.

KEY PERFORMANCE INDICATORS

KPI	RESPONSIBLE
<p>KPI 10.1</p> <p>Number of external initiatives or projects towards enhancing efforts by others to fight impunity</p> <ul style="list-style-type: none">i. contributions to investigations/prosecutions by othersii. establishment of external partnerships and working arrangementsiii. complementarity programmes	<p>OTP (OSP KPI #4)</p>

VII. MONITORING PLAN AND KPIS

67. The Court will introduce a strengthened and holistic approach to effectively monitor and report on the implementation of the strategic plan. Monitoring will focus on coordinating existing reporting tools and presenting more integrated results of ICC strategic goals. The Court's overall performance will continue to be regularly reported through various reports to the Committee on Budget and Finance and the Assembly of States Parties,³ while the Registry, the OTP and the TFV will also report on their own strategic plans. To improve the quality of reporting while reducing its costs, the Court will make proposals to integrate, simplify and strengthen some of its current reporting obligations.
68. The ICC Strategic Plan for 2019-2021 did not contain KPIS linked to the strategic goals. The ICC Strategic Plan 2023-2025 contains 27 measurable and specific KPIS linked to the 10 ICC goals with the aim of strengthening performance measurement of the plan and its strategic achievements.
69. These KPIS have been developed through careful inter-organ consultation. They do not form an exhaustive list of all possible indicators but instead represent a non-exhaustive set of relevant indicators that can best and in concrete ways illustrate the Court's performance of its strategic goals.
70. In line with the relevant IER recommendations⁴, the Court will build upon the existing annual report on KPIS by strengthening the linkage with the 10 ICC strategic goals, ensuring a more reader-friendly presentation and providing a brief accompanying analysis for better comprehension of the KPIS. Using standardized tools, monitoring will be coordinated effectively through an inter-organ working group and will ensure more unified performance reporting across the Court.
71. The Court believes that the Court-wide KPIS will enable stakeholders to have a better understanding of the Court's efforts towards further efficiency and effectiveness, as well as its improved capacity in performance management. Annual targets have been included to provide a clear performance goal, with baselines and benchmarks used as a reference to the extent possible (see Annex 2).

³ In particular, (i) *Report on Activities and Programme Performance of the International Criminal Court*; (ii) *Report on the activities of the International Criminal Court*; and (iii) *Report of the Court on Human Resources Management*.

⁴ *Independent Expert Review of the International Criminal Court and the Rome Statute System, Final Report, 30 September 2020, Recommendations 145, 146 and 147.*

VIII. RISK MANAGEMENT PLAN

72. Risk management at the Court is aligned to its strategic plan as envisaged by the Court's existing framework. Risks at the Court are identified at both the strategic and operational levels, taking into consideration the goals of the Court's strategic plan. Risk assessment and mitigation is then conducted and documented in risk registers and subsequently reported by the Risk Management Committee (RMC) to the Principals of the Court and the Audit Committee. Managers at the Court are advised to consider, to the extent possible, if the resources requested during the budget process are linked to risk mitigation activities.
73. The Court's current risk registers at the strategic and operational levels were developed in alignment with the Strategic Plan for 2019-2021 and are updated periodically. The strategic risk register contains detailed information about risks that are being managed by risk owners appointed by the Court's Principals. These include risks related to government/partner relations, security and safety, information security, cooperation and financial risks. The operational risk registers contain information about risks which are apparent at the operational level. These risks are taken into consideration when developing the Court's strategic risk register. Operational risk registers are owned by managers across the Court and monitored by the RMC yearly.
74. The risk registers will be updated in 2023 in the light of the new strategic plans for 2023-2025. Managers Court-wide will consider the goals contained therein in order to identify operational risks. Risk assessment and mitigation exercises will be conducted, documented in risk registers and reported to the RMC. This will be the basis for developing the Court's next strategic risk register which, in line with the existing cycle, will be presented to the Principals of the Court and monitored accordingly. Risk management at the Court is a continuous exercise.

