



**Cour
Pénale
Internationale**

**International
Criminal
Court**

**Registry
Strategic Plan
2023-2025**



CONTENT

I. INTRODUCTION	04
A. Operational Context	04
B. Performance of 2019-2021 RSP	05
II. REGISTRY'S STRATEGIC FRAMEWORK 2023-2025	07
A. Registry Mission, Vision and Values	08
B. Strategic Goals, Priority Objectives and Key Activities	09
STRATEGIC GOAL 1	10
The Registry is more efficient and provides more effective services in all areas, reflecting a culture of continuous improvement	
PRIORITY OBJECTIVE 1.1	11
Increase the effectiveness of Registry services, including management services, judicial services and external operation services	
PRIORITY OBJECTIVE 1.2	12
Increase efficiency in resource management	
PRIORITY OBJECTIVE 1.3	13
Embed continuous improvement as an operational principle in management and operations in promoting cultural change	
PRIORITY OBJECTIVE 1.4	14
Enhance the environment of cooperation for States, as well as general awareness of and support for the Court and its proceedings	
PRIORITY OBJECTIVE 1.5	15
Ensure effective support to victims and witnesses, as well as representation of victims in judicial proceedings	
PRIORITY OBJECTIVE 1.6	16
Strengthen the structure and organizational mechanisms of defence teams and legal representatives of victims	

STRATEGIC GOAL 2	17
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 2.1	18
Improve geographical representation and gender balance as well as diversity and inclusion, in line with the Strategy on Gender Equality and Workplace Culture	
PRIORITY OBJECTIVE 2.2	19
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	20
Create a framework for a more flexible workforce as well as more efficient talent acquisition	
PRIORITY OBJECTIVE 2.4	21
Strengthen mechanisms to promote staff engagement and well-being, as well as a culture of respect and accountability	
III. IMPLEMENTATION	22
A. Key Performance Indicators	23
B. Implementation of Key Activities	23
IV. MONITORING AND EVALUATION PLAN	24
V. SUSTAINABILITY	24
VI. RISK MANAGEMENT	25
VII. BUDGET ALIGNMENT	25
ANNEX 1	
REGISTRY STRATEGIC FRAMEWORK 2023-2025	26

I. INTRODUCTION

A. Operational Context

1. The Registry Strategic Plan (RSP) for 2023-2025 sets forth the Registry's strategic goals and priority objectives for this period in the context of the Registry's mission and vision.
2. The three-year cycle for the 2023-2025 period is synchronized with the Court's Strategic Plan and the strategic plans of the Office of the Prosecutor (OTP) and the Trust Fund for Victims (TFV), with the aim of bringing synergy among different plans in support of Court-wide performance.
3. The RSP builds on the progress of the previous RSP for 2019-2021, which was extended to 2022 in coordination with the decision to postpone the Court's next strategic plan. The year 2022 has served as a year of transition, enabling the Registry to reflect on the lessons learned and the evaluation of the implementation of the previous RSP conducted by the Independent Oversight Mechanism in December 2021.
4. The RSP serves as a high-level road map for Registry managers and staff at the strategic level. It will guide the Registry to continuously mobilize and steer its efforts, operating holistically towards achieving the results set out in the strategic goals. As such, the RSP is the centrepiece of results and risk-based management of resources, with a strengthened strategic framework and performance monitoring mechanism.
5. Two key developments have had a major impact on the development of this plan. The first one is the Independent Expert Review of the International Criminal Court and the Rome Statute System (IER) and its final report issued in September 2020. The IER has played an integral role in shaping this strategic plan in that the Registry is fully committed to delivering the results in the areas for improvement identified. The IER has made a large number of recommendations aimed at strengthening the Court and their implementation is a priority for both the Registry and the Court.¹
6. The second development is the substantial increase in judicial workload and the opening of new OTP investigations requiring the Registry's support. This will require concentrated effort on the part of the Registry staff for the duration of this RSP.

¹ *The 2023-2025 RSP fully incorporates the implementation plans envisaged by the Registry, which describe a detailed process with a timetable and the decision-making governance required for actual implementation.*

B. Performance of 2019-2021 RSP

7. The 2019-2021 RSP has provided a solid foundation for the present RSP, allowing the Registry to build on the progress achieved in many areas. As the first Registry-specific long-term strategic plan, it also provided valuable lessons for coherent performance management.
8. The evaluation report by the Independent Oversight Mechanism (IOM) on the implementation of the 2019-2021 RSP laid out concrete and actionable recommendations for improvement, which have been incorporated into the 2023-2025 RSP to the extent possible. The best practices identified by the IOM will also be continued.
9. Despite the extraordinary and unforeseen circumstances faced by the Court during 2019-2021, including, in particular, the COVID-19 pandemic, the Registry strived to ensure the delivery of results under the three strategic priorities: (i) continuous improvement; (ii) increasing staff engagement; and (iii) geographical representation and gender balance.
10. Under these three strategic priorities, the Registry identified 41 operational tasks and regularly monitored their implementation. Except for 4 tasks put on hold pending the outcome of the IER process, all other 37 tasks were reported as having made considerable progress and concrete output, and 14 tasks were fully completed. Those 14 include the Knowledge Management project, the introduction of the New Leadership Framework, the establishment of the Focal Point for Gender Equality, the Risk Management Framework, and the review of some key Registry services, such as recruitment, procurement and travel.
11. Full implementation of the remaining tasks continued during the transition year of 2022. Tasks completed in 2022 include the recruitment of an Ombuds, promulgation of administrative instructions on disciplinary proceedings, investigations, and harassment, the launch of the wellbeing survey and the annual staff engagement pulse survey. Furthermore, the Registry's ABC victim application procedure and the form for victim participation and reparations were improved.
12. Faced with unprecedented challenges stemming from the COVID-19 pandemic, despite the Registry's firm commitment to implement the RSP 2019-2021, it also had to reprioritize and undertake a number of additional projects that were not originally envisaged in the RSP. The two underlying priorities were to ensure the continuation of judicial proceedings together with the operational and policy framework to operate within the confines of the pandemic-imposed environment and protect the well-being of its staff. Additional measures included expanding and adjusting courtroom infrastructure and technology to facilitate remote and/or hybrid hearings; transitioning effectively the entire Court, and not just the courtrooms, to a (partial) remote working environment, which entailed resolving a range of business continuity and information security issues; putting in place the necessary administrative and legal framework for remote working, including for medical clearance procedures for access to the premises; and putting in place a whole new range of procedures in cooperation with the host State involving bespoke health and safety protocols in order to ensure witness testimonies at the Court.

13. The issuance of Executive Order 13928 in June 2020 by the President of the United States of America also necessitated certain previously unforeseen actions. While the full extent of the work undertaken by the Registry and the Court in order to protect itself and the affected individuals from this undue interference cannot be disclosed in public, suffice it to say that extensive diplomatic, legal, technical and operational efforts were made by the Court and the States Parties which provided their assistance in this regard. Thanks to these efforts, the Court managed to mitigate the associated risks and ensure business continuity during this period.
14. The IOM's evaluation report acknowledged considerable achievement with regard to the 41 main tasks, despite the fact that many of these tasks were affected directly or indirectly by the circumstances imposed by the COVID-19 pandemic over the last two years of the strategic plan cycle.² Furthermore, the IOM noted that a best practice was established with regard to the internal processes and tools for strategic plan management which provided an excellent basis for a performance management system and the creation of a positive reporting culture.³
15. In the light of the IOM evaluation, continuing with and building on the successful results and approach taken in the first RSP has been deemed essential for the 2023-2025 RSP.

