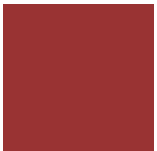




**Cour
Pénale
Internationale**

**International
Criminal
Court**

**Office of
the Prosecutor
Strategic Plan
2023-2025**



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I. INTRODUCTION

A. Operational Context

1. This Office of the Prosecutor Strategic Plan (“OSP”) is the first comprehensive strategy document published during Prosecutor Karim A.A. Khan KC’s term in office and reflects a renewed vision for the discharge of the mandate of the Office. It sets out the framework for the implementation of a vision for the work of the Office of the Prosecutor (OTP or “Office”) based on that work becoming more dynamic, efficient and closer to those impacted by Rome Statute crimes.
2. The OSP aims to provide the Office’s external stakeholders, including States Parties, civil society organizations and other partners, insight into the strategic goals that the Office seeks to achieve over the next three years, in furtherance of the strategic approach outlined since the Prosecutor’s inauguration on 16 June 2021. Moreover, the OSP seeks to provide further clarity and guidance to internal stakeholders, including the Office’s own staff, on the common vision through which improved results can be delivered by the OTP.
3. The OSP is aligned with the Strategic Plan of the International Criminal Court (ICC or “the Court”) and the Registry for the same period. While the OSP is OTP specific, it feeds into the overall goals of the Court where relevant and has been used in the development of the Registry Strategic Plan. Where appropriate, points of common interest with the Trust Fund for Victims have also been discussed and reflected in this document.
4. Section V of the ICC Strategic Plan captures the strategic analysis of the context in which the Court and the OTP operate, listing the various factors that can influence the strategic cycle and the achievement of the Court’s mission. These components do not require repetition in the OSP; however they have closely informed the development of the proposed plan for achievement of the OTP strategic goals reflected in this document.
5. During the first year and a half of the Prosecutor’s term, the OTP has undergone a significant reorganization to optimize its performance, rationalize its functioning and enhance its effectiveness through greater integration and synergies across all components of the Office. The overarching objective of these initiatives, as well as this strategic plan, is to make the Office more successful, responsive and a better place to work. Success in this context should not only be seen as the Office’s results in the courtroom (though this remains central), but also how the Office plays a role as a hub in the Rome Statute system of international criminal justice.
6. The OSP comes at a critical juncture in the life of the Court and the Office, with high demands and expectations to show results across situations and cases, in addition to the need for the Office to modernize the way in which it is organized and to bring its work closer to affected communities so as to effectively deliver on its mandate.

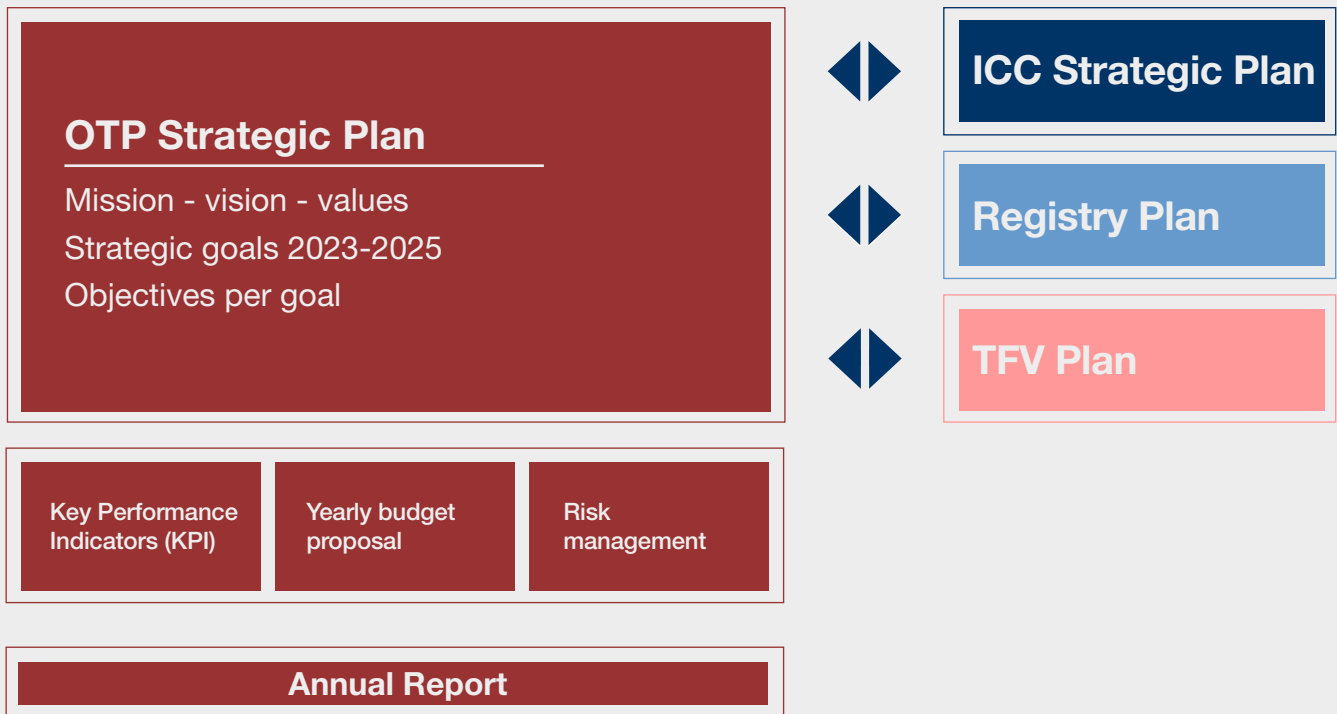
7. The strategic plan builds upon the Prosecutor’s vision for the effective functioning of the Office and his assessment of the action necessary to improve performance and address future challenges. This document should therefore be read in conjunction with other OTP documents, including the Office’s annual budget proposals and policy papers. The strategic assessment has also been informed by the relevant recommendations of the Independent Expert Review (IER), relevant findings of Chambers, and other initiatives such as direct engagement by the Prosecutor with staff and the work done by the Office’s workplace culture panel.
8. The Office wishes to recognize the significant efforts already made by staff to collectively deliver on the renewed approach to implementation of the mandate, as reflected in this document. They have demonstrated resilience and commitment in advancing the hard work of change. Additionally, the Office acknowledges the significant role of the States, civil society, national authorities and international partners, without whose support the improvements to the OTP’s operating procedures would not have been possible. The continuous efforts and support of all stakeholders are critical to the more impactful and efficient delivery of justice for victims of Rome Statute crimes.

