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Report of the Court on Key Performance Indicators (KPIs)

The Hague, 2025

**Striving to
build a more
just world**

Report of the Court on Key Performance Indicators (KPIs)

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The Report of the Court on Key Performance Indicators (KPIs) presents the annual results of the KPIs of the International Criminal Court (“the Court”), as outlined in the International Criminal Court Strategic Plan 2023-2025 (“Strategic Plan 2023-2025”).

Introduction

As part of its commitment to results-based management and continuous improvement in performance measurement, the Court has integrated a strategic framework and Key Performance Indicators (KPIs) into its Strategic Plan 2023–2025. These 27 KPIs serve as essential benchmarks for assessing progress toward the Court’s strategic goals, covering key areas within the Judiciary, the Office of the Prosecutor (OTP or “the Office”), the Registry, and the Trust Fund for Victims (TFV).

Since 2014, the Court has made significant strides in its ability to measure and report on performance in response to requests from States Parties. During the thirteenth session of the Assembly of States Parties (the “Assembly”), States Parties encouraged the Court to “intensify its efforts to develop qualitative and quantitative indicators”¹ that would enhance transparency, demonstrate achievements and needs, and enable States Parties to assess the Court’s performance more strategically.

In line with this directive, the 2024 Report on Key Performance Indicators (KPIs) presents the latest performance results for the second year of the Strategic Plan 2023–2025. While the KPIs do not capture the full breadth of the Court’s activities, they provide a concise overview of key areas closely aligned with the Court’s strategic priorities.

Beyond performance metrics, the report aims to provide stakeholders with a clear and consistent assessment of the Court’s progress. Chapter II presents performance data alongside trend analysis, annual benchmarks, and comparative assessments, supplemented—where relevant—by qualitative narratives to offer deeper insights into the Court’s overall performance.

Through this report, the Court reaffirms its dedication to transparency, accountability, and continuous improvement, ensuring that its performance measurement approach remains aligned with its strategic objectives and the expectations of States Parties.

¹ Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, Thirteenth session, New York, 8-17 December 2014 (ICC-ASP/13/20), vol. I. part III, ICC-ASP-13/Res.5, Annex I, para. 7(b).

Strategic Goal 1

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

2024 Result – ICC Key Performance Indicators

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

KPI
1.1

Time elapsed between key judicial decisions/ activities vs. target deadlines in the Chambers Practice Manual

KPI
1.2

Percentage of cancelled hearing days out of total scheduled hearing days

KPI
1.3

Number of AWAs (or summons to appear) filed before the judges

KPI
1.4

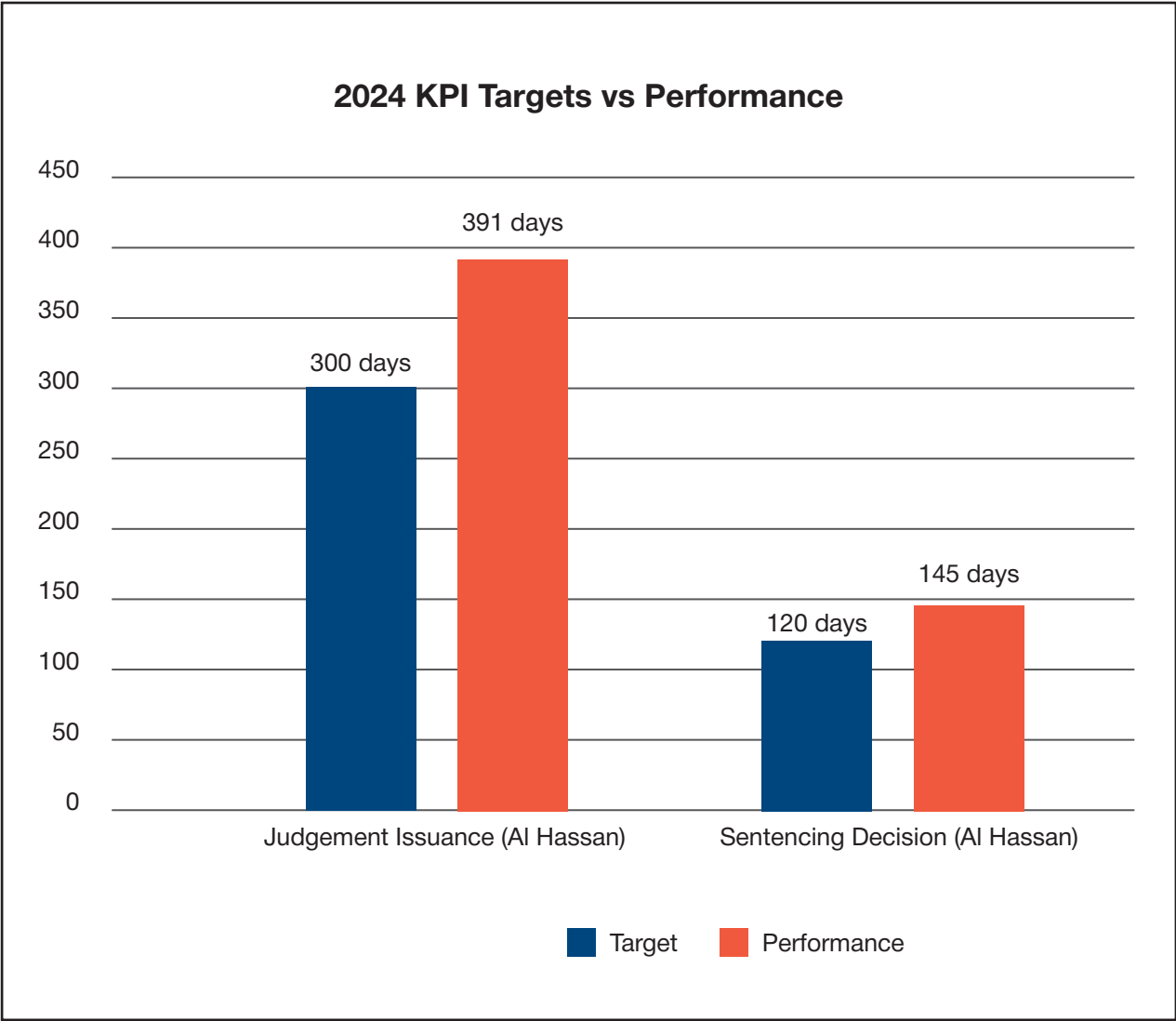
Ratios of counts issued vs. confirmed and convicted (upon warrants, confirmation decision, trials and appeals)

KPI

1.1

Time elapsed between key judicial decisions/
activities vs. target deadlines in the Chambers
Practice Manual

KPI 1.1	Target (2024)	Performance (2024)
	10 months	13 months 1 day
Sentencing Decision (A1 Hassan)	4 months	4 months and 23 days



With the aim of enhancing expeditiousness and procedural efficiency, the Chambers have introduced deadlines for certain decisions and judgments in the Chambers Practice Manual. These deadlines serve as general recommendations and guidelines reflecting good practices, drawn from the collective experience and expertise of judges across divisions at the Court. As explained in the introduction to the 4th edition of the Chambers Practice Manual, the time limits set ‘*maximum periods*’ for certain steps to be taken. The conduct of proceedings at all stages is complex and all parties and participants play an important part in ensuring expeditiousness.

While these deadlines are not legally binding instruments with the same force and effect as statutory instruments, judges have nonetheless endeavoured to adhere to the recommendations contained therein at all stages of the proceedings. In the light of these coordinated efforts, this KPI aims to show the time taken for judicial decisions and activities against the benchmark target deadlines specified in the Manual.

The graphic above depicts the timeline for each stage outlined in the Manual, alongside the actual time taken for all relevant decision(s) in 2024. When designing the KPIs in 2022, although the actual time taken for equivalent decisions in 2021 provided an informative baseline, the minimum target deadline was determined based on those indicated in the Manual.

In 2024, some of the recommended deadlines were not met due to the specific circumstances of the relevant cases as explained below. It is worth noting that the values are inherently quantitative, and, on their own, they cannot account for the reality or complexity of each case and each moment in time. Indicators are to be taken and understood in context. The distinct features of each case and the different procedural approaches taken by the various Chambers need to be taken into consideration when reading these figures.

The trial judgment in the *Al Hassan* case was issued three months and one day over the 10-month deadline set out in the Chambers Practice Manual due to the health situation of the Presiding Judge of Trial Chamber X and resulting unavailability (see Order vacating the hearing scheduled for the delivery of the Trial Judgment, 15 January 2024, ICC-01/12-01/18-2584; Decision on two requests concerning the delivery of the Trial Judgment, 4 March 2024, ICC-01/12-01/18-2588; and Further order scheduling the delivery of the Trial Judgment, 15 April 2024, ICC-01/12-01/18-2591).