² IOM, *Evaluation of the Registry Strategic Plan 2019 – 2021*, 21 December 2021, p. 15.

³ IOM, *Evaluation of the Registry Strategic Plan 2019 – 2021*, 21 December 2021, p. 23.

REGISTRY | STRATEGIC FRAMEWORK

The 2023-2025 RSP has introduced a strengthened strategic framework with the aim of providing a more holistic path towards achieving the Registry's goals and in turn, the Court's strategic goals.

The 2023-2025 RSP strategic framework follows a cascade model as a logical path to reaching the goals that the Registry has set out to achieve in the next three years.



II. REGISTRY'S STRATEGIC FRAMEWORK

- ICC mission, vision, values
- ICC strategic goals
- Registry mission and vision



Registry Strategic Goals

<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>	<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.</p>
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Registry Priority Objectives

■ Key Performance Indicators

<p>OBJECTIVE 1.1</p> <p>Increase the effectiveness of Registry services, including management services, judicial services and external operation services</p>	<p>OBJECTIVE 1.2</p> <p>Increase efficiency in resource management</p>	<p>OBJECTIVE 1.3</p> <p>Embed continuous improvement as an operational principle in management and operations in promoting cultural change.</p>	<p>OBJECTIVE 2.1</p> <p>Improve geographical representation and gender balance as well as diversity and inclusion</p>	<p>OBJECTIVE 2.2</p> <p>Build systems to enable and foster an environment where all Registry staff are encouraged to improve their capacity and performance</p>
<p>OBJECTIVE 1.4</p> <p>Enhance the environment of cooperation for States, general awareness of and support for the Court and its proceedings</p>	<p>OBJECTIVE 1.5</p> <p>Ensure effective support to victims and witnesses, as well as representation of victims in judicial proceedings</p>	<p>OBJECTIVE 1.6</p> <p>Strengthen the structure and organizational mechanisms of defence teams and legal representatives of victims</p>	<p>OBJECTIVE 2.3</p> <p>Create a framework for a more flexible workforce as well as more efficient talent acquisition</p>	<p>OBJECTIVE 2.4</p> <p>Strengthen mechanisms to promote staff engagement and well-being, a culture of respect and accountability</p>



Key Activities

<p>RECOMMENDATIONS IER, IOM</p>	<p>CONTINUED IMPLEMENTATION PROGRESS REPORT RSP 2019-2021</p>	<p>ACTIVITIES 2023-2025</p>
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KPI DASHBOARD

ACTIVITY TRACKER

A. Registry Mission, Vision and Values

REGISTRY | MISSION

17. The Registry's mission is to be a key neutral partner to all Court entities as the primary provider of administrative services, both at Headquarters and in situation countries, in support of the Court's overall mission.

18. The Registry supports the Court's judicial activities through a broad range of services which cover managing the Court's premises and records, providing security and facilitating the participation of victims and witnesses, including running a witness protection programme. The Registry also facilitates judicial cooperation and assistance and offers logistical and administrative support to defence and victims' counsel.
19. The Registry ensures that the various participants in Court proceedings – including judges, the Office of the Prosecutor and the defence and victims' counsel – receive the technical, operational and linguistic support they need to conduct fair and expeditious judicial proceedings. The Registry is responsible for keeping the general public informed of the Court's activities and conducting tailored outreach in communities affected by the crimes under the Court's jurisdiction. The Registry also houses several independent offices tasked with assisting counsel and parties engaged in proceedings before the Court.
20. In addition, the Registry performs a wide range of administrative, corporate governance and management roles needed to successfully manage its human resources and staff well-being, coordinate its information systems, track and meet its financial requirements, procure goods and services, run its facilities, arrange official travel and ensure safety and security, while centralizing an array of Court-wide executive functions such as risk management, reporting to governance bodies, audit and compliance.

REGISTRY | VISION

21. The Registry Vision is to be the best possible service provider to all the parties and participants in the Court's proceedings and do so in the most efficient and effective way, while continuously looking for areas of improvement.

REGISTRY | VALUES

22. 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. The goal is to create a set of Court-wide values through a meaningful exercise based on the principles of inclusivity, transparency and open-minded discussion. Once finalized, these Court-wide values will be incorporated throughout the Court, including the Registry, and embedded within existing and new initiatives.

B. Strategic Goals, Priority Objectives and Key Activities

23. The strategic goals serve as a results statement, representing the state the Registry aims to arrive by 2025. The goals are set to fulfil the Registry’s mission and vision which in turn will contribute to the goals of the Court. The strategic goals are cascaded into priority objectives, which is what the Registry envisions to accomplish during the 2023-2025 cycle. Their implementation will be closely monitored through meaningful and carefully defined Key Performance Indicators (KPIs).
24. Each priority objective is complemented by key activities, listing the actionable tasks to which the Registry commits itself to support the achievement of long-term goals. The list of key activities presented within the RSP is non-exhaustive and serves to make the Registry’s strategic goals and objectives more concrete and visible.
25. While the RSP focuses on Registry specific goals and objectives, it builds on the Court’s overall strategic framework with a clear linkage to the Court’s strategic goals, ensuring that the results of the Registry’s performance contribute directly to the Court’s overall mission and strategic goals.
26. Annex 1 presents the overall framework of the Registry Strategic Plan including strategic goals, priority objectives, KPIs and key activities, and how they relate to each other.

REGISTRY | STRATEGIC PLAN

- **TWO STRATEGIC GOALS**
- **TEN PRIORITY OBJECTIVES**
- **THIRTY-ONE KEY PERFORMANCE INDICATORS**

STRATEGIC GOAL 1

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

■ linked to ICC Goals 1,2,4,5,6,9

27. The Registry is the Court’s primary service provider, both at the Headquarters and in situation countries. As the Registry plays a central role in ensuring the Court’s effective functioning, the Registry’s first and foremost goal is to be a more effective and efficient service provider.
28. The unprecedented workload that the Court has faced in recent years has further solidified the Registry’s goal of bringing maximum efficiency and effectiveness to its service capability. Continuous improvement will continue to be at the centre of its operational principle. The Registry staff will continue to be encouraged to come forward with a “better way of doing things” in all areas of work.

The Registry will achieve this goal by focusing on six priority objectives.

Six Priority Objectives

OBJECTIVE 1.1

Increase the effectiveness of Registry services, including management services, judicial services and external operation services

OBJECTIVE 1.2

Increase efficiency in resource management

OBJECTIVE 1.3

Embed continuous improvement as an operational principle in management and operations in promoting cultural change

OBJECTIVE 1.4

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

OBJECTIVE 1.5

Ensure effective support to victims and witnesses, as well as representation of victims in judicial proceedings

OBJECTIVE 1.6

Strengthen the structure and organizational mechanisms of defence teams and legal representatives of victims

Priority Objective 1.1

linked to ICC Goals 1,9

Increase the effectiveness of Registry services, including management services, judicial services and external operation services

29. In pursuit of operational excellence, the Registry will galvanize existing methodologies and technologies in order to improve the way the Registry provides its services, while remaining agile to respond to new requirements.
30. Over the next three years, the Registry will continue to rigorously move forward with automation and modernization of key services, while keeping current systems and supporting infrastructures, including information security, up to date. With regard to administrative and management services, the Court’s emerging operational needs will be regularly assessed and addressed through targeted business improvement projects. During the 2019-2021 cycle, a comprehensive review was conducted by consultants on three service areas: recruitment, procurement, and travel. The Registry will continue to implement the relevant recommendations stemming from these external reviews in the new cycle.
31. The area of improvement will also encompass Information Management and Information Technology (IM/IT) services. Guided by the 2023-2025 IM/IT Strategy, the Registry will continue to expand the functionality of the Judicial Workflow Platform by migrating the legacy judicial records data to the platform, which will enhance the Court’s judicial information management environment considerably.
32. Improved service provision in the area of external operations is also envisaged through the review of key functions, including country offices and the Court’s Liaison Office to the United Nations in New York (“New York Liaison Office”), in order to adapt to emerging priorities.

