

# **International Criminal Court**

## **Strategic Plan**

**2013 – 2017**

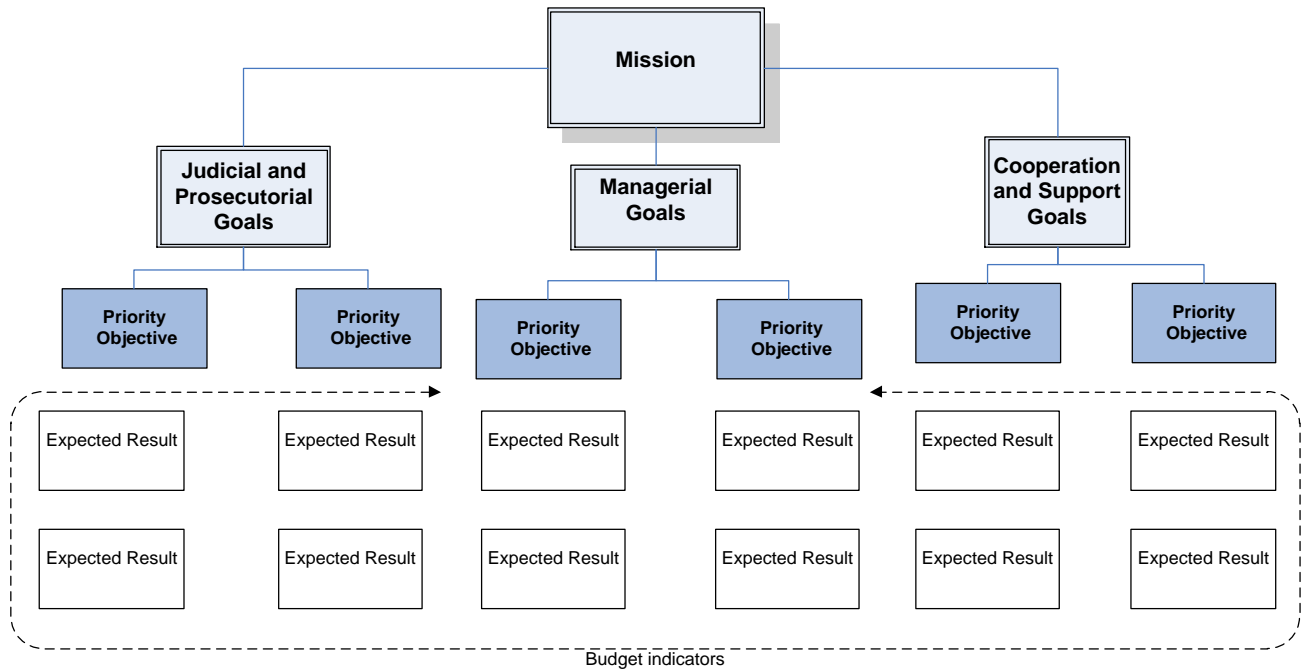
**(interim update –July 2015)**

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## Preliminary remark

The Court is in the process of reviewing the structure and content of its strategic plan with a view to having a simpler high-level court-wide plan, complemented by more detailed organ-specific plans. The updating of this document therefore focuses primarily on the expected results for 2015.

## Structure



## Mission

Within the international criminal justice system the International Criminal Court will:

- Conduct preliminary examinations, investigations, prosecutions and trials of the most serious crimes within its jurisdiction, fairly, effectively, independently and impartially;
- Maintain judicial and prosecutorial independence;
- Be administratively transparent, efficient and accountable;
- Ensure effective participation of victims and appropriate protection of persons at risk on account of their interaction with the Court;
- Fight against impunity and contribute to the prevention of crime and respect for the rule of law.