B. Assessing Performance | OTP Strategic Plan for 2019-2022

9. To discharge its mandate more effectively, the Office must not only be ready to identify successes but, more importantly, it must recognize the continued challenges and seek to effectively address them. Reflecting its commitment to transparency and accountability with respect to performance, the Office has requested the Independent Oversight Mechanism (IOM) to conduct an evaluation of the OTP covering the period of the strategic plan for 2019-2021 (further extended to 2022). As part of its commitment to continuous improvement, the Office looks forward to cooperating with the IOM during this evaluation exercise.
10. Moving forward, the Office is also seeking to extend the range of ways through which its performance in delivering the vision outlined in this document can be tracked by relevant stakeholders. In addition to continued reporting to the Assembly of States Parties (“the Assembly”) through budgetary and programmatic processes, including annual reports on the activities of the Court and the Court’s programme performance, the Office will produce an annual report outlining the key steps taken during the relevant calendar year in the implementation of its strategic vision. The first edition of this annual report was [published](#) in December 2022.

II. THE OTP'S STRATEGIC FRAMEWORK

11. The OTP and the Registry are following a comprehensive framework which offers the foundation for the ICC Strategic Plan.



12. While the mission, vision and values provide the overall foundation and framework for action by the Office, the strategic goals indicate, concretely, what the Office will seek to prioritize and achieve in the coming three years (2023-2025). To advance these goals, the key elements of the strategy per goal are articulated here. These strategies will be achieved through yearly objectives and activities which are reflected in the budget.
13. To ensure that the Office stays on track of the targets set, key performance indicators will be used to monitor the planned activities (progress monitoring) and assess the achievement of the key objectives (output monitoring), while risks will be identified and managed in parallel. An annual performance report will allow the Office to evaluate, across the three-year period, whether the strategic goals are being sufficiently progressed.

III. MISSION, VISION AND VALUES

Mission

14. According to the principle of complementarity to national jurisdictions, the OTP is mandated to conduct independent, impartial and effective preliminary examinations, investigations and prosecutions of crimes under the Court's jurisdiction, in cooperation with States Parties and other relevant stakeholders.

Vision

15. During the present Prosecutor's term, the Office aims to deliver impactfully to affected communities through its work in the courtroom and will establish itself as a global hub for international criminal justice. It will achieve this by transforming itself into a technology-driven, agile, field-centric and victim centred organization, capable of operating at pace of relevance. By embracing diversity, it will become the top place to work for those wishing to advance the cause of accountability.

Values

16. The Court has embarked on an initiative to define and re-shape its core-values. The project, which was launched on 13 July 2022, is also intended to help instil a positive working culture and environment. It aims, in the longer-term, to integrate these values into the various aspects of the staff-cycle, such as recruitment and induction processes and performance management.
17. The Office is paying particular attention to the values that shape its culture and work. Values should be more than words; they must be impactful, lived and manifest in all actions. To this end, the OTP is also actively participating in the current developmental phase of the Court-wide values project. To create a sound workplace culture, it has also requested an independent panel of experts to consult staff about how they have experienced the workplace culture in the past and to identify any cases of misconduct. On this basis, a forward-looking and positive process for addressing misconduct properly will be established.
18. The need for shared values and the creation of a more positive working environment are vital to enable staff to feel respected, encouraged and heard, and this will result in more successful outcomes both inside and outside the Court.
19. To highlight the weight which the Office gives to shared values and change in workplace culture, the Office has prioritized it as one of its strategic goals (Strategic Goal 10) in the 2023-2025 OSP.

Independent Expert Review

20. The Office is committed to implementing the recommendations of the IER and has included specific goals and activities in the strategic plan to address these recommendations. They include, but are not limited to, objectives to address the OTP's current situation prioritization practices (R71); to increase field presence (R270); to second national law enforcement agents (R278); and to improve the working culture in the OTP (R14 and R87).
21. The overall approach of the Office reflected in the OSP is to recognize that the recommendations of the IER represent a positive basis for necessary change, highlighting areas which require reform to effectively deliver on the mandate of the Office.

IV. STRATEGIC GOALS 2023-2025

STRATEGIC GOAL 1

Deliver results in the courtroom

■ linked to ICC Goals 1, 2, 3, 10

22. Positive results in the courtroom are essential for the legitimacy and credibility of the Office, and are the ultimate yardstick by which its success will be measured by affected communities.
23. To ensure improved results in the courtroom, the Office will set priorities, expand its technical capabilities and improve management of investigations and prosecutions, thereby enhancing the speed and quality of its work. To attain this goal, the Office will narrow its focus to a smaller number of situations, an increased number of applications for warrants of arrest and a higher rate of conviction. The OTP's enhanced field presence and its efforts to bring justice closer to the impacted communities represent separate but connected goals aimed at contributing to greater success in the courtroom.

Systematic case and situation prioritization through an overall strategic planning cycle and completion targets

24. To succeed, the Office will first have to define a realistic scope of operations and bring manageable cases. The Office will prioritize situations and cases systematically and objectively with the overall goal of reducing the total number of situations, thereby ensuring increased focus and resources on earmarked situations and cases. In so doing, and in line with its established policy framework, the Office will prioritize cases according to factors such as their relative gravity and prospect of success. It will progress each situation to complete its investigations appropriately, with the aim of reducing, overall, the number of open investigations. The Office will further focus on the possibility of confirmation of charges proceedings in absentia in order to deliver tangible progress and generate or maintain momentum in specific cases. In making these efforts, it will welcome every opportunity to enhance cooperation and complementarity with States and other stakeholders.

Expansion of the technical capabilities of the Office

25. The Office requires modern methods and tools to enhance the results it delivers in the courtroom. Effectively harnessing the prolific amount of material and information generated as a result of transformative innovations in digital media, processing and analysis of evidence contained in on-site videos and their distribution through social media, as well as other types of electronic evidence, requires a profound change in the Office's technological, forensic, and analytical capabilities.