Key Activities and KPIs

KEY ACTIVITIES	KEY PERFORMANCE INDICATOR		
	KPI	BASELINE 2021 *2022	TARGET 2023
KEY ACTIVITY 1.1.1. Liquidity and Arrears, Working Capital Fund and Contingency Fund (IER-R140, R141)	KPI 1. % of planned improvement projects implemented in the Division of Management Services	N/A	75%
KEY ACTIVITY 1.1.2. Review of the Court’s Digital Systems (IER-R209)	KPI 2. Resolution time for courtroom incidents causing early termination of or a delay in hearings	*58 minutes	58 minutes
KEY ACTIVITY 1.1.3. Implementation of 2023-2025 IT/IM Strategy	KPI 3. Average time taken to promulgate Administrative Issuances	*727 days	300 days
KEY ACTIVITY 1.1.4. Country Office Presence and Role of New York Liaison Office (IER-R80, R81, R82; IER-R150, R151)			

Increase efficiency in resource management

33. The Registry aims to reach maximum efficiency in its services by reviewing, streamlining and upgrading business processes in the area of resource management, including human resources.
34. In the light of the continuing and exacerbated financial constraints on the Court's States Parties, following the COVID-19 pandemic, increasing efficiency in the Registry's and the Court's resource management is of paramount importance. Initiatives to attain more prudent management of Registry resources will be in place, including continuation of the savings and efficiencies exercise, to enable the Registry to keep its budgetary requests as lean as possible.
35. Opportunities to enhance business practices will be identified in all areas of the Registry's work, no matter how big or small. During the 2019-2021 cycle, a comprehensive review was conducted by consultants in three service areas: recruitment, procurement, and travel. By implementing the consultants' recommendations on process improvements in these areas, the Registry will further improve efficiency in its resource management by implementing the consultants' recommendations.

Key Activities and KPIs

KEY ACTIVITIES	KEY PERFORMANCE INDICATOR		
	KPI	BASELINE 2021 *2022	TARGET 2023
KEY ACTIVITY 1.2.1. Savings and Efficiencies (IOM-R4)	KPI 4. Budget implementation rate (Registry)	98%	99%
KEY ACTIVITY 1.2.2. Digitization and Automation of the Court's Administration System			
KEY ACTIVITY 1.2.3. Improvement of Procurement and Travel Processes	KPI 5. % of procurement amount competitively tendered	64%	65%
KEY ACTIVITY 1.2.4. Crisis Management (IER-R170)	KPI 6. % of trip requests submitted to the Travel Unit		
KEY ACTIVITY 1.2.5. Inter-organ Engagement in Budget Planning (IER-R132, R142)	a) 15 days in advance mission travel b) 30 days in advance staff cost travel	a) *23% b) *37%	a) 25% b) 40%

Embed continuous improvement as an operational principle in management and operations in promoting cultural change

36. The principle of continuous improvement, having been introduced in the 2019-2021 RSP and positively evaluated by the IOM,⁴ will continue to help the Registry to embed organizational behaviour towards new and better ways of doing everyday work.
37. The immediate focus of continuous improvement activity in the Registry will be on the implementation of the IER recommendations and ensuring that the Registry is able to support the increased judicial workload and OTP investigation activities. The IER recommendations in relation to the KPIs will be duly addressed.
38. As most of the Registry's IER recommendations are expected to be implemented in 2023, additional initiatives will be launched throughout the entire 2023-2025 cycle to further embed this principle within the Registry. To promote the principle of continuous improvement within the Registry, staff will be encouraged to include at least one continuous improvement-related performance objective in their annual performance management.
39. The Registry will also sharpen its customer-oriented approach in responding to more complex customer needs that have arisen across the Court in recent years. The Registry customer surveys will thus be expanded to analyse and incorporate customer feedback in a more systemic manner.

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

Key Activities and KPIs

KEY ACTIVITIES	KEY PERFORMANCE INDICATOR		
	KPI	BASELINE 2021 *2022	TARGET 2023
<p>KEY ACTIVITY 1.3.1.</p> <p>Continuous Improvement Project (IOM-R1,R3,R4,R7)</p>	<p>KPI 7.</p> <p>% of positive responses from Registry staff to the survey question, "8. I feel the ICC encourages me to come up with new and better ways of doing things."</p>	44%	48%
<p>KEY ACTIVITY 1.3.2.</p> <p>Customer Survey for Registry Services (IOM-R5)</p>	<p>KPI 8.</p> <p>Implementation rate of the Independent Expert Review recommendations related to the Registry</p>	N/A	32% (24 out of 75)
<p>KEY ACTIVITY 1.3.3.</p> <p>Key Performance Indicators (IER-R144, R145, R146)</p>	<p>KPI 9.</p> <p>% of positive responses from customers for selected key services in the Registry:</p> <ul style="list-style-type: none"> i. Country Analysis ii. Victim Application Process iii. Financial Services 	N/A	N/A

Priority Objective 1.4

linked to ICC Goals 4,5

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

40. At a time of rising numbers of and increasingly complex judicial and prosecutorial activities, the Registry will continue to prioritize fostering cooperation with States over the next three years.
41. Cooperation is essential and still in substantial need of improvement, especially in the areas of witness protection, interim release, execution of warrants of arrest and surrender, and suspects at large. Forging cooperation agreements with States by refining and improving existing mechanisms and modalities for cooperation will be the key measure for this objective.
42. Achieving increased cooperation requires a long-term undertaking. To attain meaningful results within a three-year period, the Registry will strive to forge adequate solutions by targeting stakeholders at local, regional and international levels.
43. It is also essential that the general public, stakeholders and civil society organizations have a better understanding of the work of the Court, especially in the light of the increasing number and complexity of situations and cases. Under the coordinated communication strategy, the Registry will strengthen its public information efforts to ensure greater visibility, paying special attention to victims and affected communities.

Key Activities and KPIs

KEY ACTIVITIES	KEY PERFORMANCE INDICATOR		
	KPI	BASELINE 2021 *2022	TARGET 2023
KEY ACTIVITY 1.4.1. Increase Cooperation with States	KPI 10. Number of cooperation agreements on witness relocation and (interim) release	2	6
	KPI 11. Requests for Cooperation (RfC) (i) % of positive replies received (ii) average time taken to receive a reply	(i) N/A (ii) N/A	(i) N/A (ii) N/A
	KPI 12. Number of people attending outreach activities in situation countries	57,412	25,000
KEY ACTIVITY 1.4.2. Communication Strategy (IER-R154, R155, R158, R159, R161, R162, R163, R164, R165, R166, R167, R168, R346)	KPI 13. Number of visits to and views on key online public information sources:	<i>*March to December 2022</i>	
	i. Internet page views	i. 6,316,224	i. 7,263,657
	ii. website visits	ii. 2,528,165	ii. 2,907,389
	iii. Views on the Court's web streaming service	iii. 61,000*	iii. N/A
	iv. # of new followers on social media	iv. 139,312	iv. 140,000
	v. # of impressions	v. 70,322,124	v. 54,200,000
	vi. # of engagements	vi. 1,534,645	vi. 1,960,000
	vii. Youtube watch time	vii. 145,150	vii. 166,000
	viii. Youtube video views	viii. 996,640	viii. 1,140,000

Priority Objective 1.5

linked to ICC Goal 2

Ensure effective support to victims and witnesses, as well as representation of victims in judicial proceedings

44. Victims and witnesses are at the core of the Court's mandate and activities. For the first time in international criminal justice, with the Rome Statute, victims are given the possibility to participate in the proceedings not only as witnesses but as victims in their own right, with the possibility of obtaining individual and collective reparations.
45. Without witnesses there can be no trials. Improving the ways in which the Registry deals with victims and witnesses is of paramount importance. In this regard, the Registry will follow up on the relevant recommendations of the IER, in consultation with the Judiciary and the Court's States Parties.