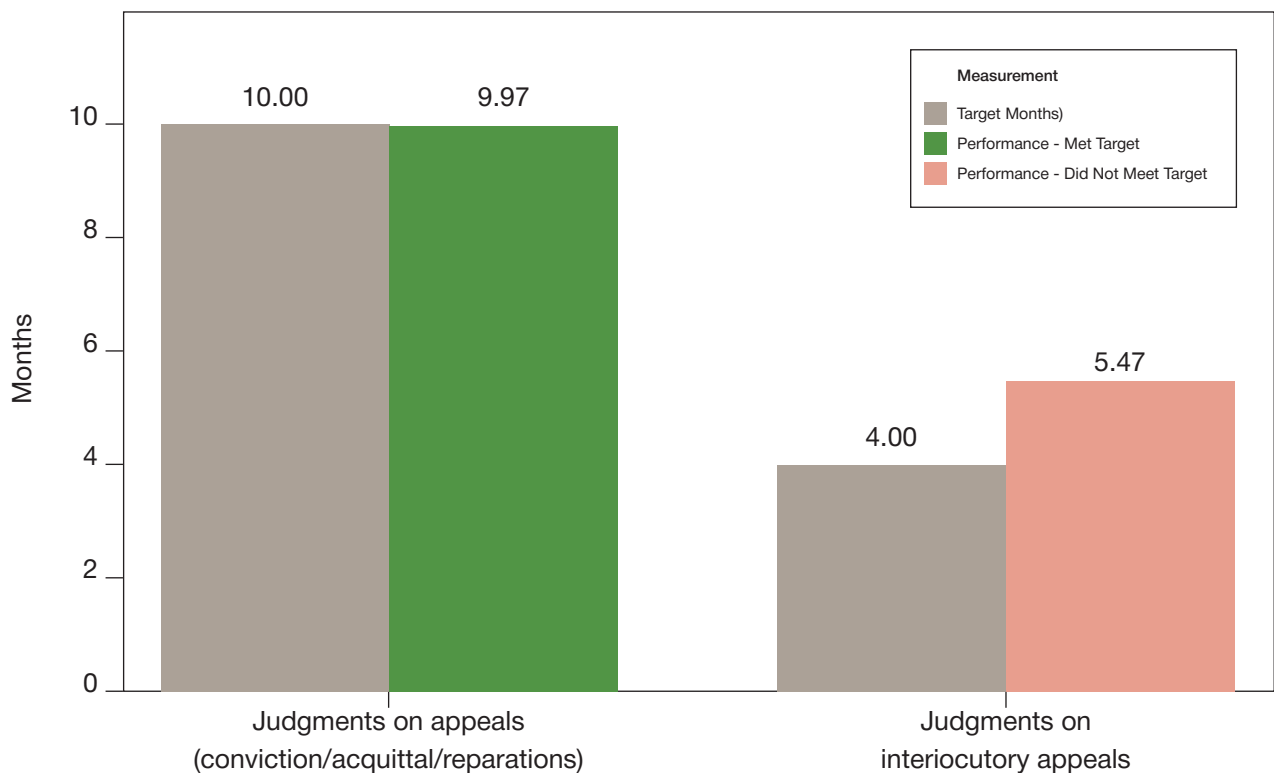
The *Al Hassan* sentencing decision was initially scheduled to be issued on 28 August 2024, that is approximately three months after the issuance of the trial judgment. The decision was ultimately issued 25 days over the four-month deadline set out in the Chambers Practice Manual because of the re-composition of the chamber and the fact that the new judge on the bench needed to familiarise himself with the case record (see Decision on the sentencing procedure, 28 June 2024, ICC-01/12-01/18-2595 and Third decision on the sentencing procedure, 23 July 2024, ICC-01/12-01/18-2618).

Appeals Division:

Judicial and prosecutorial performance goals

Strategic goals (expected results)	Key performance Indicators (KPIs)	Target (2024)	Performance (2024)
ICC Strategic Goal 1. Increase the expeditiousness and efficiency of the Court's core activities of preliminary examinations, investigations, trials and reparations, while preserving the independence, fairness and highest legal standards and quality of its proceedings, and protecting the safety and well-being of the persons involved, in particular victims and witnesses.	1.1. Time elapsed between key judicial decisions and activities v. target deadlines in the Chambers Practice Manual		
	<i>* Deadlines regarding judgments/decisions of the Appeals Chamber:</i>		
	(xi) issuance of judgments on appeals against the conviction, acquittal or reparations orders	10 months	9 months 30 days Ntaganda case (One judgment on two appeals against the Addendum to the reparations order)
	(xiii) issuance of judgments on interlocutory appeals	4 months	5 months 14 days Yekatom/Ngaissona case (Two judgments on two interlocutory appeals)*

Target vs Performance for Judicial KPIs in 2024



* Please note the following paragraphs of the appeals judgments which provide a justification for not having met the 4-month deadline:

Yekatom and Ngaïssona OA3 Judgment, ICC-01/14-01/18-2501-Red, para. 6;

6. In the present case, the responses to the appeal brief were filed on 6 December 2023. On 12 March 2024, the Appeals Chamber was recomposed with the mandate of two Judges coming to an end and the assignment of two new Judges to the Appeals Division. Moreover, the Defence in the present case simultaneously appealed a decision on a Prosecutor's request for formal submission of prior recorded testimony pursuant to rule 68(2) (c) of the Rules, raising grounds of appeal, which were partly interrelated with the instant appeal.

Under these circumstances, it was considered more appropriate to have the two appeals examined by the Appeals Chamber in its new composition. For these reasons, the present judgment is delivered after the time limit provided for in the Chambers Practice Manual.

Yekatom and Ngaissona OA4 Judgment ICC-01/14-01/18-2502-Red, para. 5:

5. In the present case, the responses to the appeal brief were filed on 6 December 2023. On 12 March 2024, the Appeals Chamber was recomposed with the mandate of two Judges coming to an end and the assignment of two new Judges to the Appeals Division. Moreover, the Defence in the present case simultaneously appealed a decision on a Prosecutor’s request for formal submission of prior recorded testimony pursuant to rule 68(2)
- (d) of the Rules, raising grounds of appeal which were partly interrelated with the instant appeal. Under these circumstances, it was considered more appropriate to have the two appeals examined by the Appeals Chamber in its new composition. For these reasons, the present judgment is delivered after the time limit provided for in the Chambers Practice Manual.

You will find below description for the instances where the deadlines were not met:

Description

The figure in the *Yekatom and Ngaissona* case is the time taken to issue two judgments in the two interlocutory appeals. Responses of the parties and the judgments were filed on the same dates. In both judgments, the Appeals Chamber noted,

as regards the four-month deadline, that the Appeals Chamber had been recomposed on 12 March 2024. Hence, it considered it more appropriate to have the two appeals examined by the Appeals Chamber in its new composition.

KPI

1.2

Percentage of cancelled hearing days out of total scheduled hearing days

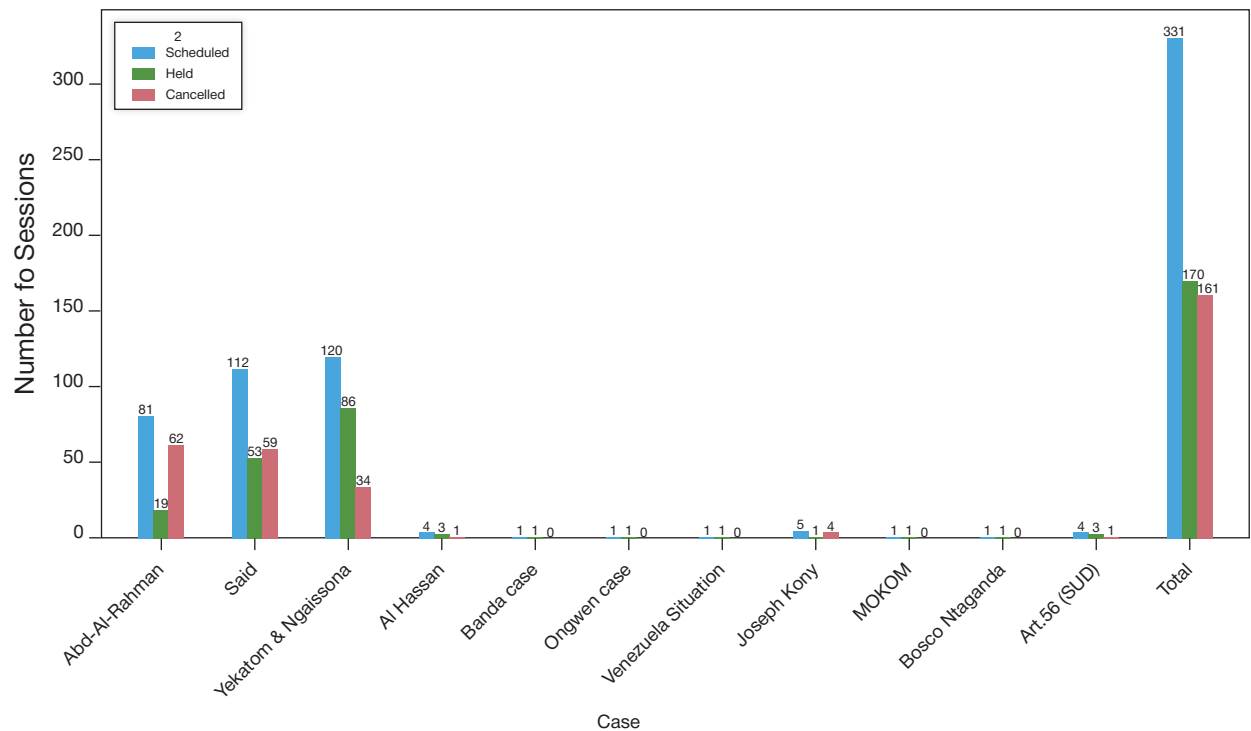
KPI 1.2	Target (2024)	Performance (2024)
Percentage of cancelled hearing days out of total scheduled hearing days	70% (2023)	48,6%

Effective planning and management of courtroom hearing schedules are critical for the Court’s efficiency. Operating as a judicial institution, Courtroom hearings represent the core business, and the associated expenditures have a significant impact on the Court’s annual budget. It remains a core priority for the Registry to ensure fair and expeditious proceedings as mandated by the Rome Statute, by supporting the delivery of judicial proceedings. To manage resources effectively, including courtroom logistics and