**Strategic Goals (2013-2017)**

<b>Goal 1: Judicial and Prosecutorial</b>	<b>Goal 2: Managerial</b>	<b>Goal 3: Cooperation and Support</b>
1.1 Ensure high quality, fair, transparent and expeditious judicial proceedings, while further refining legal standards through well-developed jurisprudence and encouraging the development of standardised processes.	2.1 Deliver coherent governance and efficient, well-planned and cost-effective administration to support the Court's judicial functions, actively managing change while retaining the ability to respond effectively to unexpected developments.	3.1 Facilitate the work of the Assembly of States Parties ("ASP") in exercising its management oversight while fully respecting the independence of the Court.
1.2 Perform high quality, independent and impartial preliminary examinations.	2.2 Maintain high standards of integrity, professionalism and respect for diversity.	3.2 Further foster global support for the Court by strengthening the understanding, trust and commitment of States, international and regional organizations, NGOs and other key partners and stakeholders.
1.3 Perform independent, impartial, secure, high quality investigations and objective, efficient and well-founded prosecutions, supported by effective international cooperation.	2.3 Provide adequate human resources to deliver the Court's mandate and ensure equitable geographical representation and fair gender balance.	3.3 Encourage full and timely cooperation by States in accordance with their obligations under the Rome Statute, including compliance with Court orders such as warrants of arrest, and identification, tracing, and freezing of assets.
1.4 Guarantee the rights of the defence to a fair and impartial trial.	2.4 Provide and maintain a healthy, motivating, sustainable and caring environment for staff and others participating in the Court's work and strive to offer career development and mobility opportunities.	3.4 Encourage States to conclude further voluntary agreements with the Court on enforcement of sentences, relocation of witnesses and interim and other forms of release.
1.5 Ensure adequate and meaningful participation and representation of victims.	2.5 Ensure adequate and effective technological support for judicial and administrative activities.	3.5 With States Parties, intergovernmental and nongovernmental organizations, encourage and support further accessions to the Rome Statute and the Agreement on the Privileges and Immunities of the Court with the ultimate goal of universality.
1.6 Ensure meaningful reparations and a successful implementation of reparation orders including coherent principles for victim reparations.	2.6 Further develop the Court's processes for planning and budgeting strategically, including efficient management of performance and risks.	3.6 With States Parties and other stakeholders such as intergovernmental and non-governmental organizations, encourage and facilitate the development of national capacities to achieve the goals of the Rome Statute.

<b>Goal 1: Judicial and Prosecutorial</b>	<b>Goal 2: Managerial</b>	<b>Goal 3: Cooperation and Support</b>
1.7 Increase awareness of, communication with, and understanding amongst victims and affected communities, in line with the stages of the proceedings, of the Court and its processes generally.	2.7 Ensure an efficient, timely and cost-effective transition to the permanent premises, followed by making full and innovative use of their new potential.	
	2.8 Ensure adequate security and protection for staff and other persons at risk on account of their interaction with the Court, as well as for information and other assets.	