Key Activities and KPIs

KEY ACTIVITIES	KEY PERFORMANCE INDICATOR		
	KPI	BASELINE 2021 *2022	TARGET 2023
<p>KEY ACTIVITY 1.5.1. Victims and Witnesses Section Review (IER-R79)</p>	<p>KPI 14. Average time taken for a witness or victim in protection to receive assistance for permanent relocation</p>	*701 days	200 days
<p>KEY ACTIVITY 1.5.2. Strengthen facilitation on victim-related mandate through a standing coordination body (IER-R339, R359)*</p>			
<p>KEY ACTIVITY 1.5.3. Strengthen victim support role of the Victims Participation and Reparations Section (IER-R345, R347)*</p>	<p>KPI 15. % of individual victim application assessments that are corrected or overturned by the Chambers</p>	0%	0%

* subject to assessment by the Court and States Parties.

Priority Objective 1.6

linked to ICC Goal 1

Strengthen the structure and organizational mechanisms of defence teams and legal representatives of victims

46. The Registry's responsibility is to ensure adequate service provision to defence teams and legal representatives of victims so that they can effectively participate in the judicial proceedings.
47. In this regard too, the Registry will closely follow up on the relevant recommendations of the IER, in consultation with internal and external stakeholders.

Key Activities and KPIs

KEY ACTIVITIES	KEY PERFORMANCE INDICATOR		
	KPI	BASELINE 2021 *2022	TARGET 2023
<p>KEY ACTIVITY 1.6.1.</p> <p>Reform and implement the Legal Aid Policy (IER-R328, R329, R330, R331, R332, R333, R334, R335)</p>	<p>KPI 16.</p> <p>% of successful judicial decisions and formal decisions made regarding support of members of the defence and victims teams</p>	N/A	70%
<p>KEY ACTIVITY 1.6.2.</p> <p>Review the roles and functions of the Office of Public Counsel for the Defence(OPCD). (IER-R320, R322, R325, R326, R327) *</p>	<p>KPI 17.</p> <p>% of clients who responded "satisfied" in service areas facilitated by the Counsel Support Section</p>	50%	50%

* subject to assessment by the Court and States Parties.

STRATEGIC 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)

■ linked to ICC Goals 3,6,7,8

48. During the implementation of the 2019-2021 RSP, a number of important achievements were noted in the areas of organizational culture and values, and geographical representation and gender balance, such as the mentoring programme for women and the establishment of the Court-wide position of the Focal Point for Gender Equality. The staff engagement survey carried out at the end of 2021 also showed a notable improvement in staff engagement in the Registry (68 per cent engagement rate) compared to the previous survey in 2018 (64 per cent). Nonetheless, the survey also indicated that further progress is necessary.
49. Increased staff engagement will therefore continue to be at the centre of the Registry's strategy towards creating a safer and more inclusive work environment and better work-life balance for all staff in the Registry.
50. To achieve this goal, the Registry will intensify its initiatives to promote organizational values and ethics. In 2021, following the Court-wide tri-annual Staff Engagement Survey results, the Court's Principals committed to prioritizing five areas for improvement. These priorities are: (i) Ethics and Standards of Conduct; (ii) Leadership with an emphasis on values, engagement and internal communication; (iii) Well-being, including stress prevention; (iv) Staff selection and career development; (v) Promoting gender equality by addressing gender gaps.
51. Although achieving better GRGB is a long-term goal, the Registry recognizes that during the previous strategic plan only limited progress was achieved. During the 2023-2025 RSP cycle, the Registry is determined to demonstrate progress in the area of GRGB, as also defined under the human resources management approach.

The Registry aims to achieve strategic goal 2 by focusing on four priority objectives.

Four Priority Objectives

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

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

OBJECTIVE 2.3

Create a framework for a more flexible workforce as well as more efficient talent acquisition

OBJECTIVE 2.4

Strengthen mechanisms to promote staff engagement and well-being, as well as a culture of respect and accountability

Priority Objective 2.1

linked to ICC Goals 3,8

Improve geographical representation and gender balance as well as diversity and inclusion, in line with the Strategy on Gender Equality and Workplace Culture

52. The current GRGB situation needs significant improvement: at the end of 2021, 79 States Parties were either non-represented or under-represented and only 35 per cent of the Registry's senior positions were occupied by female staff. Several IER recommendations have called for greater efforts to bring about change in this area.
53. The experience has served to emphasize that equitable geographical representation and gender balance can only be achieved through long-term sustainable efforts. Thanks to policies and projects newly implemented in 2019-2021 and initiatives such as the Junior Professional Officer (JPO) programme, limited progress has been made in addressing underrepresentation at the Court. This trend needs to be continued, but also intensified.
54. The Registry will therefore continue to develop its strategic workforce planning capacity in the Human Resources Section with the aim of expediting support to GRGB initiatives. This will include strengthening the existing recruitment processes to work towards gender parity, particularly in senior managerial positions. In parallel, to realise a broader spectrum of gender equality across the Court, initiatives aimed at a safe, diverse and inclusive culture will also be launched.
55. The Strategy on Gender Equality and Workplace Culture will also help in the implementation of these initiatives. These efforts will build on and further strengthen the best practices already in place, such as the mentoring programme for women and the work of the Focal Point for Gender Equality.

Key Activities and KPIs

KEY ACTIVITIES	KEY PERFORMANCE INDICATOR		
	KPI	BASELINE 2021 *2022	TARGET 2023
KEY ACTIVITY 2.1.1. Strengthened Geographical Representation and Gender Balance during Recruitment (IER-R15, R91, R93)	KPI 18. % of Court staff within the desirable geographical range	61 %	63%
	KPI 19. Male/female ratio of newly hired senior Registry staff	0%	Minimum 50% female
KEY ACTIVITY 2.1.2. Recruitment, promotion and training programmes to bring more women into senior managerial positions (IER-R88)	KPI 20. % of positive responses from Registry staff to survey questions on gender equality	Baseline for 2023: 76% for 2024: 61% for 2025: 76%	2023: 78% 2024: 65% 2025: 78%
	KPI 21. Number of under/non-represented States Parties (ICC KPI #7.3)	25/54	24/53

Priority Objective 2.2

linked to ICC Goal 7

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

56. The Registry will remain focused on providing a more sustainable and conducive framework for staff development. The Registry will build on the best practices introduced during the 2019-2021 RSP cycle regarding increased participation of staff in learning activities. While further developing learning management platforms and modalities, the Registry will also expand the concept of learning beyond the traditional concept of training so that more staff can benefit from a wider range of development opportunities.
57. The ICC Leadership Framework describes all staff as leaders, regardless of their role or job level. The Registry firmly believes leadership starts with everyone and is about successfully delivering results in collaboration with others. Therefore, the ICC Leadership Framework will continue to be at the centre of the Registry’s initiatives related to staff development.