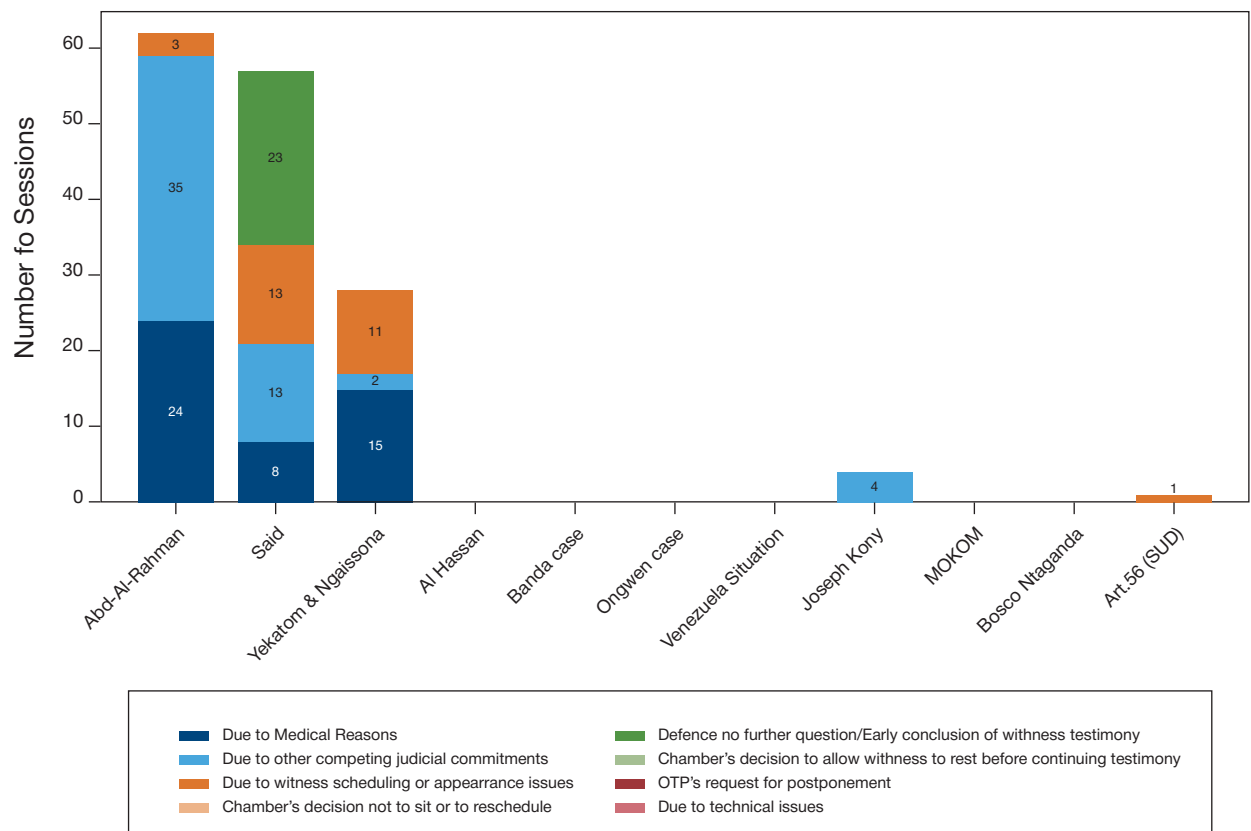
participant involvement, advanced planning is essential. Recognizing the need for careful resource management, the Registry analyses trends in cancellations of scheduled hearings to anticipate courtroom days and the related budget more accurately. Achieving a lower rate of cancelled hearings compared to original projections can, to a certain extent, demonstrate the Court’s commitment to financial discipline, ensuring costs are monitored and controlled for courtroom operations.

The following graphs illustrate the number of hearing cancellations per case , as well as the distribution of cancellation categories by case .

Schedule, Held, and Cancelled Sessions per Case (2024)



Cancellation Categories per Case (2024)





Number of AWAs (or summons to appear) filed before the judges

KPI 1.3	Target (2024)	Performance (2024)
Number of AWAs (or summons to appear) filed before the judges	10	11 (Publicly Known)

Positive results in the courtroom are essential for the legitimacy and credibility of the Office and are the ultimate yardstick by which its success will be measured by affected communities. This KPI measures the number of applications for warrants of arrest and summons to appear filed by the OTP. The target number of 10 includes both public and sealed warrants of arrest.

The OTP has already achieved its target with 11 applications for arrest warrants (either filed or publicly acknowledged by official statements).

Applications and subsequent warrants which are under seal or confidential cannot be reported on publicly for reason of confidentiality. The existence of 11 warrants were made public in statements by the Office in the Ukraine, Palestine, Bangladesh/ Myanmar and recently, Libya, situations. 2024 represented a record year with respect to the number of applications for arrest warrants by the Office of the Prosecutor (including public/under seal/confidential).

In the UKR situation, Pre-Trial Chamber II issued four arrest warrants based on applications filed in 2024 in relation to attacks on the electric infrastructure. On 5 March 2024, warrants of arrest were issued for Victor Nikolayevich Sokolov, Commander, Russia’s Black Sea Fleet, and Sergey Ivanovich Kobylash, Commander, Russian Long Range Aviation, for alleged international crimes committed from at least 10 October 2022 until at least 9 March 2023. On 24 June 2024, Pre-Trial Chamber II issued warrants of arrest for Sergei

Kuzhugetovich Shoigu, Minister of Defence, and Valeriy Vasilyevich Gerasimov, Chief of the General Staff of the Russian Federation Armed Forces, for the same crimes.

In the PSE situation, warrants were issued for Mohammed Diab Ibrahim Al-Masri (Deif), Benjamin Netanyahu and Yoav Gallant. A further two applications were filed and retracted for Yahya Sinwar and Ismail Haniyeh following their deaths.

In the BGD/MMR situation, one application for an arrest warrant was filed on 27 November 2024 against Min Aung Hlaing, Commander in Chief of the Tatmadaw, self-appointed Prime Minister of Myanmar and acting President. Alleged crimes are deportation of the Rohingya to Bangladesh as well as persecution.

In the LBY situation, one application for an arrest warrant was filed on 2 October 2024 for Osama Elmasry Njeem. The arrest warrant was issued by PTC I on 18 January 2025.

In addition, 8 warrants were unsealed in 2024: warrant against Iyad Ag Ghaly in the Mali situation unsealed on 21 June 2024; warrant against Edmond Beina in the CAR.II situation unsealed on 7 November 2024; and warrants against Abdurahem Khalefa Abdurahem Elshgagi, Makhlouf Makhlouf Arhoumah Doumah, Abdelbari Ayyad Ramadan Al Shaqaqi, Fathi Faraj Mohamed Salim Al Zinkal, Nasser Muhammad Muftah Daou and Mohamed Mohamed Al Salheen Salmi, in the Libya situation unsealed on 4 October 2024.

KPI**1.4****Ratios of counts issued vs. confirmed and convicted (upon warrants, confirmation decision, trials and appeals)**

KPI 1.4	Target (2024)	Performance (2024)
Ratios of counts issued vs. confirmed and convicted (upon warrants, confirmation decision, trials and appeals)	The Ratio of counts issued vs. confirmed and convicted improves compared to 2023	(i) issued / requested: PSE: 21 issued / 29 requested (ii) Total: convicted/confirmed: Al Hassan 8/14

This KPI measures the ratios of counts issued vs. confirmed and convicted (upon warrants, confirmation decisions, trials and appeals). Considering the length of the trials, the data of the counts confirmed during confirmation before 2023 are included.

The targets are achieved for the Office's applications for arrest warrants - 81% of counts requested were included in warrants issued.

Case	Requested	Included	Ratio (%)
Libya (Salheen & Zinkal)	12	12	100.0%
Libya (Al Kani et al.)	24	16	66.7%
Mali (Iyad Ag Ghaly)	10	10	100.0%
CAR (Edmond Beina)	8	8	100.0%
Palestine (Deif)	13	12	92.3%
Palestine (Netanyahu & Gallant)	8	4	50.0%
Ukraine (4 suspects)	12	12	100.0%
Conviction (Al Hassan)	14	8	57.1%

One application issued in 2024 in the Libya case had the arrest warrant issued in 2025, the results on counts will be included in the 2025 results.

For unsealed applications: In the Libya situation, the PTC found reasonable grounds to believe that Mohamed Al Salheen Salmi and Fathi Faraj Mohamed Salim Al Zinkal are criminally responsible for the war crimes of murder, outrages upon personal dignity, cruel treatment, torture, sexual violence and rape (all the crimes in the Prosecution's Application). For Abdulrahem Al Kani, Makhoulf Douma, Nasser Al Lahsa, and Al Shaqari, the Chamber found reasonable grounds to believe that they are criminally responsible for the war crimes of murder, outrages upon personal dignity, cruel treatment and torture and rejected the Prosecution's request in relation to the crimes of sexual violence and rape.

In the Mali situation, the unsealed arrest warrant for Iyad Ag Ghaly was issued for all war crimes and crimes against humanity requested in the arrest warrant application. The arrest warrant was issued for the war crimes of murder; rape, sexual slavery and any other form of sexual violence; attacks on bodily integrity and outrages upon personal dignity, intentionally directing attacks against buildings dedicated to religion and historic monuments. It was issued for the crimes against humanity of imprisonment or other form of serious deprivation of physical liberty; rape, sexual slavery and any other form of sexual violence; torture; other inhumane acts, persecution on religious grounds; and persecution on grounds of gender.

In the Central African Republic situation, the unsealed arrest warrant for Edmond Beina was issued for 8 groups of crimes, although not framed as counts: (i) extermination (crime against humanity) or, alternatively, murder and attempted murder (crime against humanity and war crime); (ii) deportation or forcible transfer (crime against humanity) and displacement of civilian population (war crime); (iii) rape and attempted rape (crime against humanity and war crime); (iv) intentionally directing attacks against the

civilian population (war crime); (v) pillaging (war crime); (vi) destruction of the adversary's property (war crime); and (vii) persecution (crime against humanity); (viii) imprisonment and other severe deprivation of liberty (crime against humanity; not included in the arrest warrant application).

In the Palestine situation, 13 counts were requested in the arrest warrant for Mohammed Diab Ibrahim Al-Masri (Deif), including one additional count added by the PTC. Of these, 12 were accepted by the PTC: the crimes against humanity of murder; extermination; torture; and rape and other form of sexual violence; as well as the war crimes of murder, cruel treatment, torture; taking hostages; outrages upon personal dignity; and rape and other form of sexual violence. The PTC did not include other inhumane acts because it considered it subsumed in other crimes.

For Benjamin Netanyahu and Yoav Gallant, 4 out of 8 requested counts were included in arrest warrants for each suspect. The public counts in the warrants include the war crime of starvation as a method of warfare, and the crimes against humanity of murder, persecution, and other inhumane acts.

In the Ukraine situation, the PTC II issued arrest warrants based on four applications in relation to attacks on the electric infrastructure in Ukraine. On 5 March 2024, Pre-Trial Chamber II issued warrants of arrest for Victor Nikolayevich Sokolov, Commander, Russia's Black Sea Fleet, and Sergey Ivanovich Kobylash, Commander, Russian Long Range Aviation, for alleged international crimes committed from at least 10 October 2022 until at least 9 March 2023. On 24 June 2024, Pre-Trial Chamber II issued warrants of arrest for Sergei Kuzhugetovich Shoigu, Minister of Defence, and Valeriy Vasilyevich Gerasimov, Chief of the General Staff of the Russian Federation Armed Forces. All four suspects are each allegedly responsible for the war crime of directing attacks at civilian objects, the war crime of causing excessive incidental harm to civilians or damage to civilian objects, and the crime against humanity of inhumane acts.