26. As reflected further in Strategic Goal 3, **the technological upgrade**, implemented in cooperation with the Registry and external partners, will address several key areas:
- Increasing the volume, speed and efficiency of the collection, processing, analysis, and disclosure of massive amounts of data with the assistance of Artificial Intelligence (AI);
 - Automating translation, transcription and image recognition with AI;
 - Enhancing evidence collection capabilities in the field with applications that witnesses and investigators can use to provide or collect evidence quickly and securely;
 - Using advanced visualization techniques to support investigations and presentations in court;
 - Moving to the Cloud application for better integration with the field and higher security.
27. The **forensic upgrade** will bring greater use of forensic sciences in the cases presented by the Office. The Office will rely on a core in-house capacity and on the mobilization of external experts at short notice, while drawing upon the scientific community to ensure the highest possible standards of practice in the OTP's challenging operating environment. Another foundational and innovative change will be the development of a forensic rotation model in which a range of States will provide their expertise to assist the Office in its forensic work and the Office will provide support to counterpart national authorities on the ground. This innovative approach will benefit the Office, the assisted countries and the contributing countries.
28. The **analytical upgrade** is essential to improve support to decisions and operations. Designated lead analysts will play a key role in the Unified Teams, building on the technological and forensic upgrades. Open-Source Intelligence capabilities will be further enhanced. In combination with the technological upgrade, the Office will be able to conduct big data analytics on the increased volume of evidentiary materials. The Office's ability to analyse and make greater use of satellite and forensic imagery will be further enhanced.
29. Depending on the availability of resources, the Office will also seek to work towards establishing a dedicated Financial Investigations Unit to support investigative work across all situations. An upgrade of financial investigation capacity is necessary to strengthen the ability of the Office to collect financial evidence and information for article 5 crimes and to identify proceeds, property, assets and instrumentalities of crimes for the purpose of eventual forfeiture. The strengthening of this capacity will also respond to the expectations and recommendations of the Court's judges, States Parties and the IER.

Increasing the expeditiousness and quality of investigations and prosecutions

30. The Office will manage every situation and case through careful and constant planning, review and implementation of high standards:
- Implementation of a range of integrated plans (situational¹, investigative², cooperation, outreach, complementarity) will provide the Office with targets and milestones against which the performance of Unified Teams will be judged.
 - The introduction of a case management system will serve a double purpose:
 - to ensure that the Head of a Unified Team has access to all components of the investigative/ case development in a central location; and
 - to facilitate quick and effective scrutiny and supervision of Unified Teams by the Deputy Prosecutors and the Prosecutor.
 - Evidence Reviews – robust, continued internal evidence reviews by the Unified Teams of the law and evidence of elements of crime and modes of liability will be an ongoing process from the start of the investigation. An in-depth formal, internal evidence review will be conducted at least once a year to assess progress and to adapt the investigative planning accordingly. In addition, a panel will conduct an external evidence review for every case the Office intends to pursue. External evidence reviews will focus on a standard of “realistic prospect of conviction” and will operate under the new OTP evidence review guidelines issued in 2022.
 - Operations Manual – The Office will issue a new and fully updated version of its Operations Manual to guide and unite staff within the new model. The new manual will be issued in 2023, with a training programme, user friendly templates, dedicated focal points to facilitate compliance and further updates in due course.

Strengthen the Office's capacity with respect to Suspect Tracking and Arrest

31. To strengthen the capacity of the Office with respect to Suspect Tracking and Arrest, a strategic paper will be produced for the Prosecutor on Tracking and Arrest Strategies, incorporating increased use of technology and intelligence-led actions. Clear priorities and action plans for arrests will be established, based on the objectives identified for arrests under this strategic goal. In addition, a Tracking and Arrest Dashboard will be produced to enable regular assessment of the effectiveness of actions being taken. Those involved in tracking and arrest can benefit fully from the new technological tools on-boarded by the Office.

¹ Situation Plan – Overall plan for each situation, including an outline of potential cases, timeline, required resources and anticipated completion targets and strategies.

² Investigation Plan – Operational plan for the investigation of each case, including potential sources of evidence, operational requirements and estimates of milestones and resources.

STRATEGIC GOAL 2

Enhance efforts by national authorities to fight impunity

■ linked to ICC Goals 4, 5, 10

The Office as a hub for accountability efforts

32. In recent years, national jurisdictions have been key drivers of innovation and progress in the field of international criminal justice. The Office has been working to identify ways in which this dynamic spirit can be further encouraged, supported and ultimately harnessed in pursuit of action at the international level also. In the coming years, the Office wishes to establish itself as a central operational partner and resource for national authorities in their efforts to prosecute international and other serious crimes.
33. To achieve this goal, the Office will work closely with situation and other countries, accountability mechanisms and other partners to ensure a coordinated and effective effort towards closing the impunity gap. Such joint efforts will take multiple forms ranging from contributing to domestic proceedings, sharing knowledge and defining common operational standards, to secondments and engagement with local, regional and international partners. Collectively, these initiatives will mark a renewed approach to complementarity and cooperation by the Office.
34. As an initial step, the Office will establish a permanent function within its structure to effectively map ongoing domestic proceedings relating to core international crimes, to fully understand the range of actions being undertaken at the national level and fully exploit opportunities for common action.
35. In parallel, the Office will seek to establish a forum or platform with relevant national authorities through which a community of practitioners can be developed for the sharing of information and expertise between the Office and national authorities, including with a view to identifying areas in which the Office may be able to provide support to ongoing investigations and prosecutions. The network of national prosecutors, law enforcement agencies and other relevant experts will serve to enhance harmonization and cohesion of the work, operational standards and protocols of the Office, including in relation to topics such as investigative interviewing, financial investigations and asset tracing activities, covert operations, forensic activities and other specialized areas. Sharing ideas, good practices and expert knowledge is essential in building future bridges for cooperation which will enhance the Rome Statute system and assist the Court in the delivery of its mandate.
36. The Office will rapidly increase the range of information and evidence it shares with national authorities. Technology will allow the Office to expedite the collection and processing of greater volumes of information. The harnessing of technological innovations to triage and identify key materials amid increasingly large digital data sets stemming from the situations it addresses presents a significant opportunity for the Office to increase its relevance to domestic authorities globally. Its ability to assist other investigative and prosecutorial bodies will expand considerably. This will enhance the Office's ability both to proactively provide countries and other entities (international organizations/judicial bodies) with relevant information and evidence, and to respond more swiftly to requests for information under article 93(10) of the Rome Statute.