Key Activities and KPIs

KEY ACTIVITIES	KEY PERFORMANCE INDICATOR		
	KPI	BASELINE 2021 *2022	TARGET 2023
KEY ACTIVITY 2.2.1. Learning and Development (IER-R99)	KPI 22. Performance appraisal compliance rate of Registry staff	98%	98%
	KPI 23. Number of performance conversations recorded in the system per Registry staff member	1.4	1.75
KEY ACTIVITY 2.2.2. Support to Staff in the Field (IER-R86)	KPI 24. % of Court staff participation in training/development activities	77%	>75%
	KPI 25. % of Registry staff members with supervisory responsibilities who have completed the Developmental 360 review	22.3%	85%

Create a framework for a more flexible workforce as well as more efficient talent acquisition

- 58. Staff mobility has been recognized as a priority for the Court in recent past years. It has also been an issue that the staff have indicated to be of crucial importance to them, including again in the 2021 Staff Engagement Survey. The Court’s unique operational environment and complex operational needs have heightened the necessity to hone the Court’s human resources capacity and flexibility.
- 59. Many targeted initiatives and policies were introduced during the 2019-2021 cycle, such as the category of National Professional Officer (NPO), which will provide a solid foundation for a more resilient and flexible workforce in the field. Increased mobility of the Court’s staff between organs, which had been limited because of specific provisions of the Financial Rules and Regulations (FRR), was also addressed and solved.
- 60. During the 2023-2025 period, the Registry will pay particular attention to strengthening the Court’s recruitment system to enhance talent acquisition capacity. The consultancy on the review of recruitment processes in 2021 helped the Registry to identify opportunities to improve diversity outcomes, efficiency, and staff morale. The recommendations will guide the Registry in shaping the recruitment process.⁵ The best practices recommended by the consultants, and used successfully in other international organizations, will be applied to improve the way in which the Court sources, interviews and ultimately recruits its staff.

⁵ Study of the ICC Recruitment Processes: Recommendations and Implementation Strategy for Improved Recruitment and Selection (November 2021).

Key Activities and KPIs

KEY ACTIVITIES	KEY PERFORMANCE INDICATOR		
	KPI	BASELINE 2021 *2022	TARGET 2023
<p>KEY ACTIVITY 2.3.1.</p> <p>Mobility and Flexible Workforce (IER-R92, R83, R85, R101, R102, R103, R298)</p>	<p>KPI 26.</p> <p>% of positive responses from Registry staff to survey questions on internal mobility “28. The ICC provides me with prospects/opportunities for internal mobility”</p>	26%	54%
<p>KEY ACTIVITY 2.3.2.</p> <p>Streamline and Strengthen Recruitment Process (IER-R16, R91, R92.b, R93, R94, R95, R100)</p>	<p>KPI 27</p> <p>Average days taken for staff recruitment at the Court</p>	209 days	160 days
<p>KEY ACTIVITY 2.3.3.</p> <p>Complete the integration of leadership competencies in the recruitment process. (IER-R16, R91, R92.b, R93, R94, R95, 100)</p>	<p>KPI 28.</p> <p>% of Registry staff making use of flexible working arrangements “2. I would recommend the ICC as a good place to work.”</p>	36%	41%
<p>KEY ACTIVITY 1.1.4.</p> <p>Tenure (IER-R84, R105)</p>			

Priority Objective 2.4

linked to ICC Goal 6

Strengthen mechanisms to promote staff engagement and well-being, in addition to a culture of respect and accountability

61. Having improved staff engagement from 64 to 68 per cent during the latest three-year period, the Registry aims to continue on this hard-won trajectory towards the external benchmark target of 77 per cent at the next tri-annual Staff Engagement Survey in 2024. Progress monitoring will be strengthened, for the first time, through annual pulse surveys.
62. Major progress was made in the previous cycle through the establishment of the new function of the Ombuds, who is to play a crucial role in informal dispute resolution. New administrative instructions on *Addressing Discrimination, Harassment, including Sexual Harassment, and Abuse of Authority; Investigations of Unsatisfactory Conduct, and Unsatisfactory Conduct and Disciplinary Proceedings*, among others, have also solidified the Court's applicable legal framework in this area.
63. The Registry is fully committed to further embedding a culture of respect in the workplace, free from any form of bias, harassment, sexual harassment, discrimination or abuse of authority. The IER recommendations and 2021 Staff survey results have reaffirmed the pressing need to introduce a new workplace culture.
64. Attaining a desirable cultural change within an organization is not an easy undertaking. The Registry's efforts therefore will be carefully designed to encompass combined efforts from multiple offices, campaigns and trainings, and strengthen existing accountability and dispute resolution mechanisms.

Key Activities and KPIs

KEY ACTIVITIES	KEY PERFORMANCE INDICATOR		
	KPI	BASELINE 2021 *2022	TARGET 2023
KEY ACTIVITY 2.4.1. Staff Engagement and Well-being (IER-R17, R18, R19)	KPI 29. % of positive responses from Registry staff to survey questions on staff engagement	68%	77%
KEY ACTIVITY 2.4.2. Strengthen Dispute Mechanism (IER-R116, R117, R118, R120, R121)	KPI 30. % of positive responses from Registry staff to survey questions on occupational health	Baseline for 2023: 28% for 2024: 52% for 2025: 28%	2023: 60% 2024: 57% 2025: 60%
KEY ACTIVITY 2.4.3. Court-wide Values Project (IER-106)			
KEY ACTIVITY 2.4.4. Rebuild and strengthen internal trust and re-shape the working culture of the Court. (IER-R14, R15, R87, R129, R130)	KPI 31. % of successful cases brought to the Ombuds	N/A	N/A

III. IMPLEMENTATION

A. Key Performance Indicators

65. KPIs will be the centrepiece of the Registry's strengthened performance management framework of the RSP (See Annex 1). The RSP KPIs are built into the strategic framework with a clear link to the two strategic goals and ten priority objectives. Targeting more results and risk-based management, the KPIs will showcase progress and results against two strategic goals between 2023 and 2025.
66. The KPIs will collectively represent the Registry's performance, not the performance of individual Divisions, Sections or Units, and will be used for both internal and external reporting.
67. The KPIs for the 2019-2021 RSP allowed the Registry to take stock of lessons learned, and for managers and staff to become more familiar with the concepts and culture of performance management. In the light of previous experience, the KPIs for the 2023-2025 cycle have been strengthened in various aspects.

KPIs FOR THE 2023-2025 CYCLE

- As specific as possible to facilitate the achievement of strategic goals.
- Easily measurable through already available resources, where possible.
- Relevant in order to optimize the focus of management.
- Verifiable, with the sources of data collection included to the extent possible.
- Accompanied by annual targets so that managers, staff and stakeholders can have transparent information on improvement goals. Baselines and benchmarks are used as the basis for setting targets.

68. The Registry KPIs are specifically developed to showcase the Registry-wide performance against the Registry strategic goals. However, several Registry KPIs have also been adopted as Court-wide KPIs, in cases where the Registry's performance represents a specific ICC strategic goal.
69. KPI targets will be set annually as they will be dependent to a large extent on external factors such as the availability of funds in the Court's next three budgets or the Court's liquidity situation. The present document includes the targets for 2023 for existing KPIs. Additional targets will be set for new KPIs in 2024 and 2025.