There was one conviction decision in 2024, with convictions on 8 out of 14 counts. Al Hassan was convicted for the charges of torture, other inhumane acts, cruel treatment, outrages upon personal dignity, the passing of sentences without due process, mutilation and religious persecution. He was acquitted of forced marriage as other inhumane acts and the associated acts of rape and sexual slavery; rape and other crimes of mistreatment of women in detention; and persecution on gender grounds. Additionally, he was acquitted of the crime of attacking protected objects, and a number of individual incidents within the war crime of passing of sentences without due process. In his separate and dissenting opinion, Judge Mindua found that the facts were established for all crimes, apart from rape in detention and attacks on protected objects. On these findings, apart from the rape in detention, he formed a majority with Judge Prost. He concluded in his separate and dissenting opinion that Al Hassan should be acquitted of all counts based on the defences of duress and mistake of law. Judge Akane in her separate and dissenting opinion found that certain elements were not established on the contextual elements of crimes against humanity and under article 25(3)(d) in relation to the gender-based crimes. As a result of the two dissents, Al Hassan was not convicted for gender-based crimes and persecution on gender grounds. The Chamber otherwise unanimously acquitted Al Hassan of the crime of attacking protected objects.

In the Abd-Al-Rahman case, proceedings continued in 2024 with the Defence finalising their presentation of evidence in September 2024. The closing statements took place from 11-13 December 2024. A Trial Judgement is expected in 2025.

In the situation in the Central African Republic II, trials were ongoing in 2024. In the Yekatom and Ngaïssona case, the Defence completed their presentation of evidence on 27-28 August 2024, with closing statements taking place from 9-12 December 2024. Sentencing submissions took place on 8-9 January 2025. In the Saïd case, the trial is ongoing.

In the Kony case, the Prosecutor filed the Document Containing the Charges on 19 January 2024. On 4 March 2024 PTC II issued a decision on the Prosecution's request to hold a confirmation of charges hearing in the suspect's absence. On 29 October 2024, Pre-Trial Chamber III concluded that all the requirements to hold a confirmation of charges hearing in the absence of Joseph Kony were now met. The confirmation hearing is set to start on 9 September 2025.

Strategic Goal 2

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

2024 Result – ICC Key Performance Indicators

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

KPI
2.1

Number of outreach initiatives and engagements with CSOs

KPI
2.2

Ratio of applications for in situ proceedings (including full trials or certain hearings) vs. number of cases in litigation OR/ AND number of in situ proceedings granted/conducted

KPI
2.3

Percentage of individual victim application assessments that are corrected or overturned by the Chambers

KPI
2.4

Percentage of victims who feel a sense of recognition of the harm they suffered as a result of receiving Court-ordered reparations



Number of outreach initiatives and engagements with CSOs

KPI 2.1	Target (2024)	Performance (2024)
Number of outreach initiatives and engagements with CSOs	I. Annual Outreach Programme - 1 outreach activity for each situation - 1 CSO roundtable II. Thematic CSO Roundtables: 2	Achieved - all situations have benefited from Office CSO engagement programme including situation-specific meetings with CSOs and two thematic roundtables.

This Key Performance Indicator (KPI) reflects the Office of the Prosecutor’s (OTP) continued efforts to deepen engagement with civil society

organizations (CSOs) and locally based entities. These efforts aim to strengthen partnerships and contribute to broader accountability initiatives.

Strategic Engagement with CSOs

The OTP has enhanced its partnerships and outreach activities through increased consultations with organizations at the national, regional, and international levels. In particular, the Office has established a structured and regular space for

dialogue with CSOs. These consultations relate to the Office’s policies, investigative activities, and thematic priorities, and aim to foster deeper cooperation and information exchange.

OTP–CSO Structured Dialogue

A key initiative has been the development of the **OTP–CSO Structured Dialogue**, designed to reinforce the Office’s relationship with national actors, including victims, affected communities, and especially local civil society organizations. This structured space for exchange and reflection was launched in response to inputs from civil society received through bilateral engagements, group discussions, and feedback during the 2024 ICC–NGO Roundtable.

The first session, held in November 2024, focused on clarifying the roles and responsibilities of the Office’s International Cooperation Advisers (ICAs), particularly in their engagement with civil society in situation countries. This session provided a constructive forum for CSOs to ask questions and offer recommendations, recognizing that engagement must be adapted to context-specific security, logistical, and protection challenges.

In addition to oral feedback, CSOs were invited to submit written input, particularly concerning proposed joint actions to address key issues raised during the session.

As part of its policy development and outreach efforts, the Office has hosted several thematic consultations. On 22 January 2024, the OTP organized a conference on cyber-enabled crimes under the Rome Statute framework. The event convened over 100 participants—including cybersecurity and technology experts, civil society representatives, State delegates, and other partners—to discuss the practical implications of the misuse of cyberspace to facilitate or commit ICC crimes.

From January to May 2024, the Office, under the leadership of former Special Adviser Patricia Sellers, conducted 11 external consultations—both in-person and hybrid—with 152 participants from at least 51 countries. These included survivor communities, CSOs, academics, national authorities, international organizations, investigative mechanisms, and other justice actors.

In 2024, policy development efforts included extensive engagement with 79 CSOs and academic contributors who provided written feedback on the first draft. Bilateral discussions were also held with four UN agencies, including UNODC, UNEP, and IPCC. The OTP presented the draft to audiences at the University of Amsterdam and UCLA Law School’s Promise Institute, reflecting a collaborative and inclusive approach to shaping the policy.

Launched in October 2023, the development of this policy was informed by global consultations with States Parties, civil society, academic institutions, and affected communities. The OTP–CSO Structured Dialogue forms an integral part of its implementation.

In collaboration with Eurojust’s Genocide Network, the OTP is coordinating the dissemination of the **OTP–Eurojust CSO Guidelines** as part of its broader outreach strategy. Regional meetings with international and local CSOs are planned throughout 2025. Feedback from these organizations will further enhance the practical relevance and value of the guidelines.

Since the adoption of the 2023–2025 Strategic Plan, the OTP’s Unified Teams have engaged in extensive outreach and stakeholder engagement at both the technical and leadership levels, tailored to each situation country.

KPI

2.2

Ratio of applications for in situ proceedings (including full trials or certain hearings) vs. number of cases in litigation OR/ AND number of in situ proceedings granted/conducted

KPI 2.2	Target (2024)	Performance (2024)
Ratio of applications for in situ proceedings (including full trials or certain hearings) vs. number of cases in litigation OR/ AND number of in situ proceedings granted/conducted	In all cases under litigation, full assessment as to appropriateness of sessions in situ and applications to Chambers made where necessary.	Achieved

This KPI demonstrates that the Office is committed to taking proactive steps within its mandate to ensure that affected communities can be accessed more quickly and effectively, and to strive, whenever possible, to propose and support the use of in situ proceedings in situation countries. Holding in situ proceedings and confirmation

hearings in absentia will improve the connection between victims and witnesses and the Court. The OTP requested to hold the confirmation hearing in situ for the Kony case which was rejected by PTC III on 28 February 2025. The hearing is scheduled take place on 9 September 2025.

KPI

2.3

Percentage of individual victim application assessments that are corrected or overturned by the Chambers

KPI 2.3	Target (2024)	Performance (2024)
Percentage of individual victim application assessments that are corrected or overturned by the Chambers	0%	0%

It is of paramount importance for the Court to provide effective support to victim participation in order to achieve strategic goal 2. Pursuant to article 68(3) of the Rome Statute, during judicial proceedings, victims have the right to present their views and concerns directly to the judges.

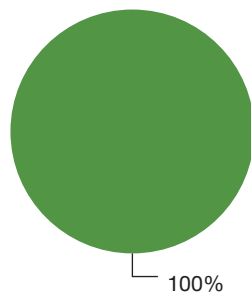
The Registry’s Victim Participation and Reparations Section (VPRS) facilitates the victim participation process by collecting “applications for participation” from victims using a standard form and transmitting those forms to the relevant Chamber, which then authorizes or rejects an applicant’s participation in proceedings. To facilitate an efficient process, the VPRS assesses the eligibility of received applications and classifies them into three groups for review by the Chambers: Group A (applicants clearly qualifying as victims), Group B (applicants clearly not qualifying as victims), and Category C (applicants for whom the Registry could not make a clear determination for any reason). Therefore, it is the Registry’s performance goal to provide quality

assessment results to the Chambers. One measure by which success may be gauged is the ratio of Chambers accepting the assessment results without correction or overturn.

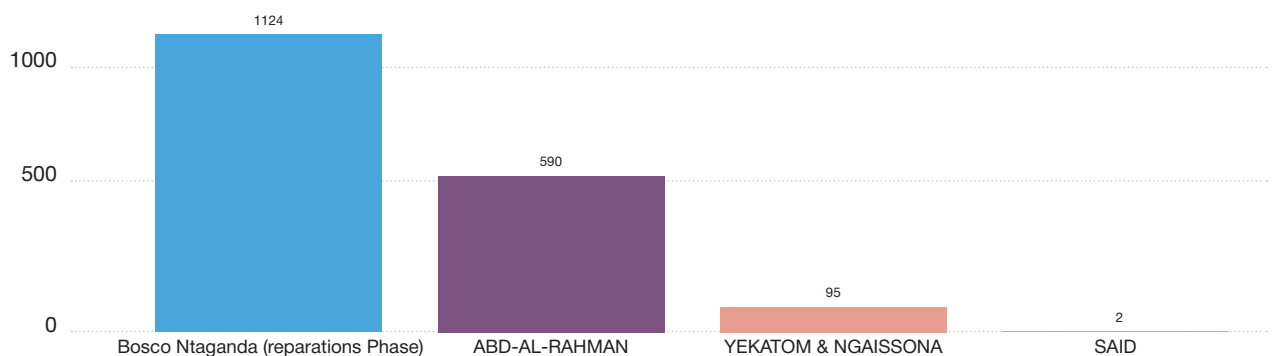
By 31 December 2024, the Registry had submitted to the Chambers 1,811 applications, submitted to the Chambers categorized under A-B-C. Notably, only 5 applications were categorised under category C.