37. In addition to bilateral cooperation, the Office will also increase its participation in relevant joint investigation teams in line with the vision of strengthening cooperation and partnership in delivering justice for serious crimes. The approach has been reflected in the Office's decision to participate in the cooperation modality established under the auspices of Eurojust, with the national prosecution authorities of seven countries in relation to Ukraine, as well as with national investigation authorities concerning crimes against migrants and refugees in Libya. These forms of cooperation enhance the Office's ability to access and collect information relevant to its independent investigations, as well as to conduct rapid coordination and exchange information with partners.
38. The Office will continue to work with the relevant authorities of the situation countries in which it is active to promote complementarity where possible, while exercising vigilance to ensure that any investigation it launches and cases it brings itself are not rendered inadmissible as a result of concurrent proceedings at the national level, but also to ensure that the Office is able to robustly assess the genuineness of such proceedings. The Office will, in parallel, be making efforts to deepen its cooperation with specialized courts and hybrid accountability mechanisms.
39. The focused provision of technical support in fields where the Office has developed its expertise will help relevant entities, such as national jurisdictions, to investigate and prosecute international crimes in line with their obligations under the Rome Statute, and this in turn will reduce the need for the OTP's intervention. The Office will explore partnerships with development agencies and other stakeholders where the support needed is beyond technical matters.
40. The Office will also strive to develop and implement tailored complementarity programmes in appropriate situations in which the Office has either closed preliminary examinations or announced the closure of the investigative stage. These will provide an important transitional step from direct engagement of the Office, allowing domestic authorities to continue to benefit from dialogue with and the support of the OTP and ensure that investigations and preliminary investigations are closed effectively and responsibly.
41. The secondment of personnel by the Court's States Parties and other partners to the Office offers an additional and significant opportunity to exchange knowledge and assist in refining operating practices. Moreover, the secondments will contribute to the transfer of knowledge and experience and to developing relationships that will continue to strengthen the Rome Statute system after the secondment has ended.

STRATEGIC GOAL 3

Make the Office a global technology leader

■ linked to ICC Goal 1

A new technological paradigm

42. The Office is seeking to revolutionize the use of technological tools in its work to enhance its ability to draw on digital, documentary, video and audio material. Significant changes will be implemented with respect to the technological infrastructure available in the Office, the relationships the Office is developing with holders of large data sets, and the technical expertise of its staff.
43. In order to make the Office the global leader in the use of technology for accountability purposes, it will first ensure that the cloud-based e-discovery platform is fully established and capable of being used across all situations. Staff members will undertake a full training programme to support the effective harnessing of these new tools. Furthermore, data enrichment/analytical tools, including AI and machine-learning, will be used across all situations, with the support of a dedicated e-Discovery and Data Analysis Unit. In addition, effective operational relationships will be established with key partners capable of providing large data sets (video and audio material, cell site data etc.), including social media companies, NGOs and academic institutions.
44. The above will ensure that the Office is able to hold the widest range of digital evidence globally in relation to international crimes. The Office will be enabled to successfully identify audio/visual material relevant to its own investigations and to investigations being led by domestic authorities through the ingestion, analysis, and cross referencing of large data sets.
45. The Office will also implement a new information-management system supporting an expanded approach to ingestion and collection of large data sets. This will include engagement with all relevant partners so as to strengthen the work of the Office in implementing its disclosure obligations under the Rome Statute. For all situations, a digital visual architecture plan, incorporating visual presentation of evidence that can be used in the trial phase and the Office's outreach activities, will be developed. The Office will also reconstitute the Technology Advisory Board, with new terms of reference and membership, to provide effective strategic input to the development and implementation of actions under this strategic goal.

STRATEGIC GOAL 4

Bring justice closer to communities and deepen engagement with civil society

■ linked to ICC Goals 2, 4, 5

46. While more successful results in the courtroom (Strategic Goal 1) and the increased field presence (Strategic Goal 7) will both contribute strongly to bringing justice closer to the affected communities, the Office also envisages progressing this goal by increasing and improving its engagement with civil society organizations (CSO), with particular focus on local CSOs that have had limited engagement with the Office in the past, and by actively seeking opportunities through which the work of the Office can be rendered more local. A presumption for all activities should be that they are carried out as close as possible to the locations in which the crimes were committed.

Increased engagement with civil society organizations

47. Through the implementation of this strategic plan, the Office will deepen its engagement with CSOs and locally-based organizations in an effort to strengthen partnership initiatives and contribute to reinforcing accountability efforts, including by hosting two thematic round tables every year with CSOs from situation countries.
48. An outreach programme will be developed and implemented to encourage and support the use of the Guidelines on Documenting International Crimes and Human Rights Violations for Accountability Purposes,³ jointly produced by the OTP, Eurojust and the EU Genocide Network in 2022. A broader programme for enhanced engagement by Unified Teams with national non-governmental and local community-based organizations in the various situations the Office is under consideration. In addition, the increased field presence of the Office will be harnessed to deepen engagement with local communities and to establish new partnerships with national actors.

Enhanced outreach programmes for local communities

49. Increased direct engagement on the ground by the Prosecutor and his staff with affected communities will create a dialogue which is essential in ensuring that such communities feel heard and respected, and that the Office is more than an abstract concept.

³ Eurojust, Documenting international crimes and human rights violations for accountability purposes: Guidelines for civil society organisations. 21 September 2022.

50. Together with the Registry, the Office will explore and develop other avenues to ensure that affected communities can be reached and feel included in the work of international justice. In addition to increasing field presence, the Office will explore innovative means of reaching the Office using technology (e.g., applications or software allowing victims and witnesses to contact the Office more easily) or other means (e.g., effective and appropriate audiovisual communication in a situation country).

***In situ* proceedings**

51. The Office is committed to taking proactive steps within its mandate to ensure that affected communities can be accessed more quickly and effectively, and will strive, whenever possible, to propose and support the use of *in situ* proceedings in situation countries. Holding *in situ* proceedings and confirmation hearings in absentia will improve the connection between victims and witnesses and the Court.