**Priority Objectives (2014- 2015) per Goal**

**Goal 1: Judicial and Prosecutorial**

Judicial and Prosecutorial Goals	Priority Objectives (2014-15)	Expected results in 2015
<p>1.1 Ensure high quality, fair, transparent and expeditious judicial proceedings, while further refining legal standards through well-developed jurisprudence and encouraging the development of standardized processes.</p>	<p>1.1.1 Continue the “lessons learned” review of judicial processes, focussing on procedures in pre-trial and trial preparation and hearing stages, subsequently on conclusion of trials and appeals; consult parties/participants, States Parties, and other stakeholders as appropriate.</p> <p>1.1.2 Develop appropriate performance indicators for judicial processes.</p>	<ul style="list-style-type: none"> <li>- <i>Efficient management of pre-trial, trial and appeal proceedings.</i></li> <li>- <i>Further improvements in judicial processes, focussing in particular on those not requiring amendments to the Rules of Procedure and Evidence.</i></li> <li>- <i>Chambers fully aware of financial impacts during deliberations and when taking decisions.</i></li> <li>- <i>Report on progress on performance indicators to the 14th ASP.</i></li> </ul>
<p>1.2 Perform high quality, independent and impartial preliminary examinations.</p>	<p>1.2.1 Continue to produce regular reports analysing the legal and factual issues, enabling the Prosecutor to take informed decisions on situations under preliminary examination.</p>	<ul style="list-style-type: none"> <li>- <i>OTP decisions on preliminary examination situations (closing, opening of investigation or moving to next phase of analysis).</i></li> <li>- <i>Ensure that more than 80% of analytical products meet ExCom’s High Quality standard.</i></li> <li>- <i>Review of all Article 15 communications received by the OTP.</i></li> <li>- <i>Impact on situations through preliminary examination of at least 10 situations in 2015.</i></li> <li>- <i>Produce OTP annual report on Preliminary Examinations.</i></li> </ul>
<p>1.3 Perform independent, impartial, secure, high quality investigations and objective, efficient and well-founded prosecutions, supported by effective international cooperation.</p>	<p>1.3.1 Conduct the number of planned investigations.</p> <p>1.3.2 Improve the quality of the investigations and prosecutions.</p> <p>1.3.2 Develop appropriate performance indicators for investigative and prosecutorial work.</p> <p>1.3.3 Improve quality of judicial assistance requests to States and international organisations to enable effective investigations and prosecutions.</p>	<ul style="list-style-type: none"> <li>- <i>Meet demands for quality OTP investigations and prosecutions, namely 4 investigations 2 Art. 70 investigations, 9 hibernated cases, at least 5 trials and 1 appeal.</i></li> <li>- <i>Increased quality standards for collection and analysis of evidence, including improved quality of interviews, systemic evaluation of sources and increased collection of non-witness evidence.</i></li> <li>- <i>Institutionalised lessons learned process.</i></li> <li>- <i>Report on progress on performance indicators to the 14th ASP.</i></li> <li>- <i>Increased range of judicial assistance measures requested.</i></li> <li>- <i>Improved response rates and results from assistance requests.</i></li> <li>- <i>All cases sent to an internal, independent review assessed as sufficiently trial-ready before and during proceedings.</i></li> </ul>

Judicial and Prosecutorial Goals	Priority Objectives (2014-15)	Expected results in 2015
1.4 Guarantee the rights of the defence to a fair and impartial trial.	1.4.1 Implement the revised legal aid system and continuously monitor its adequacy and cost-effectiveness in a manner consistent with judicial decisions and the rights of the defence.  1.4.2 Provide focused training for counsel admitted to the ICC List of counsel	<ul style="list-style-type: none"> <li>- OTP Operations Manual updated.</li> <li>- Report on the functioning of the legal aid system to the Bureau. Based on the findings of the report, the Court may propose adjustments to the legal aid system.</li> <li>- Achieve adequate and sustainable representation of indigent defendants in a manner that is economically efficient for the Court.</li> <li>- Ensure access for suspects and accused to informed and experienced counsel in order to ensure their rights to fair and impartial proceedings.</li> <li>- Organisation of successful regional seminars and training for legal professionals.</li> </ul>
1.5 Ensure adequate and meaningful participation and representation of victims.	1.5.1 Revisit the victim application system.  1.5.2 Implement the Revised Strategy in Relation to Victims.  1.5.3 Implement the revised legal aid system relating to victims.  1.5.4 Provide focused training for counsel admitted to the ICC List of counsel.	<ul style="list-style-type: none"> <li>- Development of a simplified, efficient core approach for handling of victims applications for participation in the proceedings, drawing on input from the various stakeholders concerned.</li> <li>- Increased awareness of the needs of victims and affected communities.</li> <li>- Achievement of adequate, cost-effective and sustainable representation of victims.</li> <li>- Ensure victims' access to informed and experienced counsel. Organisation of successful regional seminars and training for legal professionals.</li> </ul>
1.6 Ensure meaningful reparations and a successful implementation of reparation orders including coherent principles for victim reparations.	1.6.1 Apply and refine principles of victims' reparations established through the first proceedings of the ICC.  1.6.2 Develop coordination mechanisms with the TFV for the implementation of judicial decisions in relation to reparations.	<ul style="list-style-type: none"> <li>- Compliance with article 75(1) of the Statute through judicial clarification of principles relating to reparations.</li> <li>- Establishment of a coordination regime between the Court and the TFV with regard to decisions pursuant to article 75 of the Statute.</li> <li>- In the light of judicial decisions in the Lubanga and Katanga cases, establish a framework for the Registry's work on reparations and begin implementation, taking account of the separate roles and responsibilities of the TFV and Registry.</li> </ul>
1.7 Increase awareness of, communication with, and understanding amongst, victims and affected communities in line with the stages of the proceedings, and of the Court and its processes generally.	1.7.1 Conduct effective outreach to and communication with victims and affected communities in accordance with the Court's relevant strategic documents.	<ul style="list-style-type: none"> <li>- Increased understanding of the Court's mandate and proceedings among victims and affected communities.</li> <li>- Increased capacity amongst the local populations to follow judicial developments.</li> <li>- Targeted approach to outreach based on consultations with external and internal stakeholders and the lessons learnt</li> </ul>