IX. BUDGET ALIGNMENT

75. In line with the Court's continued efforts to strengthen alignment between strategies and budget management, and under the One-Court principle, the Court finalized consideration of the strategic goals in time for them to be included in the proposed programme budget for 2023, as reflected in the budget document and its annexes. In line with previous years, the link between the strategic goals, the budget and related performance indicators was elaborated in the 2023 budget proposal.
76. Integration of the ICC Strategic Plan 2023-2025 into the budget document will enable the Court to enhance its capacity to allocate resources according to strategic importance. The Court will continue to enhance the alignment between strategic goals and the budget so that performance can effectively inform budget management.
77. Future annual budgets will be formulated in the context of the overall ICC strategic plan and in accordance with the organ-specific plans of the OTP, the Registry and the TFV.

ANNEX 1 | ICC Strategic Framework 2023-2025

ICC	OTP	REGISTRY	TFV
<p>ICC STRATEGIC GOAL 1.</p> <p>Increase the expeditiousness and efficiency of the Court's core activities (preliminary examinations, investigations, trials and reparations) while preserving the independence, fairness and highest legal standards and quality of its proceedings, and protecting the safety and well-being of the persons involved, in particular victims and witnesses.</p>	<p>GOAL 1. Deliver results in the courtroom.</p> <p>GOAL 3. Make the Office a global technology leader</p> <p>GOAL 6. Ensure effective investigations and prosecutions of Sexual and Gender-Based Crimes and Crimes Against Children</p> <p>GOAL 7. Increase the field presence of the OTP</p> <p>GOAL 8. Increase efficiency of work and ensure proper resourcing and staffing of the Office</p>	<p>GOAL 1. The Registry is more efficient and provides more effective services in all areas, reflecting a culture of continuous improvement.</p> <ul style="list-style-type: none"> ■ PRIORITY OBJECTIVE 1.1. Increase the effectiveness of Registry services, including management services, judicial services and external operation services ■ PRIORITY OBJECTIVE 1.6. Strengthen the structure and organizational mechanisms of defence teams and legal representatives of victims. 	<p>GOAL 4. Organizational Performance</p> <p>The Trust Fund's governance and efficiency enable responsive, cost-effective and sustainable TFV programmes.</p>
<p>ICC STRATEGIC GOAL 2.</p> <p>Further develop the Court's approach to victims in all phases of the judicial proceedings, including (in cooperation with the Trust Fund for Victims) reparations.</p>	<p>GOAL 1. Deliver results in the courtroom.</p> <p>GOAL 4. Bring justice closer to communities and deepen engagement with civil society.</p> <p>GOAL 7. Increase the field presence of the Office of the Prosecutor.</p>	<p>GOAL 1. The Registry is more efficient and provides more effective services in all areas, reflecting a culture of continuous improvement.</p> <ul style="list-style-type: none"> ■ PRIORITY OBJECTIVE 1.5. Ensure effective support to victims and witnesses as well as representation of victims in judicial proceedings. 	<p>GOAL 1. Reparations and Programmes for the Benefit of Victims</p> <p>TFV programmes enable victims, their families and communities to overcome harm suffered from Rome Statute crimes.</p>
<p>ICC STRATEGIC GOAL 3.</p> <p>Further develop mainstreaming of a gender perspective in all aspects of the Court's work.</p>	<p>GOAL 1. Deliver results in the courtroom</p> <p>GOAL 5. A renewed policy framework for the Office.</p> <p>GOAL 6. Ensure effective investigations and prosecutions of Sexual and Gender-Based Crimes and Crimes Against Children.</p>	<p>GOAL 2. Staff in the Registry are more engaged through the promotion of desired organizational culture and values and the improvement of geographical representation and gender balance (GRGB).</p> <ul style="list-style-type: none"> ■ PRIORITY OBJECTIVE 2.1. Improve geographical representation and gender balance as well as diversity and inclusion, in line with the Strategy on Gender Equality and Workplace Culture 	<p>GOAL 1. Reparations and Programmes for the Benefit of Victims</p> <p>TFV programmes enable victims, their families and communities to overcome harm suffered from Rome Statute crimes.</p>

ANNEX 1 | ICC Strategic Framework 2023-2025

ICC

ICC STRATEGIC GOAL 4.

Further foster political support and develop modalities of cooperation and operational support for all parties as regards preliminary examinations, investigations, protection of witnesses, implementation of warrants of arrest and judicial proceedings.

ICC STRATEGIC GOAL 5.

Discuss and devise with States and other stakeholders new strategies to increase the ability of the Rome Statute System to address the shared responsibility to close the impunity gap, including through encouraging domestic implementation of the Rome Statute and other measures of complementarity by States Parties (including providing support and assistance to victims).