STRATEGIC GOAL 5

A renewed policy framework for the Office

■ **linked to ICC Goal 3**

52. The Office is seeking to significantly enhance its policy framework in thematic areas cutting across its activities. In so doing, it will reinforce its role as a leading global source of policy expertise in the field of international criminal justice.
53. To achieve this, the Office is drawing on both the internal expertise of staff and the contributions and support of the Special Advisers to the Prosecutor (Special Advisers). The goal is focused on the policy framework of the Office with respect to the substantive aspects of its work. It does not cover areas relating to internal administration, work processes or Office structure, which have been addressed more directly under Strategic Goal 10.
54. In 2023, the Office will seek to develop and implement revised policies on the investigation and prosecution of sexual and gender-based crimes (SGBC) and crimes against or affecting children (CAC). The process on the SGBC policy will be led by the relevant Special Advisers with the support of the Gender and Children Unit (GCU). The process on the children policy processes will be led by Deputy Prosecutor Khan with the support of the GCU. The Office will seek to develop and implement a new policy on slavery crimes led by the relevant Special Advisers with the support of the GCU. The Office will seek to develop and implement a new strategic approach consisting of taking a trauma-informed approach to all of its work, including in the manner in which it engages with vulnerable persons, such as SGBC, CAC and torture survivors, and elderly or disabled persons.

55. In addition, a new policy on dynamic/positive complementarity will be launched in 2023, drawing on engagement of the Office with States Parties, national authorities and international and regional partners.
56. The new policy on gender persecution, launched at the twenty-first session of the Assembly in 2022, will be rolled out both internally through an internal dissemination and training programme, and externally through outreach events. Key partners will be brought together to discuss approaches to the broad and effective implementation of this policy.
57. Furthermore, the Office aims to finalize a comprehensive review and consolidation of its policy framework on gravity/prioritization/completion of investigations. Other new policies that will be completed during the period of implementation of this strategic plan will address areas including cybercrime and environmental crimes.

STRATEGIC GOAL 6

Ensure effective investigations and prosecutions of Sexual and Gender-Based Crimes and Crimes Against Children

■ linked to ICC Goals 1, 3

58. This important goal will be advanced through the prioritization and expansion of capabilities and the enhancement of relevant policies and standards. Focus will be placed on ensuring that the Office plays a leading role in implementing and promoting best-practice in this area – see also Strategic Goal 5. The GCU will assist the Office in implementing this strategy by providing oversight and monitoring implementation by the Office and the Unified Teams and by providing legal, investigative and strategic advice to the Unified Teams, the Prosecutor and Deputy Prosecutor on its implementation. The relevant Special Advisers will provide guidance to the GCU and the Unified Teams and advise the Prosecutor and Deputy Prosecutors on the implementation of this strategic goal.

Prioritization in the consideration of SGBC and CAC crimes

59. The Office will prioritize the effective investigation and prosecution of SGBC and CAC crimes by ensuring that these crimes are considered, when reflecting the facts and evidence of the case, from the initial investigative and prosecutorial stages when developing case theories, investigation plans and charging strategies.

Enhanced capabilities

60. This strategic goal will be progressed by enhancing the capabilities of the Office and establishing a stronger compliance mechanism. The Office will augment and allocate dedicated resources, competencies and expertise so that it can prioritize the individual needs of vulnerable witnesses, as determined by those witnesses, and fulfil its obligations under article 68 of the Statute, including through specialized analysis, appropriate questioning techniques and the effective provision of psychosocial protection and support (using culture-informed and trauma-informed approaches).
61. The Office is committed to ensuring that it has sufficient in-house expertise in relation to SGBC and CAC to allow for the deployment of a dedicated, specialized capacity in all situations addressed by the Office. Competencies within each Unified Team will be expanded through the provision of certified training, including foundational and advanced training on CAC and SGBC, and through engagement with vulnerable persons. In particular, with guidance from the relevant Special Advisers and the GCU, the Office will also provide ongoing staff training on:
 - The relevant legal framework and on cultural, child and gender-related issues related to the situation and the specific communities in which the investigation is being conducted;
 - A gender-competent approach to investigations and prosecutions;
 - A child-sensitive and child-competent approach to investigations and prosecutions, adapted to children’s developmental stages and to diverse types of crimes, taking into account the best interests of the child; and
 - A vulnerable person-sensitive and trauma-informed approach to investigations and prosecutions, including SGBC survivor-victims, children, elderly, disabled and LGBTQI+ persons.
62. Specialized support with respect to SGBC and CAC will be integrated into all the Unified Teams. Each Unified Team will have experts and focal points who will assist on all SGBC and CAC-related matters at all stages of its work to ensure compliance with the policies and standards. The experts and focal points will also work closely in this regard with the GCU and cross-pillar focal points to ensure consistency across cases/teams and the pillars.

Enhancement of relevant policies and standards

63. All relevant products (e.g., Unified Team annual plans and investigation plans, case hypotheses, mission plans, gender, children and situation-specific victim and vulnerable persons analysis reports and interview outlines) will be reviewed by the GCU to ensure compliance with policies, internal guidelines and standards. The Security and Protection Unit will also assist the Office in this regard, including by monitoring the number of vulnerable witnesses interviewed with psychosocial support and ensuring that the standards of a trauma-informed approach and vulnerability assessments are applied.

64. The Office will set up a monitoring mechanism and reporting chain in respect of the products produced by the Unified Teams. The GCU will review relevant reports and activities of the Unified Teams and will provide the Deputy Prosecutors with a report in this regard, so that the quality of such work can be guaranteed by the Deputy Prosecutors. Ultimately, responsibility for compliance with policies and standards rests with every OTP staff member in their own respective work to support the aims of ensuring effective investigation and prosecution of SGBC and CAC.

STRATEGIC GOAL 7

Increase the field presence of the Office of the Prosecutor

■ linked to ICC Goals 1, 2, 4, 5, 9

65. The Office will ensure that its field presence is improved with respect to the number of areas where it is present, the number of staff permanently based in the field and the speed with which it can adapt its operations to the requirements on the ground.
66. The OTP's increased field presence has been recommended by multiple entities. It was already reflected in the OTP's Strategic Plan for 2019-2022 and suggested as part of an internal improvement plan in 2020 by the former Investigation Division. It was also recommended by the IER (R270).
67. There are many advantages to being closer to events: (1) better knowledge and understanding of the environment; (2) better and easier identification of information and evidence; (3) higher visibility and accessibility for the affected communities and partners; (4) increased ability to respond to the needs of witnesses; and (5) reduction in costs and travel over time, once the presence is established.

Increasing the OTP's presence (areas and staffing)

68. The relevant places for a permanent OTP field presence and the required staff composition will be determined based on longer-term situational planning, supported by a cost/benefit analysis. In relation to staffing in the field, the Office will follow a three-pronged approach to evolve from an HQ-centric to a more field-centric model: (1) making new and vacant posts multi-duty stations upon recruitment; (2) making use of the National Professional Officer system; and (3) foreseeing a gradual transitional plan of moving existing occupied posts to the field while fully respecting the rights of staff.