<b>Judicial and Prosecutorial Goals</b>	<b>Priority Objectives (2014-15)</b>	<b><i>Expected results in 2015</i></b>
<i>exercise.</i>		

## Goal 2: Managerial

Managerial Goals	Priority Objective (2014-15)	Expected results in 2015
<p>2.1 Deliver coherent governance and efficient, well-planned and cost-effective administration to support the Court's judicial functions, actively managing change while retaining the ability to respond effectively to unexpected developments.</p>	<p>2.1.1 Re-examine and adapt the structure, staffing and resources of the Court in the light of practical experience, promoting efficiency and effectiveness while ensuring the capacity to deliver on the Organs' respective mandates and responsibilities.</p> <p>2.1.2 Effective resource management and identification and implementation of possible further efficiency measures. In particular focus on field activities with a view to promoting better coordination and achieving higher impact of the Court's work in situation countries.</p> <p>2.1.3 Strengthen the Registry's management architecture.</p> <p>2.1.4 Continue to improve inter- and intra-organ communication.</p> <p>2.1.5 Improve judicial services performance and develop appropriate performance indicators.</p>	<ul style="list-style-type: none"> <li>- Finalise implementation of Registry ReVision project. Structural review of Chambers staffing completed by summer 2015.</li> <li>- Presentation of recommendations to the 25th session of the CBF and, pending CBF approval, implementation of recommendations.</li> <li>- Implementation of improved efficiency strategy.</li> <li>- Presentation of the new OTP Strategic Plan (2016-2018) to the ASP.</li> <li>- Further development of analytical accountability function.</li> <li>- Decentralisation of activities from HQ to the field offices to achieve efficiencies and greater coordination.</li> <li>- Updated mission planning processes, exit strategy, field capacity model and standardised template for the setup of new field offices.</li> <li>- Developed and implemented action plan to address backlog of applications to the List of counsel.</li> <li>- Enhanced accountability through empowerment and delegation of authority to Divisions and Sections.</li> <li>- Organise regular strategic meetings on administrative services with Registry and other organs.</li> <li>- Development of a functional "Case Management System" for witnesses, including possible review of ICCPP cases.</li> <li>- Develop comprehensive Court-wide database of case-law.</li> </ul>
<p>2.2 Maintain high standards of integrity, professionalism and respect for diversity.</p>	<p>2.2.1 Ensure high standards in recruitment.</p> <p>2.2.2 Ensure compliance with the Court's regulatory framework governing staff conduct, including the Staff Rules, the Court-wide Code of Conduct for Staff Members and the Code of Conduct for the Office of the</p>	<ul style="list-style-type: none"> <li>- Transparent and efficient recruitment procedures, including compliance with pre-employment screening procedures. Re-establishment of the Selection Review Board.</li> <li>- Establish Code of Conduct for interpreters on mission.</li> <li>- Provision of training on intercultural awareness to all custody officers to reduce number of misunderstandings and tense situations.</li> <li>- Provision of training on codes and other provisions governing conduct of staff.</li> </ul>