OTP

GOAL 2.

Enhance efforts by national authorities to fight impunity.

GOAL 4.

Bring justice closer to communities and deepen engagement with civil society.

GOAL 7.

Increase the field presence of the Office of the Prosecutor.

GOAL 9.

Strengthen global support for the work of the Office.

GOAL 2.

Enhance efforts by national authorities to fight impunity.

GOAL 4.

Bring justice closer to communities and deepen engagement with civil society.

GOAL 7.

Increase the field presence of the Office of the Prosecutor.

GOAL 9.

Strengthen global support for the work of the Office.

REGISTRY

GOAL 1.

The Registry is more efficient and provides more effective services in all areas, reflecting a culture of continuous improvement

■ PRIORITY OBJECTIVE 1.4.

Enhance the environment of cooperation for States as well as general awareness of and support for the Court and its proceedings.

GOAL 1.

The Registry is more efficient and provides more effective services in all areas, reflecting a culture of continuous improvement

■ PRIORITY OBJECTIVE 1.4.

Enhance the environment of cooperation for States as well as general awareness of and support for the Court and its proceedings.

TFV

GOAL 2.

Visibility and Financial Resilience

The Trust Fund's impact and expertise are visible and generate adequate resources and capacities to operate [and communicate about] its mandated activities.

GOAL 3.

Knowledge and Experience-Sharing

Within and in relation to the Rome Statute system, the TFV is a recognized source of expertise on reparations.

GOAL 2.

Visibility and Financial Resilience

The Trust Fund's impact and expertise are visible and generate adequate resources and capacities to operate [and communicate about] its mandated activities.

GOAL 3.

Knowledge and Experience-Sharing

Within and in relation to the Rome Statute system, the TFV is a recognized source of expertise on reparations.

ICC

ICC STRATEGIC GOAL 6.

Further strengthen professionalism, dedication and integrity in all of the Court's operations.

ICC STRATEGIC GOAL 7.

Ensure a safe and secure working environment in which staff well-being and continuous improvement are at the centre.

OTP

GOAL 10.

Improve the working environment of the Office and ensure a respectful working culture

GOAL 10.

Improve the working environment of the Office and ensure a respectful working culture.

REGISTRY

GOAL 1.

The Registry is more efficient and provides more effective services in all areas, reflecting a culture of continuous improvement.

- PRIORITY OBJECTIVE 1.3. | Embed continuous improvement as an operational principle in management and operations in promoting cultural change

GOAL 2.

Staff in the Registry are more engaged through the promotion of desired organizational culture and values and the improvement of geographical representation and gender balance (GRGB).

- PRIORITY OBJECTIVE 2.4 | Strengthen mechanisms to promote staff engagement and well-being, as well as a culture of respect and accountability.

GOAL 2.

Staff in the Registry are more engaged through the promotion of desired organizational culture and values and the improvement of geographical representation and gender balance (GRGB)

- PRIORITY OBJECTIVE 2.2. Build systems to enable and foster an environment where all Registry staff are encouraged to improve their capacity and performance, placing the ICC Leadership Framework at the core
- PRIORITY OBJECTIVE 2.3. Create a framework for a more flexible workforce as well as more efficient talent acquisition

TFV

GOAL 2.

Visibility and Financial Resilience

The Trust Fund's impact and expertise are visible and generate adequate resources and capacities to operate [and communicate about] its mandated activities.

GOAL 3.

Knowledge and Experience-Sharing

Within and in relation to the Rome Statute system, the TFV is a recognized source of expertise on reparations.

GOAL 4.

Organizational Performance

The Trust Fund's governance and efficiency enable responsive, cost-effective and sustainable TFV programmes.

GOAL 4.

Organizational Performance

The Trust Fund's governance and efficiency enable responsive, cost-effective and sustainable TFV programmes.