A more flexible model for field offices

69. The Office, working together with the Registry, will revisit the process and speed of the opening, scaling up/down and closure of field offices. The current operating model will be reassessed to evaluate what the Court needs to organize internally and to determine what can be outsourced to ensure higher efficiency and flexibility.

STRATEGIC GOAL 8

Increase efficiency of work and ensure proper resourcing and staffing of the Office

■ linked to ICC Goals 6, 9

70. To effectively deliver its strategic goals, the Office will work towards continuously finding ways of improving the efficiency of its operations.
71. A number of measures have already been taken in this regard, including restructuring in the Office, the physical integration of Unified Teams, and a renewed focus on prioritization and completion of situations. Under this strategic plan, a number of key additional steps are envisaged (e.g., increased field presence; stronger performance management; and accountability) which will make an important contribution to increasing sustainable resourcing levels and the efficiency of the Office.
72. The Office will continue its yearly identification of efficiency gains and cost savings when submitting its budget proposal. Two strategies will be highlighted here in more detail, given their potential impact on the further improvement of efficiencies and savings: (1) the use of modern technology; and (2) the re-engineering of business processes.

Making the Office a global technology leader

73. The Office, and the Court as a whole, are embarking on their broadest and most ambitious technological modernization which will result in more efficient working through the use of interconnected systems and ultimately more efficient and effective management of information. Productivity will increase as a result of a reduction in the time and effort spent on tasks that can be assisted with automation and AI.
74. Through training and the use of these new leading-edge tools, staff will widen their knowledge and skills, becoming experts in their own right and contributing to the modernized vision of the OTP. The Office is also building relationships with holders of large data sets.

Business process re-engineering

75. In addition to establishing common standards internally and monitoring compliance with policies and procedures, the Office will work with the Registrar to examine the best ways of improving processes to meet operational needs, ensuring accountability and balancing the risks against the complexities and costs of the existing processes. The OTP appreciates the work already being undertaken by the Registry in relation to recruitment, travel and procurement, and looks forward to collaboration with the aim of further improving these work processes. The Office and the Registry are also considering working together to optimize the tracking and arrest function, the witness protection function and the situational and security analysis function.
76. In addition, the basis for extrabudgetary contributions to the Office will be consolidated, including in the areas of complementarity and cooperation, forensic investigations and analysis and support to secondments.
77. The OTP will also explore how it can further build on relevant investigative efforts of States (e.g., building on statements taken, forensic analyses conducted), which can reduce the workload for the Office and lead to efficiencies.

STRATEGIC GOAL 9

Strengthen global support for the work of the Office

■ linked to ICC Goals 4, 5

78. Mindful of the universal values underpinning the Rome Statute and the need to enhance the effective delivery of justice at domestic and international levels, the Office is taking an open and proactive approach to its engagement with Rome Statute partners. The effectiveness and efficiency of its own internal processes and efforts and the successful implementation of the Office's significant mandate is due, in no small measure, to the global understanding and support it receives from States Parties and other actors, including in political, diplomatic, financial and operational terms. To this end, the Office has been seeking to strengthen its outreach and partnerships through renewed steps to revitalize and change the nature of its relationships.
79. In line with this vision, and in correlation with its efforts under other strategic goals, the Office will reinvigorate efforts to engage with all partners of the Rome Statute community in order to strengthen the collective implementation of Rome Statute goals.
80. The vision and aim of the Office is to ensure that all States, from all regional groups, feel included and engaged in its work. A broader emphasis is to be placed on ensuring that the global roots and heritage of the Rome Statute, stemming from a diverse range of legal systems, are reflected in the practice of the Office. Several initiatives will contribute towards this aim, including those actions undertaken in conjunction with the Office's active approach to complementarity, and also through engagement with States in the context of its Trust Fund and the deployment of national personnel to the Office.

Strengthening engagement, expanding interaction

81. To strengthen global support, the Office will develop and implement an effective outreach and engagement strategy, and work to expand its interaction with a wide range of interlocutors, including States Parties and regional organizations such as the African Union, the Organization of American States and the Association of Southeast Asian Nations, as well as civil society organizations and academia. Focus will also be placed on broadening engagement with States which are not party to the Rome Statute.
82. The Office will conduct official visits to all geographical regions to raise awareness and increase support, enhance institutional exchange and expand its cooperation network. The Office will also establish a more structural dialogue with various regional groups, including those in The Hague and, where possible, expand to other multilateral duty stations and forums.

STRATEGIC GOAL 10

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

■ linked to ICC Goals 6, 7, 8

83. The assessments made by the IER, staff surveys and the OTP Ad Hoc External Workplace Culture Panel point to a working culture riddled with issues such as lack of accountability, poor leadership and problematic behaviour. The results make it clear that there is a need to improve the gender and geographical balance in the Office in the interest of fairness, diversity, and impact on performance.

Building a new OTP workplace culture

84. Changing the culture of the organization requires a multi-pronged approach. First, the Office will contribute to implementing the following five priorities set by the Court's Staff Well Being and Engagement Committee on gender equality and workplace culture to improve the overall workplace environment:
 - Ensure mechanisms that will support a harassment-free environment are in place;
 - Continuous development of all leaders at all levels within the Court;
 - Support with mental health and stress-prevention methods to reduce stress and improve work-life balance;
 - Policies improving recruitment processes, introducing new learning modalities and mobility opportunities; and
 - The Court's strategy on gender equality and workplace culture.

85. The Office will also roll out an OTP-specific action plan to improve the workplace culture. Using the information provided by the aforementioned sources, the Office has already started discussions on how to introduce change. The Office is working with a Special Adviser on working climate, who will be assembling a cultural change oversight group with a focus on defining the desired culture and working environment, identifying the present conditions that may be hampering the work of the Office or that will actually advance it, and providing a road map to close the gap between the present and the desired culture and working environment. Regular communication, including monitoring progress through pulse surveys and the Court-wide staff survey, will be an essential part of any future course of action.