B. Implementation of Key Activities

70. In addition to the two strategic goals and ten priority objectives measured by the KPIs, key activities have been included in the 2023-2025 RSP to support the high-level objectives and goals.
71. The IER recommendations have shaped the majority of the key activities for the 2023-2025 cycle as implementation of the IER remains one of the Registry's top priorities during the strategic planning cycle.
72. The Registry began assessing and implementing the IER recommendations in 2021 and 2022 in collaboration with the other organs of the Court and States Parties. Some IER recommendations will have already been implemented by the end of 2022, before the 2023-2025 cycle starts. States Parties and the Court aim, where feasible, to complete the assessment and implementation of the remaining recommendations at the early stage of the strategic plan in 2023.
73. Some more complex recommendations will require further implementation activity in 2024 and further focus will be needed to ensure that the changes adopted have been consolidated and mainstreamed. This is particularly the case in respect of changing the workplace culture which is a long-term process.
74. By 2025, the relevant IER recommendations will have been implemented, thus strengthening the Court and the Registry.
75. All other Registry activities during 2023-2025, even if not listed in this plan as key activities, will also be guided by this strategic plan.

KEY ACTIVITIES (ANNEX 1)

The Independent Expert Review (IER) recommendations have shaped the majority of the key activities for the 2023-2025 cycle.

Implementation of the Independent Expert Review remains one of the Registry's top priorities during the strategic planning cycle.

IV. MONITORING AND EVALUATION PLAN

76. The monitoring of the RSP will be strengthened to ensure that implementation progress against the strategic goals is regularly tracked and is communicated to the management in a systematic manner. Overall monitoring will be overseen by the Registrar and conducted by the Immediate Office of the Registrar, in close coordination with the Offices of the Directors.
77. Strategic level monitoring will focus primarily on the Registry KPIs as they represent high-level performance linked to the objectives and goals. Every quarter, the Registry Management Team (RMT) will review the KPIs against annual targets using the Registry Dashboard. The yearly KPI results will help the RMT to reflect on achievements and shortcomings and to set targets for the following year.
78. The digitally-based Registry Dashboard will continue to be used to communicate real-time performance data to the RMT more effectively. Analysis reports, including trends and recommendations, will be provided to support data-based decision making.
79. Key activities will also be regularly monitored as they carry strategic importance on their own. A yearly implementation plan will guide the Divisions and Sections as to what projects are to be implemented each year. An Activity Tracker will be used to monitor key activities.
80. The Registry will continue to utilize opportunities for evaluation to the extent possible so that the lessons learned and best practices are objectively assessed and fully institutionalized.
81. As was done for the previous RSP, the Registry will request an evaluation by the IOM of the current RSP between the fourth quarter of 2024 and the first quarter of 2025.

V. SUSTAINABILITY

82. In implementing the 2023-2025 RSP goals and objectives, the Registry will focus in particular on the sustainability of its activities, or its carbon footprint, and will seek to make improvements in this area. In the light of ever growing global climate challenges, and, more recently, the spike in energy and gas prices, sustainability is a responsibility that every international institution must embrace.
83. While the Court's premises are already environmentally friendly and relatively energy-efficient, – which was an integral part of the building design⁶ – further specific measures will be considered and will form part of the Registry's sustainability plan. These measures 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.

⁶ The building is heated in winter and cooled in summer by a highly sustainable system known as ATEs (Aquifer Thermal Energy Storage), which stores cold and hot water underground and makes it usable for the building. For the lighting, mainly daylight-dependent LED lighting is used. Features such as particularly low-consumption toilet systems and water taps are implemented.

VI. RISK MANAGEMENT

84. In implementing the 2023-2025 RSP, the Registry will need to be aware of the various risks that may hinder the successful attainment of the goals and objectives set and find ways to manage and mitigate them.
85. Risk management is undertaken throughout the Court and is aligned to the Court's Strategic Plan as well as relevant Administrative Instructions.⁷ 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 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.
86. Given that the Registry's Strategic Plan for 2023-2025 is aligned with the cycle for the Court's strategic plan for the same period, and that the Court's plan is the broader all-encompassing strategic plan containing, explicitly or implicitly, many elements of the Registry's plan, risk management for the Court as a whole will be applicable to the 2023-2025 RSP.

VII. BUDGET ALIGNMENT

87. In line with the Registry's and the Court's continued efforts to strengthen alignment between strategies and budget management, the Registry and 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.
88. Integration of the 2023-2025 RSP into the budget document will enable the Registry to enhance its capacity to allocate resources according to strategic importance. The Registry's budget planning is increasingly guided by the RSP, and the Registry will continue to enhance the alignment between the RSP and the budget so that performance can effectively inform budget management, and in turn, promote results and risk-based budget planning.

⁷ The Administrative Instruction, RISK MANAGEMENT, Section 3, Ref. ICC/AI/2017/003

ACRONYMS

FRR	Financial Rules and Regulations
GRGB	Geographical Representation and Gender Balance
IOM	Independent Oversight Mechanism
IER	Independent Expert Review
JPO	Junior Professional Officer
KPI	Key Performance Indicator
NPO	National Professional Officer
RSP	Registry Strategic Plan
RMT	Registry Management Team

ANNEX 1 | A. Registry Strategic Framework 2023-2025

STRATEGIC GOAL 1

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

PRIORITY OBJECTIVES	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS		
		KPI	BASELINE 2021	TARGET 2023
<p>PRIORITY OBJECTIVE 1.1</p> <p>Increase the effectiveness of Registry services, including management services, judicial services and external operations services</p>	<p>KEY ACTIVITY 1.1.1.</p> <p>Liquidity and Arrears, Working Capital Fund and Contingency Fund (IER-R140, R141)</p> <ul style="list-style-type: none"> Keep governing bodies (ASP, Bureau, HWG, CBF, AC) updated on the foreseeable liquidity risk and provide them with timely information to enable them to identify solutions to reduce outstanding contributions, and to ensure that the levels of the WCF and the CF are adequate. 			
	<p>KEY ACTIVITY 1.1.2.</p> <p>Review of the Court's Digital Systems (IER-R209)</p> <ul style="list-style-type: none"> Create a Task Force that will regularly review and evaluate the current capability of the Court's digital systems. 	<p>KPI 1.</p> <p>% of planned improvement projects implemented in the Division of Management Services</p>	N/A	75%
	<p>KEY ACTIVITY 1.1.3.</p> <p>Implementation of 2023-2025 IT/IM Strategy</p> <ul style="list-style-type: none"> Continue development of the Judicial Workflow Platform' (JWP) based on prioritization of required functionality resulting in end-to-end coverage of judicial processes within one system. Finalize the Court's transition to Microsoft Cloud to fully utilize existing licences leading to a significant decrease in on-premises infrastructure and applications. Continue migration and consolidation of the Court's data in JWP and cloud repositories resulting in elimination of legacy systems. 	<p>KPI 2.</p> <p>Resolution time for courtroom incidents causing early termination of or a delay in hearings</p>	58 minutes*	58 minutes
	<p>KEY ACTIVITY 1.1.4.</p> <p>Country Office Presence and Role of New York Liaison Office</p> <ul style="list-style-type: none"> Finalize field engagement strategy for country offices. (IER-R80, R81, R82) Finalize review and reform of New York Liaison Office (IER-R150, R151) 	<p>KPI 3.</p> <p>Average time taken to promulgate Administrative Issuances</p>	727 days*	300 days