ANNEX 1 | ICC Strategic Framework 2023-2025

ICC	OTP	REGISTRY	TFV
<p>ICC STRATEGIC GOAL 8.</p> <p>Achieve more equitable GRGB, particularly at higher level posts.</p>	<p>GOAL 10.</p> <p>Improve the working environment of the Office and ensure a respectful working culture.</p>	<p>GOAL 2.</p> <p>Staff in the Registry are more engaged through the promotion of desired organizational culture and values and the improvement of geographical representation and gender balance (GRGB).</p> <ul style="list-style-type: none"> PRIORITY OBJECTIVE 2.1. Improve geographical representation and gender balance as well as diversity and inclusion, in line with the Strategy on Gender Equality and Workplace Culture. 	<p>GOAL 4.</p> <p>Organizational Performance</p> <p>The Trust Fund's governance and efficiency enable responsive, cost-effective and sustainable TFV programmes</p>
<p>ICC STRATEGIC GOAL 9.</p> <p>Manage resources in an effective, coherent, transparent, responsible and adaptable manner that reflects the culture of continuous improvement, and further develop the sustainability and resilience of the Court against identified risks.</p>	<p>GOAL 7.</p> <p>Increase the field presence of the Office of the Prosecutor.</p> <p>GOAL 8.</p> <p>Increase efficiency of work and ensure proper resourcing and staffing of the Office.</p>	<p>GOAL 1.</p> <p>The Registry is more efficient and provides more effective services in all areas, reflecting a culture of continuous improvement</p> <ul style="list-style-type: none"> PRIORITY OBJECTIVE 1.1. Increase the effectiveness of Registry services, including management services, judicial services and external operations services. PRIORITY OBJECTIVE 1.2. Increase efficiency in resource management. 	<p>GOAL 2.</p> <p>Visibility and Financial Resilience</p> <p>The Trust Fund's impact and expertise are visible and generate adequate resources and capacities to operate [and communicate about] its mandated activities</p> <p>GOAL 4.</p> <p>Organizational Performance</p> <p>The Trust Fund's governance and efficiency enable responsive, cost-effective and sustainable TFV programmes.</p>
<p>ICC STRATEGIC GOAL 10.</p> <p>Build upon a strategy for the completion of situations under investigation.</p>	<p>GOAL 1.</p> <p>Deliver results in the courtroom</p> <p>GOAL 2.</p> <p>Enhance efforts by national authorities to fight impunity</p>	<p>GOAL 1.</p> <p>The Registry is more efficient and provides more effective services in all areas, reflecting a culture of continuous improvement.</p> <ul style="list-style-type: none"> PRIORITY OBJECTIVE 1.4. Enhance the environment of cooperation for States as well as general awareness of and support for the Court and its proceedings. 	<p>GOAL 3.</p> <p>Expertise</p> <p>Within and in relation to the Rome Statute system, the TFV is a recognized source of expertise on reparations.</p>

ANNEX 2 | ICC Key Performance Indicator (KPI)

STRATEGIC GOALS	KEY PERFORMANCE INDICATOR (KPI)			
	KPI	RESPONSIBLE	BASELINE 2021	TARGET 2023
GOAL 1 Increase the expeditiousness and efficiency of the Court's core activities (preliminary examinations, investigations, trials and reparations) while preserving the independence, fairness and highest legal standards and quality of its proceedings, and protecting the safety and well-being of the persons involved, in particular victims and witnesses.	KPI 1.1 Time elapsed between key judicial decisions/ activities vs. target deadlines in the Chambers Practice Manual (5th edition) <ul style="list-style-type: none"> ■ MATTERS RELATED TO PRE-TRIAL PROCEEDINGS: <ul style="list-style-type: none"> i. authorization of an investigation - written decision ii. first appearance - timing of the first appearance iii. first appearance - right to apply for interim release iv. first appearance - date of the confirmation hearing v. proceedings leading to the confirmation hearing - time limit for responses under regulation 24 of the Regulations of the Court vi. charges - factual basis of the charges vii. decision on the confirmation of charges ■ DEADLINES REGARDING DECISIONS OF THE TRIAL CHAMBER: <ul style="list-style-type: none"> viii. issuance of the judgment ix. issuance of the sentencing decision ■ DEADLINES REGARDING DECISIONS/JUDGMENTS OF THE APPEALS CHAMBER: <ul style="list-style-type: none"> x. decision to hold an oral hearing xi. issuance of judgments on appeals against the conviction, acquittal or reparations order xii. issuance of judgments on appeals against the sentencing decision xiii. issuance of judgments on interlocutory appeals 	PRESIDENCY	<ul style="list-style-type: none"> i. 93 days ii. fewer than 96 hours iii. 81 days iv. 6 months, 29 days v. 6.67 days vi. 48.25 days vii. 52.67 days viii. 10 months, 23 days ix. 3 months, 2 days x. 1 month xi. 7 months, 12 days xii. same day xiii. 1 month, 15 days 	Minimum target <hr/> <ul style="list-style-type: none"> i. 120 days ii. within 48 to 96 hours iii. ≤ 30 days iv. 4 to 6 months v. 5 days vi. 30 days vii. 60 days viii. 10 months ix. 4 months x. 1 month xi. 10 months xii. 1 month xiii. 4 months
	KPI 1.2. Percentage of cancelled hearing days out of total scheduled hearing days	REGISTRY	42.2%	N/A
	KPI 1.3. Number of AWAs (or summons to appear) filed before the judges	OTP (OSP KPI #1)	About 3 per year (average 2004 - 2021)	At least 10 per year
	KPI 1.4. Ratios of counts issued vs. confirmed and convicted (upon warrants, confirmation decision, trials and appeals)	OTP (OSP KPI #2)	(To be developed)	N/A