Improving gender/geographical diversity and embracing intersectionality

86. A positive workplace culture which celebrates diversity is interwoven with the need to improve the gender and geographical diversity. Gender inclusion and geographical diversity is a stepping stone to a culturally rich environment that flourishes with different ideas and opinions.
87. In addition to aiming for greater diversity at the P-4 level and above, the Office acknowledges the IOM's assessment⁴ that gender balance goes beyond the male to female staff ratio and seeks to further ensure a balance in female participation in projects, meetings and leadership training.
88. The Office will launch a variety of initiatives aimed at diversifying and ensuring inclusivity in the Office, such as dialogue groups and cultural exchange events. Workshops organized by an external neutral party to discuss cases/scenarios will focus on prior behaviour, desirable behaviour and how to work towards implementing a change in working culture.

⁴ IOM, Evaluation of the Registry Strategic Plan 2019 – 2021, 21 December 2021, p. 18.

V. IMPLEMENTATION

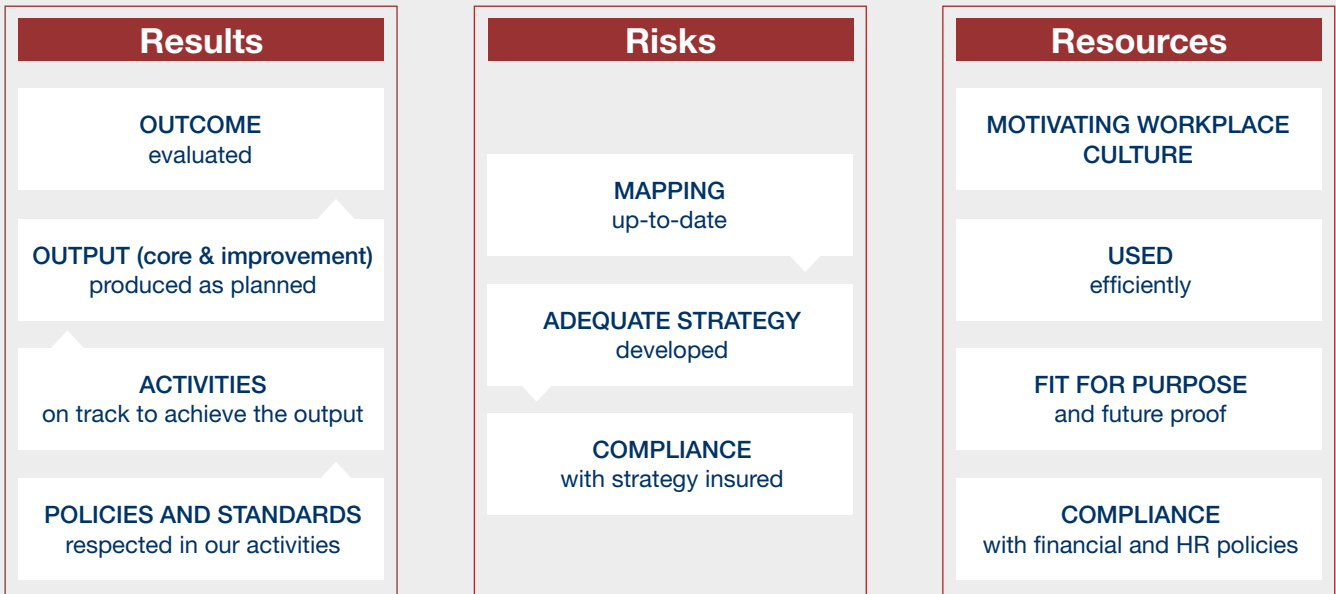
A. Planning

89. Strong planning and resource management are key to achieving the goals that the Office has set for itself in this strategic plan. The planning function within the Office will be strengthened in the following ways:
 - A stronger planning capability is foreseen within the Office with the aim of improving longer-term, annual and short-term planning by the Unified Teams, and the integration of their planning with the other parts of the Office and the Registry. Specific resources for this will be requested via the regular budget process and via the secondment programme.
 - Clear plans and timelines will be set for the objectives to be achieved, whether in core activities (e.g., investigations) or improvement projects (e.g., technology; culture). They will be used to assess progress and to adjust the planning where needed.

B. Key Performance Indicators

90. Measurement is also key to ensuring success. Key performance indicators (KPI) are essential for complex organizations such as the OTP, to assess in a comprehensive way whether performance is on track, and if it is not, to determine why and what needs to be done to improve this.
91. The OTP will build upon, but also revisit where necessary, its existing management information systems so that an integrated, comprehensive, user-friendly performance dashboard is created that provides the Prosecutor and the Office with the relevant information to monitor and steer the organization to success. The key components for this performance management dashboard are as follows:

Management dashboard



Lessons learned drawn from data above

92. As with the Registry Strategic Plan, the most relevant indicators for the OSP have been captured in annex 1. For each KPI, a target will be set based either on previous performance or on the experience that will be gained with the KPI in the coming months and years. Yearly reporting will be organized through the OTP's evaluation report in coordination with the other organs.

C. Risk Management

93. Risk management is another key aspect in ensuring that the Office meets its goals. The Office will participate in the continuous Court-wide risk assessment and mitigation process. Risks will be identified against the goals outlined in the OSP for 2023-2025 and, where relevant, the ICC Strategic Plan, leading to an update of the Court-wide and OTP-specific risk mapping and management.
94. With the OTP and the Court operating in a highly unpredictable environment and rapidly changing reality, the OTP will work in collaboration with the Registry and the Judiciary on continuously improving the ability to identify risks, mitigating measures and, as appropriate, reporting risks to the Risk Management Committee.

D. Budget Alignment

95. In line with the Court's continued efforts to refine the alignment between the OTP's strategic plans and the budget, the OTP's strategic goals and KPIs were included in the proposed programme budget and annexes for 2023. Following internal and external consultation, the OSP has been further refined. Considering the importance of these topics, a specific goal on advanced technology and strengthening global support for the Office have also been included in the strategic plan. The goals relating to CAC and SGBC have been unified in a revised strategic goal.
96. The OSP will be further integrated into the proposed programme budget to show the allocation of resources based on the longer-term goals and objectives set by the Office. In the long term, the alignment between the OSP and budget management should help ensure that the Office is further resourced through the regular budget. The Office will, in the meantime, continue to make use of all the tools provided and authorized by the Rome Statute and financial regulations to fulfil its mandate. The Office is keenly aware that the best use of the budget involves promoting long-term sustainability and a determined strengthening of the capability of the Office to investigate and prosecute efficiently.