The graph below highlights the total number of submissions made by VPRS to the Chambers. Notably, **1,808 submissions have been ratified**, with only **five still pending**—each awaiting either admission or rejection. Most significantly, **not a single application (0%) was overturned** by the Chambers. This underscores the strong alignment between the Chambers and VPRS’s eligibility assessments, reinforcing the reliability and accuracy of the evaluation process.

Percentage of Individual Assessments Ratified By Chambers in 2024



VPRS Submission in 2024 by Case



KPI

2.4

Percentage of victims who felt a sense of recognition of the harm they suffered as a result of receiving Court-ordered reparations

KPI 2.4	Target (2024)	Performance (2024)
Ratios of counts issued vs. confirmed and convicted (upon warrants, confirmation decision, trials and appeals)	80% (2023)	87%

This KPI measures whether through receiving Court-ordered reparations victims felt a sense of recognition of the harm they suffered as an indicator of achieving justice. To generate data for this KPI, the TFV relies on independent evaluations.

For this KPI report, the TFV submits data from the *Al Mahdi* reparations programme, which includes symbolic, individual and collective measures. Symbolic measures had been completed in 2021, and individual reparations were completed in June 2024, benefiting 1,687 victims.

- 87% of the sampled victims who have received individual reparations overwhelmingly said they felt that their harm had been repaired².
- Considering the activities conducted at the time of evaluation, which include memorialisation, building rehabilitation, extensive community

participation and engagement to design and implement all aspects of the programme that involved men, women, youth and majors groups (religious men and women) in the community of Timbuktu, 90% of the participants reported feeling that the individual and collective reparations measures have already, even before completion, given the population some sense of recognition and that justice has been mostly or totally achieved.

- The inclusion of women in the reparations process was also seen positive, recognising their roles and contributions to the community and potentially altering traditional perceptions of gender roles in the maintenance and rehabilitation of cultural heritage sites.

² Data for the KPI report was collected between July-September 2023 as part of the mid-term independent evaluation of the *Al Mahdi* reparations programme. The evaluation is based on a randomly selected sample of 1,277 individuals (of which 43% are women) from two groups, beneficiaries of reparations and general population of Timbuktu. Within it, there is a subsample of 214 victims who had received individual reparations, representing 15% of the 1,448 individuals having received reparations at the time of data collection. Of those in the sub-sample, 52% are women.

Results from the mid-term independent evaluation of the Al Mahdi reparations programme

“We heard and saw where he apologised to the entire population of Timbuktu, it was an act of relief to the heart bruised by hatred against his person.” [a quote from one of the focus group discussion which took place in Timbuktu, taken during the independent evaluation process].

The evaluation focused on understanding the effects of reparations on cultural, moral, and psycho-social well-being, social cohesion, sense of justice, and material well-being.

- The conviction of Mr Al Mahdi, the trial itself, and the TFV interventions were perceived as an acknowledgement of suffering endured and played important roles in victims’ perceptions to receive justice.
- The apology of Mr Al Mahdi as well as a personal apology from Mr Al Mahdi’s father to the community of Timbuktu, were seen as a pivotal part of the justice and reparations process, which helped victims to let go of their anger and hate, reducing hatred and change perceptions. Apologies give moral satisfaction for the damage caused. When Mr Al-Mahdi apologised to the people of Timbuktu, it gave a feeling of moral satisfaction and comfort, especially when he said that he was lost in his mind. The people of Timbuktu are religious by nature and the apology is, according to the evaluation, “very meaningful” to them.

Strategic Goal 3

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

2024 Result – ICC Key Performance Indicators

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

KPI
3.1

Results in Court: counts presented/granted in relation to SGBC and CAC (AWA, DCC and Trial)

KPI
3.2

Percentage of female participants in outreach activities (Requested)

KPI
3.3

Percentage of women in TFV reparations who:

- i. were consulted and involved in the design and implementation of reparations
- ii. received reparations

KPI

3.1

Results in Court: counts presented/granted in relation to SGBC and CAC (AWA, DCC and Trial)

KPI 3.1	Target (2024)	Performance (2024)
Results in Court: counts presented/granted in relation to SGBC and CAAC (AWA, DCC and Trial)	80%	70%

This KPI demonstrates that the Office has prioritized the effective investigation and prosecution of SGBC and CAC by ensuring that these crimes are considered at the earliest stages of

investigative and prosecutorial work. This includes when Unified Teams are developing case theories, investigation plans and charging strategies.

Case	Requested	Included	Ratio (%)
Al Hassan (Mali)	8	2	25.0%
Palestine (Deif)	9	8	88.9%
Libya (6 AWAs)	24	16	66.7%
Mali (Al Ghaly)	7	7	100.0%
CAR2B (Beina)	2	2	100.0%

70% (35/50) (out of a target of 80%) of public developments in 2024 [Al Hassan: 2/8 GBC-related charges resulted in conviction; Palestine: 8/9 GBC-related charges confirmed in AWAs; LBY, MLI, CAR2B: 25/33 GBC-related charges confirmed in AWAs unsealed in 2024.]

Of our public or publicly referenced results, we have two relevant developments. First, in the Mali situation, the Al Hassan trial judgment included acquittal for all charges explicitly related to GBC, due to factors generally unrelated to GBC evidence

presented. This is despite favourable findings regarding crime base evidence.

However, both the convictions for religious persecution and torture / ill-treatment did include gendered targeting and harm, which was explicitly acknowledged by all three Judges. The decision was taken to not appeal the remaining GBCs due to complex strategic risks. The final judgment in Al Hassan thus results in a 2/8 success rate for GBC charges. Second, in the Palestine situation (announced but AWA not public), public record

reflects that we were successful in charging 8/9 GBCs (explicit GBCs or based on evidence of GBC) against Deif with respect to hostages in captivity: rape (war crimes and crimes against humanity), other forms of sexual violence (war crimes and crimes against humanity), torture (war crimes and crimes against humanity), cruel treatment (war crimes), and outrages upon personal dignity (war crimes). The charge of Other Inhumane Act (crimes against humanity), partly based on GBC, was

found to be subsumed by other charges and was not confirmed. Of additional interest, initial review indicates that from eight AWAs only unsealed in 2024, 25/33 GBC-related charges were confirmed: in LBY six unsealed AWAs, 16/24 GBC-related charges were confirmed; in MLI one unsealed AWA (Al Ghaly), 7/7 GBC-related charges were confirmed; in CAR2B, one AWA (Beina), 2/2 GBC-related charges were confirmed.

KPI

3.2

Percentage of female participants in outreach activities (Requested)

KPI 3.2	Target (2024)	Performance (2024)
Percentage of female participants in outreach activities	50%	57.5%

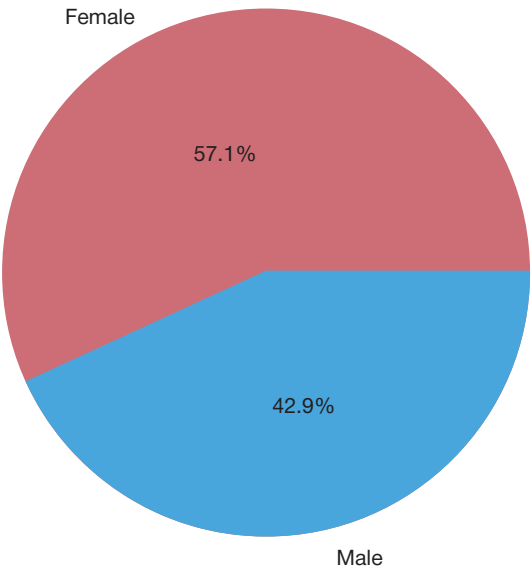
The Outreach Unit within the Court’s Registry plays a vital role in bridging the gap between the Court and the communities affected by situations and cases under its jurisdiction. Operating in countries where investigations or proceedings are taking place, the Outreach Unit implements tailored outreach programmes designed to increase public understanding of the Court’s mandate, activities, and judicial processes. These programmes ensure that affected populations receive timely, accurate, and accessible information, while also providing a platform for dialogue to address questions, concerns, and expectations.

A key strategic component of these outreach efforts is the meaningful inclusion of women. Promoting women’s participation is essential to the successful implementation of Strategic Goal 3 of the Court,

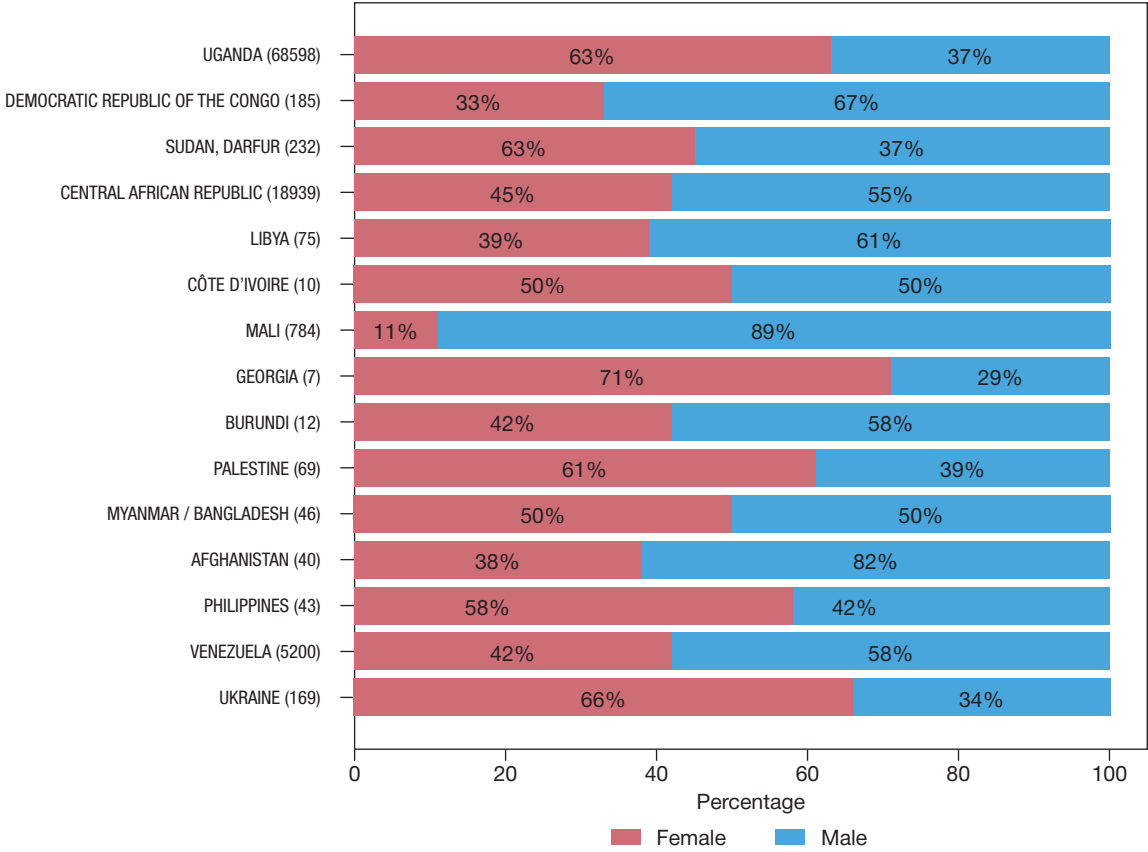
which is to mainstream a gender perspective throughout its operations. Ensuring that outreach activities are inclusive and responsive to gender dynamics not only enhances their impact and credibility but also reinforces the Court’s broader commitment to gender equality and justice.