ANNEX 2 | ICC Key Performance Indicator (KPI)

STRATEGIC GOALS	KEY PERFORMANCE INDICATOR (KPI)			
	KPI	RESPONSIBLE	BASELINE 2021	TARGET 2023
GOAL 2 Further develop the Court's approach to victims in all phases of the judicial proceedings, including (in cooperation with the Trust Fund for Victims) reparations.	KPI 2.1 Number of outreach initiatives and engagements with CSOs	OTP (OSP KPI #7)	N/A	<ul style="list-style-type: none"> Annual outreach programme developed for each situation, including at least one outreach activity and one CSO round table Two thematic CSO round tables
	KPI 2.2. Ratio of applications for <i>in situ</i> proceedings (including full trials or certain hearings) vs. number of cases in litigation OR/AND number of <i>in situ</i> proceedings granted/conducted	OTP (OSP KPI #8)	N/A	In all cases under litigation, full assessment as to appropriateness of sessions <i>in situ</i> and applications to Chambers made where necessary
	KPI 2.3. Percentage of individual victim application assessments that are corrected or overturned by the Chambers	REGISTRY	0%	0%
	KPI 2.4. Percentage of victims who feel a sense of recognition of the harm they suffered as a result of receiving Court-ordered reparations	TFV	N/A	N/A
GOAL 3 Further develop mainstreaming of a gender perspective in all aspects of the Court's work.	KPI 3.1 Results in Court: counts presented/granted in relation to SGBC and CAC (AWA, DCC and Trial)	OTP (OSP KPI #11)	N/A	100%
	KPI 3.2. Percentage of female participants in outreach activities	REGISTRY	54.9%	50%
	KPI 3.3. Percentage of women who: <ol style="list-style-type: none"> were consulted and involved in the design and implementation of reparations received reparations 	TFV	N/A	N/A

ANNEX 2 | ICC Key Performance Indicator (KPI)

STRATEGIC GOALS	KEY PERFORMANCE INDICATOR (KPI)			
	KPI	RESPONSIBLE	BASELINE 2021	TARGET 2023
GOAL 4 Further foster political support and develop the modalities of cooperation and operational support for all parties as regards preliminary examinations, investigations, protection of witnesses, implementation of arrest warrants and judicial proceedings.	KPI 4.1 Number of new ratifications/signings of: <ul style="list-style-type: none"> i. the Rome Statute and its amendments ii. the Agreement on Privileges and Immunities (APIC) iii. Court-wide cooperation agreements on enforcement of sentences, witness relocation, and (interim) release 	PRESIDENCY REGISTRY	i. 11 ii. 0 iii. 2	i. 12 ii. 0 iii. 7
	KPI 4.2. Requests for Cooperation (RFC) <ul style="list-style-type: none"> i. percentage of positive replies received ii. average time taken to receive a reply 	REGISTRY (RSP KPI #11)	i. N/A ii. N/A	i. N/A ii. N/A
	KPI 4.3. Ratio of incoming RFAs (Requests for Assistance) and Office's response capacity (including average response time)	OTP (OSP KPI #3)	(To be developed) 2022 incoming requests and 2022 average response time	<ul style="list-style-type: none"> ■ At least 8 national authorities have received and used information provided by OTP in domestic proceedings. ■ All RFAs receive an initial substantive response within 2 months
GOAL 5 Discuss and devise with States and other stakeholders new strategies to increase the ability of the Rome Statute System to address the shared responsibility to close the impunity gap, including through encouraging domestic implementation of the Rome Statute and other measures of complementarity by States Parties (including providing support and assistance to victims).	KPI 5.1. Number of external initiatives or projects towards enhancing efforts by others to fight impunity <ul style="list-style-type: none"> i. contributions to investigations/prosecutions by others ii. establishment of external partnerships and working arrangements iii. complementarity programmes 	OTP (OSP KPI #4)	N/A	1 of such project per situation