PRIORITY OBJECTIVES	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS		
		KPI	BASELINE 2021 *2022	TARGET 2023
<p>PRIORITY OBJECTIVE 1.2</p> <p>Increase efficiency in resource management</p>	<p>KEY ACTIVITY 1.2.1.</p> <p>Savings and Efficiencies (IOM-R4)</p> <ul style="list-style-type: none"> Continue and scale up savings and efficiencies exercise for budget planning (IOM-R4) 			
	<p>KEY ACTIVITY 1.2.2.</p> <p>Digitization and Automation of the Court's Administration System</p> <ul style="list-style-type: none"> Analyse and document feasible options for the Court with regard to its ERP system and in the light of the forthcoming version of SAP S/4 HANA Insourcing/Outsourcing of services scope analysis High-level business case with options available High-level transition road maps 	<p>KPI 4.</p> <p>Budget implementation rate (Registry)</p>	98,8%	99%
	<p>KEY ACTIVITY 1.2.3.</p> <p>Improvement of Procurement and Travel Processes</p> <ul style="list-style-type: none"> Assess and implement recommendations from consultants on the review of the procurement and travel processes. 	<p>KPI 5.</p> <p>% of procurement amount competitively tendered</p>	64%	65%
	<p>KEY ACTIVITY 1.2.4.</p> <p>Crisis Management (IER-R170)</p> <ul style="list-style-type: none"> Develop standard operating procedures with clarified responsibilities, processes and actions for the Court during crisis. 	<p>KPI 6.</p> <p>% of trip requests submitted to the Travel Unit</p> <p>a) 15 days in advance (mission travel)</p> <p>b) 30 days in advance (staff cost travel)</p>	a) 23%* b) 37%*	a) 25% b) 40%
	<p>KEY ACTIVITY 1.2.5.</p> <p>Inter-organ Engagement in Budget Planning (IER-R132, R142)</p> <ul style="list-style-type: none"> Continue to hold inter-organ consultation on cohesive strategic view in budget planning, with integrated KPIs, risk management and strategic objectives. 			

PRIORITY OBJECTIVES	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS		
		KPI	BASELINE 2021	TARGET 2023
<p>PRIORITY OBJECTIVE 1.3</p> <p>Embed continuous improvement as an operational principle in management and operations in promoting cultural change</p>	<p>KEY ACTIVITY 1.3.1.</p> <p>Continuous Improvement Project (IOM-R1,R3,R4,R7)</p> <ul style="list-style-type: none"> Continue implementing the Registry-wide continuous improvement projects, with more selective, criteria-based approach, while ensuring synergy with the savings and efficiency exercise. 	<p>KPI 7.</p> <p>% of positive responses from Registry staff to the survey question, “8. I feel the ICC encourages me to come up with new and better ways of doing things.”</p>	44%	48%
	<p>KEY ACTIVITY 1.3.2.</p> <p>Customer Survey for Registry Services (IOM-R5)</p> <ul style="list-style-type: none"> Conduct customer surveys to gather feedback from internal customers on the Registry’s key service areas. 	<p>KPI 8.</p> <p>Implementation rate of the IER recommendations related to the Registry</p>	N/A	32 % (24 out of 75)
	<p>KEY ACTIVITY 1.3.3</p> <p>Key Performance Indicators (IER-R144, R145, R146)</p> <ul style="list-style-type: none"> Improve yearly Court report on KPIs with a more streamlined approach across the organs, while benchmarking best practices from other international organizations. 	<p>KPI 9.</p> <p>% of positive responses from customers for selected key services in the Registry</p> <ul style="list-style-type: none"> Country Analysis Victim Application Process Financial Services 	N/A	N/A
<p>PRIORITY OBJECTIVE 1.4</p> <p>Enhance the environment of cooperation for States as well as general awareness of and support for the Court and its proceedings</p>	<p>KEY ACTIVITY 1.4.1.</p> <p>Increase Cooperation with States</p> <ul style="list-style-type: none"> Provide quality support to partners (States, regional/international organizations) to encourage full and timely cooperation, including with respect to the protection of witnesses and the execution of arrest warrants. 	<p>KPI 10.</p> <p>Number of cooperation agreements on witness relocation and (interim) release</p>	2	6
	<p>KEY ACTIVITY 1.4.2.</p> <p>Communication Strategy (IER-R154, R155, R158, R159, R161, R162, R163, R164, R165, R166, R167, R168, R346)</p> <ul style="list-style-type: none"> Implement communication strategy by communicating effectively with external stakeholders, general audiences, civil society organizations and particularly victims and affected communities. 	<p>KPI 11.</p> <p>Requests for Cooperation (RfC)</p> <p>(i) % of positive replies received</p> <p>(ii) average time taken to receive a reply</p>	(i) N/A (ii) N/A	(i) N/A (ii) N/A
	<p>KEY ACTIVITY 1.4.2.</p> <p>Communication Strategy (IER-R154, R155, R158, R159, R161, R162, R163, R164, R165, R166, R167, R168, R346)</p> <ul style="list-style-type: none"> Implement communication strategy by communicating effectively with external stakeholders, general audiences, civil society organizations and particularly victims and affected communities. 	<p>KPI 12.</p> <p>Number of people attending outreach activities in situation countries</p>	57,412	25,000
		<p>KPI 13.</p> <p>Number of visits to and views on key online public information sources:</p> <p>(i) Internet page views</p> <p>(ii) website visits</p> <p>(iii) Views on the Court’s web streaming service</p> <p>(iv) # of new followers on social media</p> <p>(v) # of impressions</p> <p>(vi) # of engagements</p> <p>(vii) Youtube watch time</p> <p>(viii) Youtube video views</p>	<p><i>*March to December 2022</i></p> <p>(i) 6,316,224</p> <p>(ii) 2,528,165</p> <p>(iii) 61,000*</p> <p>(iv) 139,312</p> <p>(v) 70,322,124</p> <p>(vi) 1,534,645</p> <p>(vii) 145,150</p> <p>(viii) 996,640</p>	<p>(i) 7,263,657</p> <p>(ii) 2,907,389</p> <p>(iii) N/A</p> <p>(iv) 140,000</p> <p>(v) 54,200,000</p> <p>(vi) 1,960,000</p> <p>(vii) 166,000</p> <p>(viii) 1,140,000</p>

PRIORITY OBJECTIVES	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS		
		KPI	BASELINE 2021	TARGET 2023
<p>PRIORITY OBJECTIVE 1.5</p> <p>Ensure effective support to victims and witnesses as well as representation of victims in judicial proceedings</p>	<p>KEY ACTIVITY 1.5.1.</p> <p>Victims and Witnesses Section Review (IER-R79)</p> <ul style="list-style-type: none"> In consultation with the Court, reform the structure of the Victims and Witnesses Section to devise an improved modality for victim and witness support. 	<p>KPI 14.</p> <p>Average time taken for a witness or victim in protection to receive assistance for permanent relocation</p>	<p>701 days*</p>	<p>200 days</p>
	<p>KEY ACTIVITY 1.5.2.</p> <p>Strengthen facilitation on victim-related mandate through a standing coordination body (IER-R339, R359)*</p> <p><i>*subject to assessment by the Court and States Parties.</i></p>			
<p>KEY ACTIVITY 1.5.3.</p> <p>Strengthen victim support role of the Victims Participation and Reparations Section (IER-R345, R347)*</p> <p><i>* subject to assessment by the Court and States Parties.</i></p>	<p>KPI 16.</p> <p>% of successful judicial decisions and formal decisions made regarding support of members of the defence and victims teams</p>	<p>N/A</p>	<p>70%</p>	
<p>KEY ACTIVITY 1.6.1.</p> <p>Reform and implement the Legal Aid Policy (IER-R328, R329, R330, R331, R332, R333, R334, R335)</p>				<p>KPI 17.</p> <p>% of clients who responded “satisfied” in service areas facilitated by the Counsel Support Section</p>
<p>KEY ACTIVITY 1.6.2.</p> <p>Review the roles and functions of the Office of Public Counsel for the Defence(OPCD). (IER-R320, R322, R325, R326, R327)</p> <p><i>*subject to the agreement of States Parties.</i></p>				