Managerial Goals	Priority Objective (2014-15)	Expected results in 2015
	Prosecutor, and develop other codes of conduct, as necessary.	<ul style="list-style-type: none"> <li>- Implement declaration of assets system supported by UN Ethics Office for staff with financial responsibilities.</li> </ul>
2.3 Provide adequate human resources to deliver the Court's mandate and ensure equitable geographical representation and fair gender balance.	<p>2.3.1 Further improve the management of staff performance.</p> <p>2.3.2 Further improve the gender balance and geographical representation through the different levels of the Court's structure.</p>	<ul style="list-style-type: none"> <li>- Monitor compliance with the Court's performance appraisal system (PAS) with a view to improving empowerment and accountability of staff and managers.</li> <li>- Increased participation of women in recruitment through gender-neutral vacancy announcements and through increased inclusion in selection rounds.</li> <li>- Improved awareness of recruitment opportunities in countries which are under-represented.</li> <li>- Improved geographic and gender diversity in List of counsel.</li> </ul>
2.4 Provide and maintain a healthy, motivating, sustainable and caring environment for staff and others participating in the Court's work and strive to offer career development and mobility opportunities.	<p>2.4.1 Improve working environment.</p> <p>2.4.2 Develop a strategic approach to staff development (including staff mobility)</p>	<ul style="list-style-type: none"> <li>- Structured follow-up on staff surveys.</li> <li>- Prepare and issue priority policies crucial for ensuring a proper regulatory framework on key HR issues such as on Staff Selection, Reclassification, Consultants and Individual Contractors, Temporary Appointments and Retiree Health Insurance.</li> <li>- Development of guidance on health and welfare matters such as flexible working arrangements.</li> <li>- Improved OTP working culture compared to 2014.</li> <li>- Linkage between performance and career development plans.</li> <li>- Increased staff satisfaction.</li> <li>- Proper management of staff expectations with regard to career development.</li> </ul>
2.5 Ensure adequate and effective technological support for judicial and administrative activities.	<p>2.5.1 Review and update e-Court system to increase efficiency and productivity of e-Court processes.</p> <p>2.5.2 Review use of standard processes, methods and technologies, in particular in relation to the Court's security requirements and risk appetite.</p> <p>2.5.3 Improve efficiency through technological developments.</p>	<ul style="list-style-type: none"> <li>- Enhance the Court's online presence and corporate image, including new website and strategic framework on the use of social networks and improved visual identity.</li> </ul>