E. Evaluation

97. Once the IOM has completed its evaluation of the OTP Strategic Plan for 2019-2022, the Office will review it with a view to improving the current strategic planning process.
98. The Prosecutor will request an IOM evaluation of the current OSP between the last quarter of 2024 and the first quarter of 2025.

ANNEX 1 | Office of the Prosecutor's Strategic Framework 2023-2025

STRATEGIC GOAL	KPI	BASELINE 2021	TARGET 2023
<p>GOAL 1</p> <p>Deliver results in the courtroom</p>	<p>KPI 1</p> <p>Number of Applications for Warrants of Arrest (AWA) (or summonses to appear) filed before the judges</p>	<p>About 3 per year (average 2004 - 2021)</p>	<p>At least 10 per year</p>
	<p>KPI 2</p> <p>Ratios of counts issued v. counts confirmed and convicted (upon warrants, confirmation decisions, trials and appeals)</p>	<p>To be developed</p>	
<p>GOAL 2</p> <p>Enhance efforts by national authorities to fight impunity</p>	<p>KPI 3</p> <p>Ratio of incoming Requests for Assistance (RFA) and Office's response capacity (including average response time)</p>	<p>2022 incoming requests and 2022 average response time</p>	<p>At least 8 national authorities have received and used information provided by the OTP in domestic proceedings</p> <p>All RFAs receive an initial substantive response within 2 months</p>
	<p>KPI 4</p> <p>Number of external initiatives or projects towards enhancing efforts by others to fight impunity (contributions to investigations/prosecutions by others; establishment of external partnerships and working arrangements; complementarity programmes)</p>	<p>NEW</p>	<p>1 such project per situation</p>
<p>GOAL 3</p> <p>Make the Office a global technology leader</p>	<p>KPI 5</p> <p>Productivity of investigations and prosecutions (ability to process and analyse more data)</p>	<p>Volume of data processed in the past</p>	<p>Positive trend with initial projects</p>
	<p>KPI 6</p> <p>Expeditionness of investigations and prosecutions</p>	<p>Average time spent on tasking to be measured</p>	<p>Reduction in time</p>
<p>GOAL 4</p> <p>Bring justice closer to communities and deepen engagement with civil society</p>	<p>KPI 7</p> <p>Number of outreach initiatives and engagements with CSOs</p>	<p>NEW</p>	<p>Annual outreach programme developed for each situation (including at least one outreach activity and one CSO round table)</p> <p>Two thematic CSO round tables</p>
	<p>KPI 8</p> <p>Ratio of applications for <i>in situ</i> proceedings (including full trials or certain hearings) v. number of cases in litigation OR/AND number of <i>in situ</i> proceedings granted/conducted</p>	<p>NEW</p>	<p>In all cases in litigation, full assessment of appropriateness of sessions <i>in situ</i> and applications to Chambers made where necessary</p>

ANNEX 1 | Office of the Prosecutor's Strategic Framework 2023-2025

STRATEGIC GOAL	KPI	BASELINE 2021	TARGET 2023
<p>GOAL 5</p> <p>A renewed policy framework for the Office</p>	<p>KPI 9</p> <p>Renewed policy framework: development of new policies within the Office, including strategies to take a trauma-informed approach to the work of the OTP</p>	<p>NEW</p>	<p>Updated SGBC Policy Paper Updated CAC Policy Paper New Slavery Crimes Policy Paper Updated Policy paper on Complementarity</p>
<p>GOAL 6</p> <p>Ensure effective investigations and prosecutions of Sexual and Gender-Based Crimes and Crimes Against Children</p>	<p>KPI 10</p> <p>Percentage of teams whose relevant products are shared by Unified Teams with the GCU and reviewed by the GCU for compliance purposes</p>	<p>NEW</p>	<p>100%</p>
	<p>KPI 11</p> <p>Results in Court: counts presented/granted in relation to SGBC and CAC (AWA, DCC and Trial)</p>	<p>NEW</p>	<p>80%</p>
	<p>KPI 12</p> <p>Percentage of relevant OTP staff and team members with certification from basic and/or advanced SGBC and CAC training</p>	<p>NEW</p>	<p>100%</p>
<p>GOAL 7</p> <p>Increase the field presence of the Office of the Prosecutor</p>	<p>KPI 13</p> <p>Percentage of teams with in-country or regional presence</p>	<p>NEW</p>	<p>5 situation countries having organized the transition, assuming cooperation</p>
	<p>KPI 14</p> <p>Evolution of Headquarters/field staffing</p>	<p>NEW</p>	<p>Increase in percentage of staff based in the field</p>
<p>GOAL 8</p> <p>Increase efficiency of work and ensure proper resourcing and staffing of the Office</p>	<p>KPI 15</p> <p>Yearly efficiencies and savings implemented by the OTP</p>	<p>1%</p>	<p>At least 1% efficiencies introduced per year</p>
	<p>KPI 16</p> <p>Implementation rate of approved funds</p>	<p>NEW</p>	<p>97% or above</p>

ANNEX 1 | Office of the Prosecutor's Strategic Framework 2023-2025

STRATEGIC GOAL	KPI	BASELINE 2021	TARGET 2023
<p>GOAL 9</p> <p>Strengthen global support for the work of the Office</p>	<p>KPI 17</p> <p>Enhance and expand interaction with key stakeholders through official visits to non-situation countries in all geographical regions with a view to strengthening outreach, institutional exchange and the Office's cooperation network</p>	<p>NEW</p>	<p>Conduct official visits to all five geographical regions, including to three States not party to the Rome Statute</p>
	<p>KPI 18</p> <p>Establish an enhanced, structured dialogue with the various regional groups</p>	<p>NEW</p>	<p>Organize meetings structurally during the course of the year with all five regional groups of States Parties in The Hague, and where possible expand to other regional settings/multilateral forums</p>
<p>GOAL 10</p> <p>Improve the working environment of the Office and ensure a respectful working culture</p>	<p>KPI 19</p> <p>Evolution of working climate measured through pulse surveys</p>	<p>Staff survey results November 2022</p>	<p>Positive trends in next survey</p>
	<p>KPI 20</p> <p>Gender balance across senior Court staff in the OTP (P-4 and above, of fixed term posts [established and GTA])</p>	<p>Baseline (as of November 2021) 72% male to 28% female</p>	<p>60% male to 40% female (with the goal of achieving full equity in the period covered by the Strategic Plan 2026-2028)</p>