By actively engaging women as participants, partners, and stakeholders in outreach sessions, the Court affirms its dedication to fostering inclusive justice processes that reflect the voices and experiences of all members of affected communities. This approach strengthens the legitimacy and effectiveness of the Court’s work and contributes to building trust and lasting engagement with the populations it serves.

Overall Gender Distribution Across Situation Countries (2024)



Gender Distribution per Situation Contry (2024)



KPI**3.3****Percentage of women in TFV reparations who:**

- i. were consulted and involved in the design and implementation of reparations
- ii. received reparations

KPI 3.3	Target (2024)	Performance (2024)
Percentage of women who:		
i. were consulted and involved in the design and implementation of reparations	i. 50%	i. 50%
ii. received reparations	ii. N/A	ii. 40%

This KPI measures the level of women's inclusion in consultations during the design and implementation phases of reparations programmes. The KPI also measures the level of women beneficiaries who have received reparations.

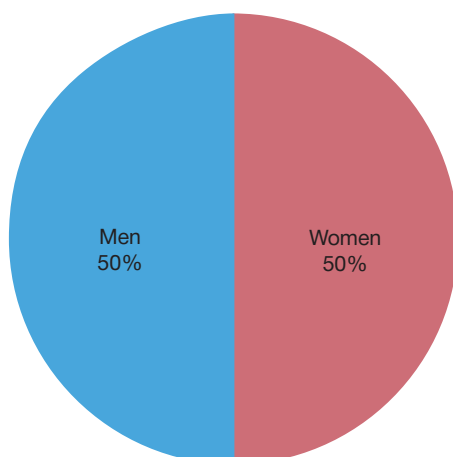
The list of beneficiaries is variable for each year and subject to judicial decisions, and schedules of each programme.

- In 2024, the TFV **consulted 3,358 victims** in the design and the implementation of the *Al Mahdi*

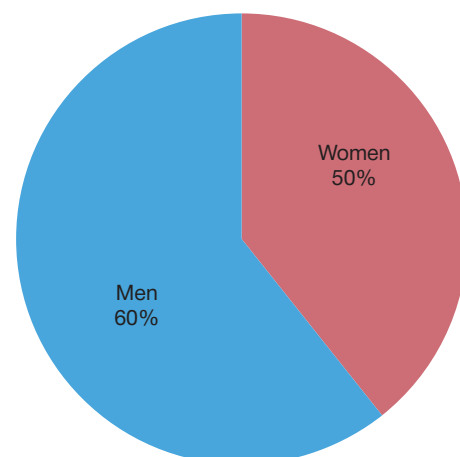
collective reparations programme and in the design of the draft implementation plan of the *Ongwen* reparations. Out of the total consulted victims, 1,666 or **50 per cent are women**. The TFV reached the target of this indicator.

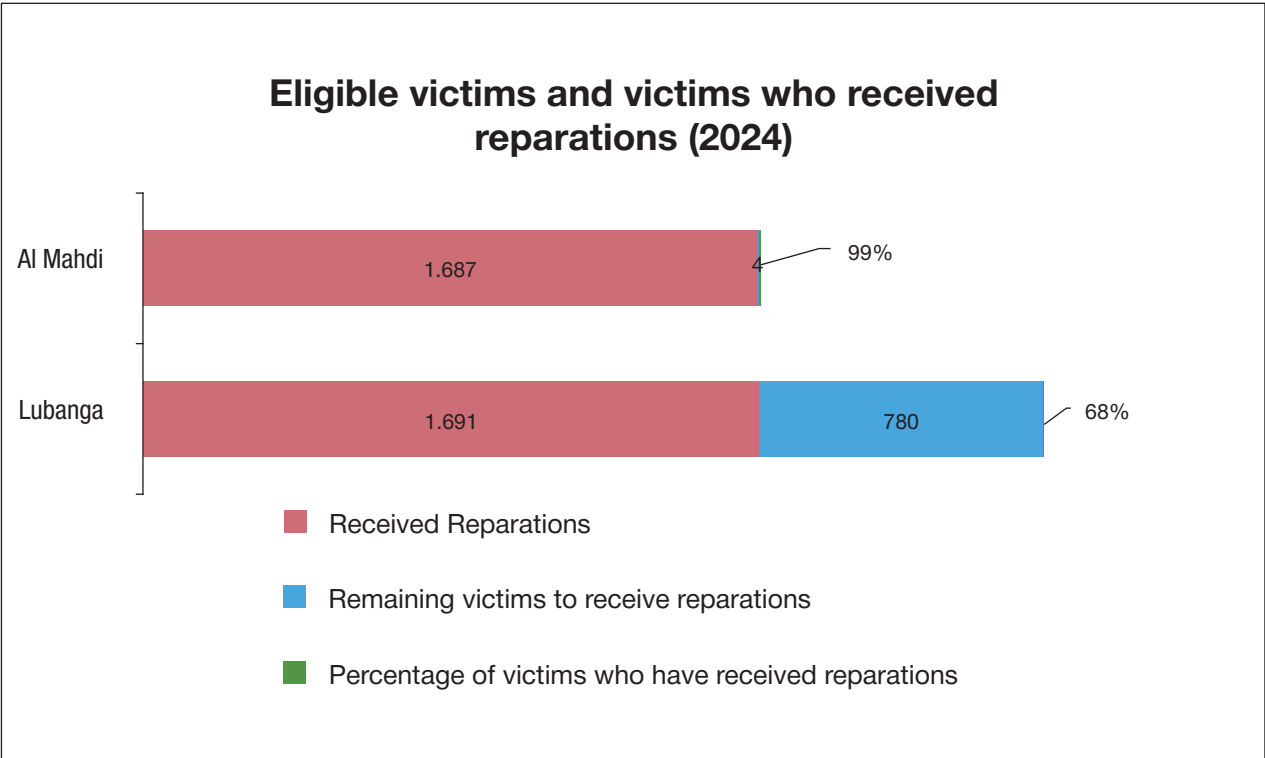
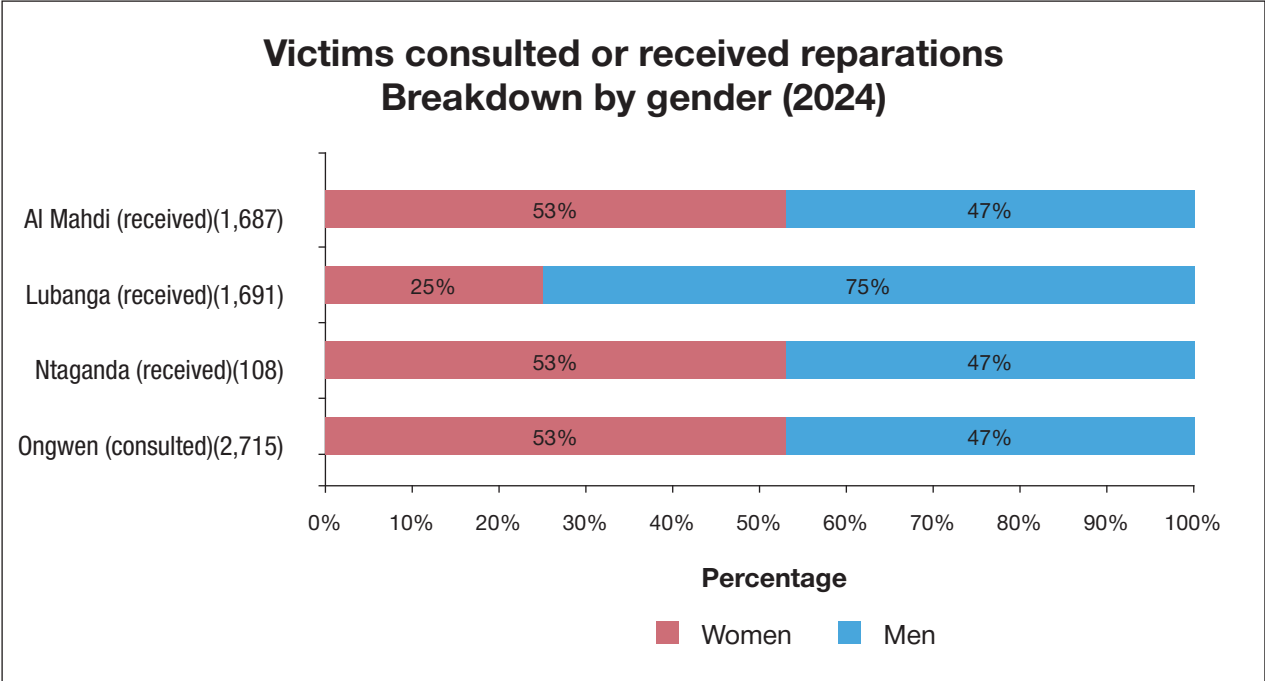
- By the end of 2024, the TFV has **delivered reparations to 3,486 victims** in the cases of *Lubanga* (1,691 victims), *Ntaganda* (108 victims) and *Al Mahdi* (1,687 victims). Out of the total number, 1,386 or **40 per cent are women**.