<p>2.6 Further develop the Court's processes for planning and budgeting strategically, as well as for efficient management of performance and risks.</p>	<p>2.6.1 Further improvement of the Court's budget process, including further dialogue with States Parties on the Court's budget process.</p> <p>2.6.2 Refine the Court's risk management framework.</p> <p>2.6.3 Improve the performance measurement and evaluation of the Court.</p>	<ul style="list-style-type: none"> <li>- <i>Enhanced transparency and predictability of the budgetary process.</i></li> <li>- <i>Enhanced interactive sharing of service requests within different sections and major programmes.</i></li> <li>- <i>Regular awareness and training programmes on budget and disbursement processes.</i></li> <li>- <i>Further develop dedicated systems for performance reporting, regular income and expenditure forecasting, cash flow analysis and ad hoc reporting.</i></li> <li>- <i>Further implementation of high-level risk management system.</i></li> <li>- <i>Finalised review of the Court's crisis readiness.</i></li> <li>- <i>Develop Court-wide indicators.</i></li> </ul>
<p>2.7 Ensure an efficient, timely and cost-effective transition to the permanent premises, followed by making full and innovative use of their new potential.</p>	<p>2.7.1 Organize a smooth transition from the current to the new premises.</p> <p>2.7.2 Make best use of the new premises to provide for the business needs of the Court. Maximise the flexibility of their design to allow for expansion with minimum disruption and cost</p>	<ul style="list-style-type: none"> <li>- <i>Conduct a smooth transition to the new premises, without interruption to core business and ensuring the optimal conditions for staff and other occupants.</i></li> <li>- <i>Plan for the adjustments needed to accommodate changes to the ICC structure and operations, such as Registry ReVision, OTP new strategy or parallel trials.</i></li> </ul>
<p>2.8 Ensure adequate security for staff and other persons at risk on account of their interaction with the Court, as well as for information and other assets.</p>	<p>2.8.1 Ensure security and safety measures are tailored to the circumstances and facilitate the requisite operations of the Court while being included from the outset in the planning and execution of the Court's operations.</p> <p>2.8.2 Improve governance, security and safety risk management mechanism for all countries of ICC operations, including non-situation countries, and for all stages of investigation and judicial process.</p> <p>2.8.3 Management of security and safety risks through a risk management process.</p>	<ul style="list-style-type: none"> <li>- <i>Conduct yearly review of the state of readiness of the staff and witness protection.</i></li> <li>- <i>Implementation of systematic security risk management process to all of the Court's activities at Headquarters and in the field.</i></li> <li>- <i>Security risk assessment updated and measures reviewed yearly or when required.</i></li> <li>- <i>Completion of UN MOSS self-assessment for all field offices and update ICC-specific SRA.</i></li> </ul>

### Goal 3: Cooperation and Support

Cooperation and Support Goals	Priority Objective (2014-15)	Expected results in 2015
3.1 Facilitate the work of the Assembly of States Parties (“ASP”) in exercising its management oversight while fully respecting the independence of the Court.	<p>3.1.1 Further improve the effectiveness and efficiency of the dialogue between the Court and the ASP and its subsidiary bodies.</p> <p>3.1.2 Support the efforts of the Assembly to rationalise its working methods.</p>	<ul style="list-style-type: none"> <li>– <i>Provision of requested reports and information in a timely and transparent manner.</i></li> <li>– <i>Further harmonisation and rationalisation of the reporting requirements by the ASP and its subsidiary bodies, in line with the ASP’s revised working methods.</i></li> <li>– <i>More efficient dialogue between the Court and the ASP and its subsidiary bodies.</i></li> </ul>
3.2 Further foster global support for the Court by further strengthening the trust, cooperation and commitment of States, international and regional organizations, NGOs and other key partners and stakeholders.	<p>3.2.1 Promote information exchanges between the Court and States, international and regional organizations, NGOs and other stakeholders.</p> <p>3.2.2 Actively promote awareness among key stakeholders about the reforms being undertaken by the organs of the Court.</p>	<ul style="list-style-type: none"> <li>– <i>Increased understanding regarding the Court’s mandate and processes as well as stakeholders’ needs and concerns.</i></li> <li>– <i>Successful establishment of the new Division of External Relations of the Registry.</i></li> </ul>
3.3 Encourage full and timely cooperation by States in accordance with their obligations under the Rome Statute, including compliance with Court orders such as warrants of arrest, and identification, tracing, and freezing of assets	<p>3.3.1 Make constructive contributions to the Assembly’s discussions on cooperation issues, particularly on the review of the 66 recommendations on cooperation, arrest strategies and the review of non-cooperation procedures.</p> <p>3.3.2 Engage in constructive discussions with States to overcome obstacles and to promote best practices, such as consulting promptly with the Court in order to resolve any matter that has impeded or prevented the execution of requests.</p> <p>3.3.4. Organise seminars on cooperation in different regions for key representatives of States and the Court.</p>	<ul style="list-style-type: none"> <li>– <i>Enhanced communication channels with key States and regional bodies for more efficient and effective cooperation, including 3 new OTP contact points established in 2015.</i></li> <li>– <i>Implementation of steps by the OTP to promote arrests.</i></li> <li>– <i>Established system to coordinate OTP missions and investigations.</i></li> <li>– <i>First responder guidelines issued by OTP.</i></li> <li>– <i>Enhanced Registry capacity for anticipation of and reaction to cooperation challenges and follow-up of requests for assistance with the centralisation of cooperation functions within one section.</i></li> <li>– <i>Reinforcement of the Registry capacity to provide cooperation advice and strategic input.</i></li> <li>– <i>Common strategies with ASP calling upon States to invest stronger efforts in cooperation with the Court.</i></li> </ul>

