

# **International Criminal Court**

## **Strategic Plan**

**2013 – 2017**

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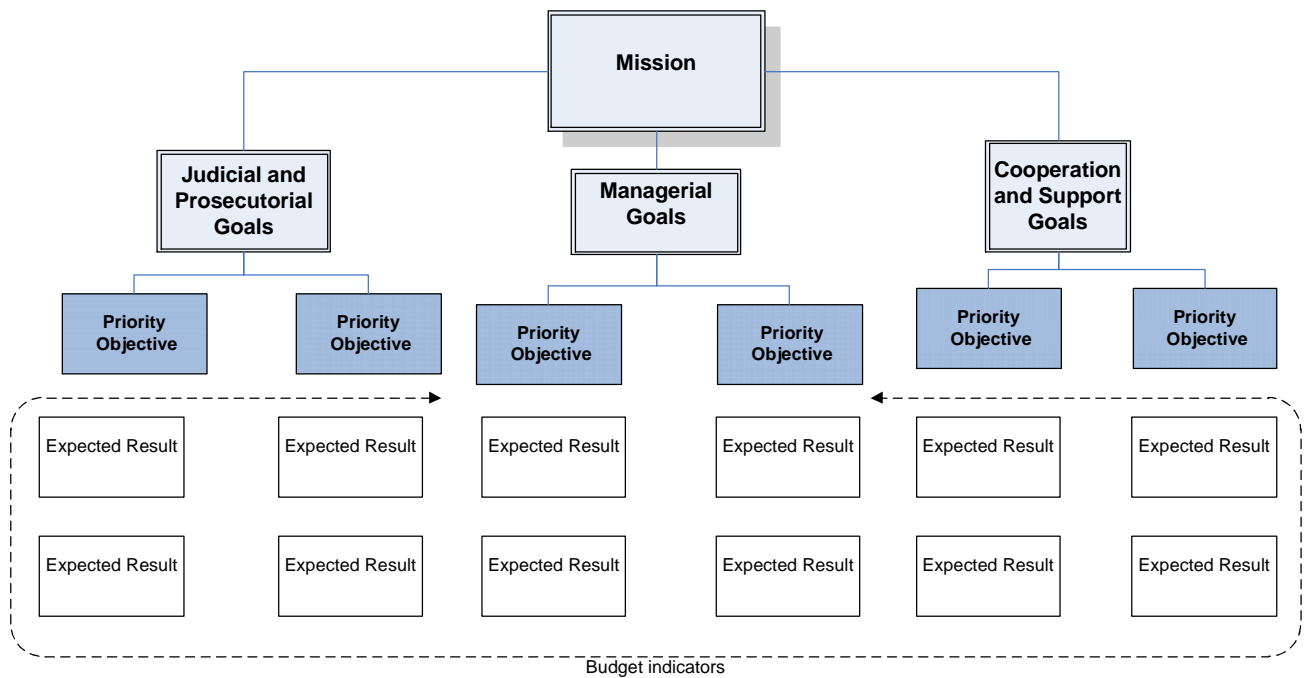
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## Structure



## Mission

Within the international criminal justice system the International Criminal Court (“Court”) will:

- Conduct preliminary examinations, investigations, prosecutions and trials of the most serious crimes within its jurisdiction fairly, effectively 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 from their interaction with the Court;
- Fight against impunity and contribute to the prevention of crime and long lasting 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 fair, transparent and expeditious judicial proceedings, while further refining legal standards through well-developed jurisprudence and encouraging the development of standardized processes.	2.1 Deliver coherent governance and efficient, well-planned and cost-effective administration to support the Court's judicial functions, retaining the ability to respond effectively to unexpected developments.	3.1 Assist the Assembly of States Parties ("ASP") in exercising its management oversight while fully respecting the independence of the Court.
1.2 Perform independent and impartial preliminary examinations and further increase their impact in relation to positive complementarity and the prevention of crimes.	2.2 Maintain high standards of integrity, professionalism and respect for diversity.	3.2 Further develop the Court's worldwide support by strengthening the trust, cooperation and commitment of States, international and regional organizations, NGOs and other key partners and stakeholders.
1.3 Perform impartial, focused investigations and focused prosecutions.	2.3 Ensure adequate technological support for judicial and administrative activities.	3.3 Encourage compliance with Court orders such as arrest warrants, and identification, tracing, freezing of assets.
1.4 Guarantee the rights of the defence to a fair and impartial trial.	2.4 Ensure adequate human resources to deliver the Court's mandate and respect geographical representation and gender balance.	3.4 Conclude further enforcement agreements, relocation agreements and agreements for interim release/acquittal.
1.5 Ensure adequate and meaningful participation and representation of victims.	2.5 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.	3.5 With States Parties, encourage and support further accessions to the Rome Statute 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 systems to plan and budget strategically, including its efficient management of risks and performance.	3.6 With States Parties, encourage and facilitate the development of national capacities to ensure the goals of the Rome Statute.
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.	2.7 Contribute to the timely provision of permanent premises that meet the Court's operational requirements.	
	2.8 Ensure adequate security for staff and other persons at risk because of their interaction with the Court, as well as adequate security of information and assets.	