ANNEX 2 | ICC Key Performance Indicator (KPI)

STRATEGIC GOALS	KEY PERFORMANCE INDICATOR (KPI)			
	KPI	RESPONSIBLE	BASELINE 2021	TARGET 2023
GOAL 6 Further strengthen professionalism, dedication and integrity in all of the Court's operations.	KPI 6.1. Percentage of positive responses from Court staff to survey questions on "ICC values" <ul style="list-style-type: none"> SURVEY RESULTS FROM: (2023, 2025) One question (Q7) via pulse survey (2024) All questions in the category (Q5-Q9) via full staff engagement survey 	COURT	Baseline for 2023: 28% Baseline for 2024: 54% Baseline for 2025: 28%	2023: 50% 2024: 76% 2025: 50%
	KPI 6.2. Percentage of positive responses from Court staff to survey questions on "Ethics/ Standards of Conduct-Personal Experience" <ul style="list-style-type: none"> SURVEY RESULTS FROM: (2023, 2025) One question (Q70) via pulse survey (2024) All questions in the category (Q70-Q74) via full staff engagement survey 	COURT	Baseline for 2023: 69% Baseline for 2024: 72% Baseline for 2025: 69%	2023: 100% 2024: 100% 2025: 100%
	KPI 7.1 Number of security and safety incidents causing death or injury	COURT	7 death: 0 injury:7	<5
	KPI 7.2. Percentage of positive responses from Court staff to survey questions on "Employee engagement index"	COURT	59%	77%
	KPI 7.3. Percentage of missions that comply with mission planning procedures	COURT	93.1%	95%
	KPI 7.4. % of positive responses from Registry staff to the survey question, "I feel the ICC encourages me to come up with new and better ways of doing things."	COURT	34%*	40%
GOAL 8 Achieve more equitable GRGB, particularly at higher level posts.	KPI 8.1 Percentage of Court staff within desirable geographical range	COURT (RSP KPI #18)	61%*	63%
	KPI 8.2 Number of under-represented and non-represented States Parties	COURT (RSP KPI #21)	25/54	24/53
	KPI 8.3 Male/female ratio of newly hired senior Court staff (P-4 and above, established posts)	COURT	50%*	Minimum 50% female

ANNEX 2 | ICC Key Performance Indicator (KPI)

STRATEGIC GOALS	KEY PERFORMANCE INDICATOR (KPI)			
	KPI	RESPONSIBLE	BASELINE 2021	TARGET 2023
GOAL 9 Manage resources in an effective, coherent, transparent, responsible and adaptable manner that reflects the culture of continuous improvement, and further develop the sustainability and resilience of the Court against identified risks.	KPI 9.1 Court's budget implementation rate	COURT	97.4%	100%
	KPI 9.2 Percentage of total assessed contributions received from current and prior years, including host State loan, Contingency Fund and Working Capital Fund	REGISTRY	81%	81%
	KPI 9.3. Average time taken to promulgate Administrative Issuances	REGISTRY (RSP KPI #3)	727 days*	300 days
GOAL 10 Build upon a strategy for the completion of situations under investigation.	KPI 10.1 Number of external initiatives or projects towards enhancing efforts by others to fight impunity (i) contributions to investigations/prosecutions by others (ii) establishment of external partnerships and working arrangements (iii) complementarity programmes	OTP (OSP KPI #4)	N/A	1 of such project per situation

- Baselines for all KPIs were established using data from 2021, which was the latest yearly information available at the time of strategic planning in May 2022. The targets for 2023 were determined in August 2022 and shared with the Committee (Proposed Programme Budget for 2023 of the International Criminal Court) to ensure alignment with the budget planning cycle. The baselines marked with an asterisk are based on the 2022 data that has become available.
- Baselines marked as "N/A" indicate that the data was not available or measurable. Some of the corresponding performance targets are therefore shown as "N/A" since meaningful targets are difficult to determine in the absence of reliable baselines.