Total: 3,358



Total: 3,486





The TFV is committed to addressing gender inequality and catalysing gender-responsive reparations in its programmes and strategies. To do so, the TFV conducts community consultations before and during programme implementation. Applying a gender lens to these consultations help to identify men and women's unique needs, their perspectives, and their inputs on the design of reparations programmes. The results of the consultation are taken into consideration during programme design and implementation. Additionally, TFV recognises the importance of considering intersectional factors when addressing gender equality. This approach ensures that the diverse experiences and identities of individuals are acknowledged and addressed in a comprehensive manner in TFV programmes.

In 2024, the TFV completed a gender assessment of its current strategy, policies, programmes, practices, capacities and activities to enable identification of actions and changes that the TFV can put in place at institutional and programmatic levels through a Gender Action Plan. Together with the Embassy of Sweden in The Hague, the TFV presented the draft gender action plan during an event in November 2024 on the occasion of the 16 Days of Activism against Gender-Based Violence. It marked the launching of a consultation phase to consolidate the expected outcomes and the objectives of the future TFV Gender Action Plan to be approved in 2025 and implemented in the next five years.

Strategic Goal 4

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

2024 Result – ICC Key Performance Indicators

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

KPI

4.1

Number of new ratifications/signings of:

- i. the Rome Statute and its amendments
- ii. the Agreement on Privileges and Immunities (APIC)
- iii. Court-wide cooperation agreements on enforcement of sentences, witness relocation, and (interim) release

KPI

4.2

Requests for Cooperation (RFC)

- i. percentage of positive replies received
- ii. average time taken to receive a reply

KPI

4.3

Ratio of incoming RFAs (Requests for Assistance) and Office's response capacity (including average response time)



Number of new ratifications/signings of:

- i. the Rome Statute and its amendments
- ii. the Agreement on Privileges and Immunities (APIC)
- iii. Court-wide cooperation agreements on enforcement of sentences, witness relocation, and (interim) release

KPI 4.1	Target (2024)	Performance (2024)
Number of new ratifications/signings of:		
i. the Rome Statute and its amendments	I. 12	I. 26
ii. the Agreement on Privileges and Immunities (APIC)	II. 1	II. 0
iii. Court-wide cooperation agreements on enforcement of sentences, witness relocation, and (interim) release	III. 2	III. 1

The Court continues to engage in activities aimed at promoting universality and the full implementation of the Statute. States Parties’ cooperation, including voluntary forms of cooperation provided pursuant to cooperation agreements, is essential for the Court to fully discharge its judicial and prosecutorial functions. While it is ultimately the decision of each States Party to enter into such agreements, the Court strives to encourage and support States Parties to do so. This KPI aims to measure the Court’s success in attracting more ratifications for these core legal instruments as well as in concluding new cooperation agreements concerning key areas.

It is important to highlight that the time taken to negotiate such agreements typically extends over a year, as States Parties often need to collaborate with various government ministries/ services to thoroughly address all relevant issues. Further details regarding the comprehensive and qualitative efforts of the Court to conclude agreements can be found in the Report of the Court on Cooperation.

During 2024, no State ratified the APIC, and the total number of signatories remained at 79.

Throughout 2024, the Court used all relevant opportunities, such as bilateral meetings with ministers and ambassadors, as well as high-level multilateral engagements, to urge representatives of States Parties not yet having ratified the APIC to commence that process at the earliest opportunity. The Court has suggested to several actors within the ASP to consider redoubling efforts to promote the ratification of APIC in 2025. Advocacy for APIC ratification was also incorporated into the work of the Bureau’s facilitation on the Plan of Action for the Universal Ratification and Full Implementation of the Rome Statute. In 2024, one additional agreement on enforcement of sentences were concluded between Poland and the Court. However, the Presidency of the Court actively engaged in negotiations with States Parties, recognizing the complexity involved in such agreements. In 2024, the Court held discussions with three States Parties including detailed interactions with relevant ministries. Although no new agreements were signed, one agreement entered into force in July 2023, bolstering the Court’s ability to enforce sentences.

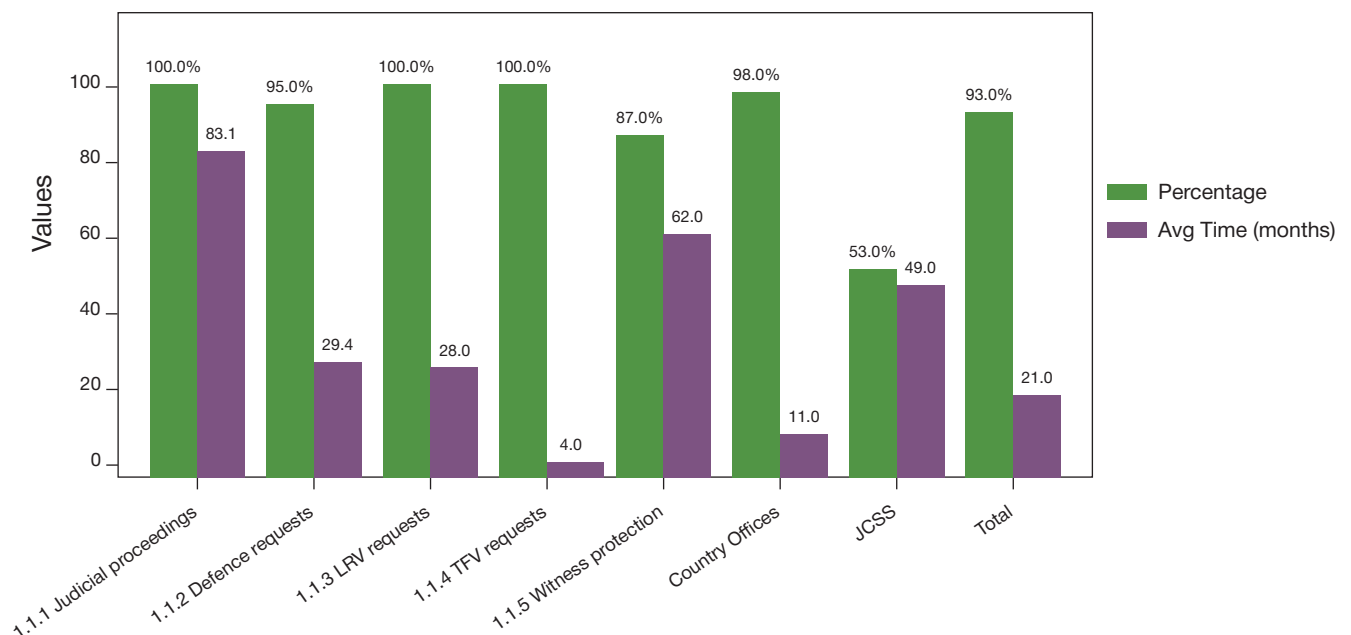
KPI**4.2****Requests for Cooperation (RFC)**

- i. percentage of positive replies received
- ii. average time taken to receive a reply

KPI 4.2	Target (2024)	Performance (2024)
Requests for Cooperation (RFC)	I. 79.2%	I. 93.9%
i. percentage of positive replies received	II. 12 days	II. 21 days
ii. average time taken to receive a reply		

The Court relies on cooperation from States Parties, other States and international and regional organizations to carry out various activities outlined in article 93 of the Rome Statute. The Registry transmits requests for cooperation at all stages of the Court's judicial and prosecutorial activities and strives to receive effective and comprehensive responses. This KPI aims to assess two performance areas in this regard: (i) the percentage of positive responses to requests and (ii) the average time taken to receive replies.

The target for 2024 was not set due to significant changes made during the design of the indicator to the calculation formula and its scope; as a result, the baseline data from 2021 became incomparable, making it challenging to establish a target. The chart presents the status of requests transmitted in four categories: positive, negative, pending (awaiting response) and closed (manually closed after review, due to long-term inaction, or the request became irrelevant – response not expected due to changed circumstances).

Cooperation Requests: Percentage and Average Time

However, requests for which the Court received a reply (either positive or negative) have been measured. In 2024, the Registry received 199 responses to the cooperation requests transmitted. Of these, 93.9% of the requests resulted in positive cooperation. The average time taken to receive these responses was 21 days. It is worth examining the disaggregated data for different categories of request.

With regard to the various categories of cooperation requests, it is noteworthy that those concerning cooperation in support of judicial proceedings *stricto sensu* experienced the longest average response time, standing at approximately 83.1 days. This was followed by requests related to witness protection, which took an average of 62.3 days to receive a response.

It is also important to respectfully underscore that, during the reporting period, the Court submitted a total of 261 requests for cooperation in relation to arrest and surrender—including assistance with the actual surrender process. As of the current date, all of these requests remain pending, with no responses yet received from States Parties.

The Court remains fully mindful of the complex and sensitive nature of such cooperation and continues to count on the valuable support and engagement of States Parties in fulfilling its mandate, in line with the principle of complementarity and the shared commitment to accountability.



Ratio of incoming RFAs (Requests for Assistance) and Office’s response capacity (including average response time)

KPI 4.3	Target (2024)	Performance (2024)
Ratio of incoming RFAs (Requests for Assistance) and Office’s response capacity (including average response time)	I. Number of national authorities that have received and used information provided by the OTP in domestic proceedings: 8	I. 13
	II. % of incoming RFAs provided with a substantive initial response from OTP within 2 months of receipt: 100%	II. 91% (32 RFAs)

This KPI demonstrates the Office's efforts to contribute to the fight against Rome Statute crimes and serious crimes under the national law of requesting States. The types of assistance sought from the OTP included requests for information and technical assistance in support of investigations and prosecutions.

The Office has received 32 incoming requests for assistance, of which 91% have received a substantive response within 2 months of receipt. The average substantive response time to an incoming RFA has been 52 days. In addition, the Office has provided 13 national authorities / partners with information, an increase from 2023. Despite the result being partially achieved, it is a significant increase in comparison to 2023.