Cooperation and Support Goals	Priority Objective (2014-15)	Expected results in 2015
<p>3.4 Encourage States to conclude further voluntary agreements with the Court on enforcement of sentences, relocation of witnesses and interim and other forms of release.</p>	<p>3.4.1 Undertake multi-pronged efforts to increase States’ understanding of the Court’s urgent needs with respect to bilateral cooperation agreements.</p> <p>3.4.2. Initiate and advance negotiations with States with the goal of concluding relocation agreements (including cost-neutral agreements) and agreements for interim release/acquittal, as a priority with States in relative geographical proximity of the States of origin of witnesses and the accused.</p> <p>3.4.2. Explore partnerships to assist States to conclude agreements of key importance to the Court.</p> <p>3.4.3 Increase external and internal level of cooperation in relation to witness protection.</p>	<ul style="list-style-type: none"> <li>- <i>Conclusion of new agreements.</i></li> <li>- <i>Advancement in negotiations with States Parties and other possible partner States.</i></li> <li>- <i>Provision of resources and legal expertise in the Court’s global efforts to strengthen cooperation with States Parties.</i></li> <li>- <i>Refined strategy regarding states to be approached with ad hoc cooperation requests.</i></li> <li>- <i>Improved relations with the Prosecution and Defence in the area of cooperation.</i></li> </ul>
<p>3.5 With States Parties, intergovernmental and nongovernmental organizations, encourage and support further accessions to the Rome Statute and the Agreement on the Privileges and Immunities of the Court with the ultimate goal of universality.</p>	<p>3.5.1 Enhance coordination of efforts among stakeholders such as States, international and regional organizations, NGOs and other key partners working actively on universality.</p> <p>3.5.2. Draw attention to the importance of the Agreement on the Privileges and Immunities of the Court and encourage States that have not ratified the Agreement to make a pledge to do so at the pledging ceremony planned for the 15<sup>th</sup> Session of the ASP.</p> <p>3.5.3 Use all opportunities such as bilateral meetings and public addresses to highlight benefits of joining the Rome Statute to non-States Parties.</p>	<ul style="list-style-type: none"> <li>- <i>Further accessions to / ratifications of the Rome Statute and enhanced communication and cooperation of non-States Parties with the Court.</i></li> <li>- <i>Increased clarity and awareness of the Court’s functions and mandate amongst non-State Parties.</i></li> </ul>
<p>3.6 With States Parties and other stakeholders such as intergovernmental and non-governmental organizations, encourage and facilitate the development of national capacities to achieve the goals of the Rome Statute.</p>	<p>3.6.1 Use all opportunities such as bilateral meetings and public addresses to draw attention to the principle of complementarity and the need to strengthen national jurisdictions.</p> <p>3.6.2 Promote engagement of development aid and rule of law actors in complementarity discussions. Support, as appropriate, efforts of States and relevant intergovernmental and nongovernmental organizations to encourage the implementation of the principle of complementarity at the national level.</p>	<ul style="list-style-type: none"> <li>- <i>Enhanced initiatives of States Parties and other relevant entities to build national capacity and assist other States Parties in achieving the goals of the Rome Statute.</i></li> </ul>