STRATEGIC 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 OBJECTIVES	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS		
		KPI	BASELINE 2021	TARGET 2023
<p>PRIORITY OBJECTIVE 2.1</p> <p>Improve geographical representation and gender balance as well as diversity and inclusion, in line with the Strategy on Gender Equality and Workplace Culture</p>	<p>KEY ACTIVITY 2.1.1. Strengthened Geographical Representation and Gender Balance during Recruitment (IER-R15, R91, R93)</p> <ul style="list-style-type: none"> Based on the strategic approach to improve GRGB, strengthen system to improve the Registry's performance in geographical representation. <hr/> <p>KEY ACTIVITY 2.1.2. Recruitment, promotion and training programmes to bring more women into senior managerial positions (IER-R88)</p> <ul style="list-style-type: none"> Based on the strategic approach to improve GRGB, devise and implement policies and processes to achieve gender balance, with a special focus on senior managerial positions. 	<p>KPI 18. % of Court staff within the desirable geographical range</p>	<p>61%</p>	<p>63%</p>
		<p>KPI 19. Male/female ratio of newly hired senior Registry staff</p>	<p>0%</p>	<p>Minimum 50% female</p>
		<p>KPI 20. % of positive responses from Registry staff to survey questions on gender equality</p> <p>Survey results from:</p> <ul style="list-style-type: none"> (2023, 2025) Two questions in the category "Gender Equality" (Q103, Q104) via pulse survey (2024) All questions in the category "Gender Equality" (Q102-108) via full staff engagement survey. 	<p>Baseline for 2023: 76%</p> <p>Baseline for 2024: 61%</p> <p>Baseline for 2025: 76%</p>	<p>2023: 78%</p> <p>2024: 65%</p> <p>2025: 78%</p>
		<p>KPI 21. Number of under/non-represented States Parties (ICC KPI #7.3)</p>	<p>25/54</p>	<p>24/53</p>

PRIORITY OBJECTIVES	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS		
		KPI	BASELINE 2021	TARGET 2023
<p>PRIORITY OBJECTIVE 2.2</p> <p>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</p>	<p>KEY ACTIVITY 2.2.1. Learning and Development (IER-R99)</p> <ul style="list-style-type: none"> Implement a new policy to strengthen the training and development function of the Court <hr/> <p>KEY ACTIVITY 2.2.2. Support to Staff in the Field (IER-R86)</p> <ul style="list-style-type: none"> Provide increased access to Staff from country offices with development opportunities (R86) 	<p>KPI 22. Performance appraisal compliance rate of Registry staff</p>	98%	98%
		<p>KPI 23. Number of performance conversations recorded in the system per Registry staff member</p>	1.4	1.75
		<p>KPI 24. % of Court staff participation in training/development activities</p>	77%	>75%
		<p>KPI 25. % of Registry staff members with supervisory responsibilities who have completed the Developmental 360 review</p>	22.3%	85%
<p>PRIORITY OBJECTIVE 2.3</p> <p>Create a framework for a more flexible workforce as well as more efficient talent acquisition</p>	<p>KEY ACTIVITY 2.3.1. Mobility and Flexible Workforce (IER-R92, R83, R85, R101, R102, R103, R298)</p> <ul style="list-style-type: none"> Establish generic job families and receive CBF/ASP approval to update the financial rules to allow for inter-organ temporary assignments. <hr/> <p>KEY ACTIVITY 2.3.2. Streamline and Strengthen Recruitment Process (IER-R16, R91, R92.b, R93, R94, R95, R100)</p> <ul style="list-style-type: none"> Promulgate new policy on the recruitment process. Assess and implement recommendations from consultants on the review of the recruitment process. <hr/> <p>KEY ACTIVITY 2.3.3. Complete the integration of leadership competencies in the recruitment process. (IER-R16, R91, R92.b, R93, R94, R95, 100)</p> <hr/> <p>KEY ACTIVITY 2.3.4. Tenure (IER-R84, R105)</p> <ul style="list-style-type: none"> Implement decision of ASP regarding a new tenure policy. 	<p>KPI 26. % of positive responses from Registry staff to survey questions on internal mobility “28. The ICC provides me with prospects/opportunities for internal mobility (such as Special Post Allowance, Short Term Appointments, change of positions).”</p>	26%	54%
		<p>KPI 27. Average days taken for staff recruitment at the Court</p>	209 days	160 days
		<p>KPI 28. % of Registry staff making use of flexible working arrangements</p>	36%	41%

PRIORITY OBJECTIVES	KEY ACTIVITIES	KEY PERFORMANCE INDICATORS		
		KPI	BASELINE 2021	TARGET 2023
<p>PRIORITY OBJECTIVE 2.4</p> <p>Strengthen mechanisms to promote staff engagement and well-being, as well as a culture of respect and accountability</p>	<p>KEY ACTIVITY 2.4.1.</p> <p>Staff Engagement and Well-being (IER-R17, R18, R19)</p> <ul style="list-style-type: none"> Regularly carry out staff engagement survey, well-being survey, and comparison of sick leave rates. Carry out Secondary Trauma Survey when applicable. Implement five Court-wide priorities agreed by CoCo following the 2021 engagement survey result. 	<p>KPI 29.</p> <p>% of positive responses from Registry staff to survey questions on staff engagement “2. I would recommend the ICC as a good place to work.”</p>	68%	77%
	<p>KEY ACTIVITY 2.4.2.</p> <p>Strengthen Dispute Mechanism (IER-R116, R117, R118, R120, R121)</p> <ul style="list-style-type: none"> Introduce a permanent solution for internal grievance procedures, both as regards formal (ILOAT or UNAT) and informal mechanisms (Ombuds). 	<p>KPI 30.</p> <p>% of positive responses from Registry staff to survey questions on occupational health</p> <p>Survey results from:</p> <ul style="list-style-type: none"> (2023, 2025) One question (Q61) via pulse survey (2024) All questions in the category (Q58-Q62) via full staff engagement survey 	<p>Baseline for 2023: 28%</p> <p>Baseline for 2024: 52%</p> <p>Baseline for 2025: 28%</p>	<p>2023: 60%</p> <p>2024: 57%</p> <p>2025: 60%</p>
	<p>KEY ACTIVITY 2.4.3.</p> <p>Court-wide Values Project (IER-106)</p> <ul style="list-style-type: none"> Complete Court-wide Values project and incorporate and embed the values within the Court. 	<p>KPI 31.</p> <p>% of successful cases brought to the Ombuds</p>	N/A	N/A
	<p>KEY ACTIVITY 2.4.4.</p> <p>Rebuild and strengthen internal trust and re-shape the working culture of the Court. (IER-R14, R15, R87, R129, R130)</p>			

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.