## Priority Objectives (2013- 2014) per Goal

### Goal 1: Judicial and Prosecutorial

Judicial and Prosecutorial Goals	Priority Objective (2013- 2014)	Expected results
1.1 Ensure fair, transparent and expeditious judicial proceedings, while further refining legal standards through well-developed jurisprudence and encouraging the development of standardized processes.	1.1.1 Conduct and implement an in-depth “lessons learned” review of judicial processes, focussing first on procedures in pre-trial and trial preparation and hearing stages, subsequently on conclusion of trials and appeals, consulting States Parties, parties/participants and other stakeholders as appropriate.	<ul style="list-style-type: none"> <li>– Implementation of initial conclusions of 2012 ASP and consideration of longer-term issues 2013</li> <li>– Identification and implementation of further changes according to road map</li> <li>– Implementation of further changes 2014 onwards</li> <li>– Efficient management of trials</li> <li>– Consolidation of the OTP practices in relation to filings and hearings in the operational manual 2013</li> <li>– Chambers’ awareness of financial impacts during deliberations and when taking decisions.</li> <li>– Special attention paid to victims of sexual and gender-based violence, as well as of the crimes committed against children.</li> </ul>
	1.1.2 Continue to prioritise sexual and gender-based crimes, and crimes against children	
1.2 Perform independent and impartial preliminary examinations and further increase their impact in relation to positive complementarity and the prevention of crimes.	1.2.1 Continue to deliver regular reports enabling the Prosecutor to take informed decisions on situations under preliminary examination.	<ul style="list-style-type: none"> <li>– OTP decisions on preliminary examination situations (closing, opening of investigation or moving to next phase of analysis)</li> <li>– Impact on situations through preliminary examination of at least 7 situations in 2013</li> </ul>
	1.2.2 Further enhance positive complementarity through the monitoring/assessment of proceedings by the Office of the Prosecutor and through the encouragement of efforts by States and other stakeholders, incl. NGOs/IOGs	
	1.2.3 Further increase the preventive impact of preliminary examinations through the actions of the Office of the Prosecutor (monitoring, documenting, assessing alleged crimes)	
1.3 Perform impartial, focused investigations and focused prosecutions.	1.3.1 Deliver the number of planned investigations	<ul style="list-style-type: none"> <li>– Meet demands for quality OTP investigations</li> <li>– Increased quality standards for collection and analysis of evidence</li> <li>– Better recruitment tools available for use</li> <li>– New certification process for investigators 2014</li> </ul>
	1.3.2 Improve the quality of the investigations	
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.	<ul style="list-style-type: none"> <li>– Implementation of a most effective legal aid system</li> <li>– Achieve adequate and sustainable representation of indigent defendants in a manner that is economically efficient for the Court.</li> </ul>
	1.4.2 Provide focused training for Counsel in the ICC List of counsel.	<ul style="list-style-type: none"> <li>– Ensure access for suspects and accused to informed and expert Counsel in order to ensure their rights to fair and impartial proceedings.</li> </ul>

Judicial and Prosecutorial Goals	Priority Objective (2013- 2014)	Expected results
1.5 Ensure adequate and meaningful participation and representation of victims.	<p>1.5.1 Revisit the victim application system.</p> <p>1.5.2 Implement Revised Strategy in Relation to Victims</p> <p>1.5.3 Implement the revised legal aid system relating to victims</p> <p>1.5.4 Provide focused training for Counsel on the ICC List of counsel</p>	<ul style="list-style-type: none"> <li>– Deeper understanding of the lessons learnt and the challenges faced to date in relation to the victim application system.</li> <li>– Achievement of more sustainable, effective and efficient victim application system.</li> <li>– Increased sensitivity to the requirements of victims broadly and of individual victims specifically.</li> <li>– Achievement of adequate and sustainable representation of victims in a manner that is economically efficient for the Court.</li> <li>– Ensure victims’ access to informed and expert Counsel.</li> </ul>
1.6 Ensure meaningful reparations and a successful implementation of reparation orders including coherent principles for victim reparations.	<p>1.6.1 Establish principles of victims’ reparations through the first proceedings of the ICC</p> <p>1.6.2 Develop coordination mechanisms with the TFV for the implementation of the judicial decisions in relation to reparations</p>	<ul style="list-style-type: none"> <li>– Compliance with article 75(1) of the Statute through established principles relating to reparations</li> <li>– Established coordination regime between the Court and the TFV with regard to decisions pursuant to article 75 of the Statute</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 Court’s proceedings amongst victims and affected communities.</li> <li>– Increased capacity amongst the local population to follow judicial developments.</li> </ul>

**Goal 2: Managerial**

<b>Managerial Goals</b>	<b>Priority Objective (2013- 2014)</b>	<b>Expected results</b>
2.1 Deliver coherent governance and efficient, well-planned and cost-effective administration to support the Court's judicial functions, retaining the ability to respond effectively to unexpected developments.	<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 the Court's mandates.</p> <p>2.1.2 Effective resource management and identification and implementation of possible further efficiency measures.</p> <p>2.1.3 As part of the Court's review of role sand responsibilities review and adapt the field operations structures, in particular in the field.</p>	<ul style="list-style-type: none"> <li>– Intra-organ structural review of the main organs completed in early 2013, subject to sufficient resources</li> <li>– Cross-cutting review of implications for overall Court structure</li> <li>– Consultations with States Parties, CBF etc April-September 2013 with a view to any necessary decisions at 2013 ASP</li> <li>– Presentation of recommendations to the 20th session of the CBF and, pending CBF approval, implementation of recommendations</li> <li>– Implementation of Transition Plan 2014-15, in advance of move to permanent premises</li> <li>– Implementation of improved efficiency strategy</li> <li>– Analytical accountability function</li> <li>– Better coordination and higher impact of the Court's work in situation countries</li> </ul>
2.2 Maintain high standards of integrity, professionalism and respect for diversity.	<p>2.2.1 Ensure high standards in recruitment.</p> <p>2.2.2 Ensure compliance with the Court's Code of Conduct for Staff.</p>	<ul style="list-style-type: none"> <li>– Highly qualified staff</li> <li>– Transparent and efficient recruitment procedures, including compliance with pre-employment screening procedures</li> </ul>
2.3 Ensure adequate technological support for judicial and administrative activities	2.3.1 Have an updated information management and IT strategy.	<ul style="list-style-type: none"> <li>– Comprehensive and efficient eCourt and filing system, leading to further transparency</li> <li>– Approved IT strategy striking the proper balance between user needs, security, technological possibilities and financial feasibility</li> </ul>
2.4 Ensure adequate human resources to deliver the Court's mandate and respect geographical representation and gender balance.	<p>2.4.1 Further improve the management of staff performance</p> <p>2.4.2 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>– Implementation of the Court's improved performance appraisal system (PAS)</li> <li>– Increased participation of women in recruitment through gender-neutral vacancy announcement and through increased inclusion in selection rounds</li> <li>– Improved recruitment and advertising in countries less represented</li> <li>– List of Counsel reflects geographic and gender diversity</li> <li>– Finalization of the review of administrative instructions and policies preparing for the future development of an HR manual</li> </ul>

Managerial Goals	Priority Objective (2013- 2014)	Expected results
2.5 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.	2.5.1 Improve the working climate by creating a transparent HR policy and addressing in partnership with staff the major areas of concern. 2.5.2 Develop a career and development plan including mobility opportunities that can be implemented in the short-term.	<ul style="list-style-type: none"> <li>– Structured follow-up on staff surveys</li> <li>– Career and development plan approved 2014</li> </ul>
2.6 Further develop the Court's systems to plan and budget strategically, including its efficient management of risks and performance	2.6.1 Further improvement of Court's budget process, including further dialogue with States Parties on Court's budget process.  2.6.3 Refine the Court's risk management.  2.6.4 Improve the performance measurement and evaluation of the Court.  2.6.5 Improve of governance and 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.	<ul style="list-style-type: none"> <li>– Enhanced transparency and predictability of the budgetary process</li> <li>– Refined budget assumptions for 2014 budget, including scenarios outlining probable future expenses</li> <li>– Refined mid-term budget</li> <li>– Implementation of internal Court agreement on a high-level risk management system charting the most relevant strategic risks subject to availability of resources</li> <li>– Finalised review of the Court's crisis readiness</li> <li>– Improved link between strategy – budget – performance indicators</li> <li>– Further improvement of the Court's efficiency</li> <li>– Development and implementation of Court wide agreement on 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.</li> </ul>
2.7 Contribute to the timely provision of permanent premises that meet the Court's operational requirements.	2.7.1 Submit on time high quality, and efficiency-conscious input. 2.7.2 Organize a smooth transition from the old to the new premises	<ul style="list-style-type: none"> <li>– Permanent premises that are best-suited for the Court's needs</li> <li>– Minimised time-loss during transition</li> <li>– Prepare and implement an effective transition programme 2013 - 2016</li> </ul>
2.8 Ensure adequate security for staff and other persons at risk because of their interaction with the Court, as well as adequate security of information and assets.	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.  2.8.2 Management of security and safety risks through a risk management process.	<ul style="list-style-type: none"> <li>– A yearly review of the state of readiness of the staff and witness protection</li> <li>– Implementation of systematic security risk management process to all Court's activities at Headquarters and in the field.</li> <li>– No security incidents caused by a lack of prevention or management of foreseeable risks by the Court, while allowing operations to continue where justified.</li> <li>– Security risk assessment updated and measures reviewed yearly or when required</li> </ul>

### Goal 3: Cooperation and Support

Cooperation and Support Goals	Priority Objective (2013- 2014)	Expected results
3.1 Assist the Assembly of States Parties (“ASP”) in exercising its management oversight while fully respecting the independence of the Court.	3.1.1 Further improve the dialogue between the Court and the ASP and its sub-bodies through the setting up of a cost-effective information exchange.	– Cooperation and efficient dialogue between the Court, the ASP and States Parties enhanced
3.2 Develop the Court’s worldwide support by further strengthening the trust, cooperation and commitment of States, international and regional organizations, NGOs and other key partners and stakeholders.	3.2.1 Promote confidence-building process with States, international and regional organizations, NGOs and other key partners and stakeholders in the Court through information-sharing during seminars, conferences, and at any other occasion. 3.2.2 Prioritise relations with states and organisations in less represented regions. 3.2.3 Improve balance between stakeholders’ requirements and operational requirements of the Court.	– Strengthened trust and commitment of the Court’s external stakeholders – Clarity regarding operational requirements of the Court and stakeholders’ needs.
3.3 Encourage increased compliance with Court orders such as arrest warrants, and the identification, tracing, and freezing of assets.	3.3.1 Systematically draw attention to cooperation related obligations in external relations activities. 3.3.2 Raise key issues in the ASP and other relevant contexts and engage in constructive discussions with States to overcome obstacles and to promote best practices. 3.3.3 Establish a common strategy with ASP to tackle incidents of non-cooperation in an effective manner	– Improved lines of communication with key States for more efficient and effective cooperation – Common strategy with ASP calling upon States for cooperation and dealing with non-cooperation
3.4 Conclude further enforcement agreements, relocation agreements and agreements for interim release/acquittal.	3.4.1 Conclude 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.	– Conclusion of new agreements – Advancement in negotiations with States Parties and other possible partner states
3.5 With States Parties, encourage and support further accessions to the Rome Statute with the ultimate goal of universality.	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. 3.5.2 Cooperate with other stakeholders in making use of the Universal Period Review at the Human Rights Council to encourage non-States parties to join the ICC. 3.5.3 Use all opportunities such as bilateral meetings and public addresses to highlight benefits of joining to non-States Parties.	– Further accessions to/ratifications of the Rome Statute and enhanced communication and cooperation of non-States Parties with the Court – Increased clarity and awareness of the Court’s functions and mandate amongst non-State Parties



<b>Cooperation and Support Goals</b>	<b>Priority Objective (2013- 2014)</b>	<b>Expected results</b>
3.6 With States Parties, encourage and facilitate the development of national capacities to ensure the goals of the Rome Statute.	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. 3.6.2 Promote engagement of development aid and rule of law actors in complementarity discussions.	– Enhanced positive complementarity initiatives of States Parties to assist other States Parties