Strategic Goal 5

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

Strategic Goal 10

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

2024 Result – ICC Key Performance Indicators

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

KPI
5.1
10.1

Number of external initiatives or projects towards enhancing efforts by others to fight impunity

- i. I. contributions to investigations/prosecutions by others
- II. establishment of external partnerships and working arrangements
- III. complementarity programmes



Number of external initiatives or projects towards enhancing efforts by others to fight impunity

- i. I. contributions to investigations/prosecutions by others
- II. establishment of external partnerships and working arrangements
- III. complementarity programmes

KPI 5.1 – 10.1	Target (2024)	Performance (2024)
Number of external initiatives or projects towards enhancing efforts by others to fight impunity I. contributions to investigations/prosecutions by others II. establishment of external partnerships and working arrangements complementarity programmes	1 Project per Situation	Partially Achieved

This KPI demonstrates the OTPs efforts to provide support to national accountability efforts in line with its policy to support dynamic complementarity between the Office and national jurisdictions.

On complementarity activities: Since the issuance of the 2023–2025 OTP Strategic Plan, the Office has sought to support national authorities engaged in accountability processes in multiple situations, including 7 situations under active investigation (AFG, BGD/MMR, DAR, DRC, LBY, UKR and VEN), one completed investigation (CAR) and two completed preliminary examinations (COL and GUI). The Office has endeavoured to put in place sustainable processes to ensure coherent action across situations, in a context-aware manner. Subject to contributions to the OTP Trust Fund on Complementarity, which is dedicated to funding project-based initiatives, the Office will be able to implement and deepen programmes that may combine multiple complementarity measures simultaneously. The progress made to enhance the Office’s presence in the field through the Forensic Rotational Model, and the opening of country-offices, underscores its commitment to operational flexibility, effective delivery of the Office’s investigative goals, and collaboration with national and regional partners.

The Office has further provided direct support to national authorities through the establishment of collaborative frameworks, information sharing and capacity-building activities in multiple situations. While each situation concerns different contexts and circumstances, the impact of the Office’s activities has been tangible. For instance, in CAR, the Office’s involvement in capacity- building and forensic training through the SCC, national judicial authorities, law enforcement and other State officials has bolstered national capacity on matters relating to call data analysis, online investigations, witness protection, judicial cooperation, and psychosocial support for victims.

These initiatives have also strengthened expertise in handling gender-based crimes, further enhancing the national justice system’s ability to address Rome Statute crimes. In Colombia, the cooperation agreement has actively supported transitional justice efforts, particularly through the support of its capacity to investigate of gender-based crimes, including gender persecution and crimes against children. In the DRC, the Office’s involvement in capacity-building and forensic training with military and civilian prosecutors, as well as national judicial authorities, has strengthened the country’s ability to address international crimes. Through workshops, field

missions, and tailored training sessions, the Office has enhanced national expertise in investigative techniques, contributing to the effective implementation of the national prosecutorial strategy for international crimes.

The Office's role in supporting and encouraging accountability at the national level and through investigations and prosecutions by foreign judicial authorities remains more important than ever, including in situations that present evolving political contexts, ongoing hostilities, humanitarian crisis and other challenging circumstances. The Office's continued investigations and activities in collaboration and coordination with other accountability actors offer a crucial venue for justice while continuing to explore ways to engage.

Similarly, the results achieved through the Office's participation in a joint team and a joint investigation team highlights the impact that sharing information, coordinating lines of inquiry, and operational partnerships can have in accelerating accountability and facilitating the collection of critical evidence. These efforts demonstrate how complementarity can be effectively implemented through joint initiatives, even in challenging environments, while respecting the independence and impartiality of the participating entities and their own investigative processes. For example, for UKR, team members provided practitioner training consistent with ICC law and procedure on investigative, legal, analytic topics. These topics included interviewing, charging crimes and modes of liability and building cases based on elements of proof. The legal framework for detention related crimes, the pro forma used for applications for arrest warrants, was additionally shared.

Several additional initiatives have been undertaken, including in relation to:

- Renewal of processing incoming request and improvement of coordination with IKEMS and eDiscovery tool to manage consultations with requesting States
- Increase of bilateral meetings with requesting State Party authorities to prepare the execution of incoming requests
- Increased OTP involvement in the Genocide Network biannual meetings and coordination of common projects such as the CSO's Guidelines
- Implementation of the Cooperation and Complementarity Forum starting with the Immigration Group Webinars.

Strategic Goal 6

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

2024 Result – ICC Key Performance Indicators

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

KPI
6.1

Percentage of positive responses from Court staff to survey questions on “ICC values”

KPI
6.2

Percentage of positive responses from Court staff to survey questions on “Ethics/Standards of Conduct-Personal Experience”

KPI

6.1

Percentage of positive responses from Court staff to survey questions on “ICC values”

KPI 6.1	Target (2024)	Performance (2024)
Percentage of positive responses from Court staff to survey questions on “ICC values”	60%	54%

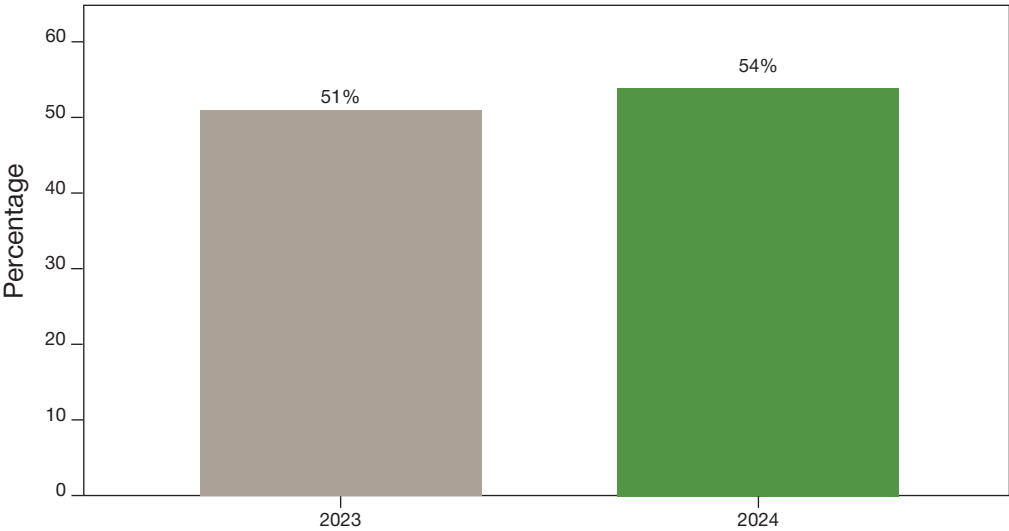
The Court remains committed to upholding the values that define and guide its work. Recently, the ICC adopted a renewed set of Core Values: **Accountability, Fairness, Inclusion, and Integrity**. These values are not merely aspirational ideals, but essential principles that form the foundation for the Court’s strategic vision, institutional priorities, and operational implementation in the years ahead.

A key indicator of progress in bringing these values to life is the feedback collected through the staff survey³—particularly in relation to the Court’s culture of openness and honesty. The extent to which personnel perceive and experience transparency within the organization serves as a critical compass, helping to assess alignment with

the newly adopted values and guiding continuous improvement.

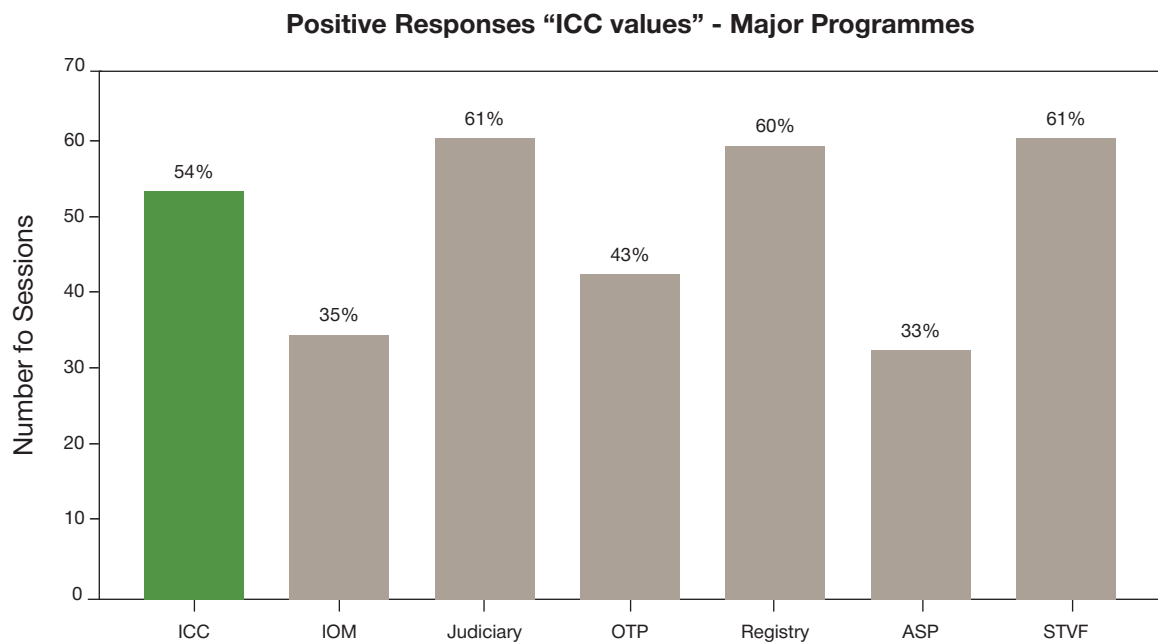
Encouragingly, **Key Performance Indicator 6.1**—which measures staff perceptions on ICC Values questions—showed a **modest yet positive increase of 3 percentage points, reaching 54%**. This initial step in embedding the Core Values has already yielded results, demonstrating the tangible impact of the Court’s renewed commitment. However, this is only the beginning. **Further efforts are underway to deepen and expand the integration of these values throughout the institution**, ensuring a sustained and meaningful transformation in line with the ICC’s mission.

2024 positive responses “ICC values”



³ The Staff Engagement Survey was conducted from 26 February to 21 March 2025.

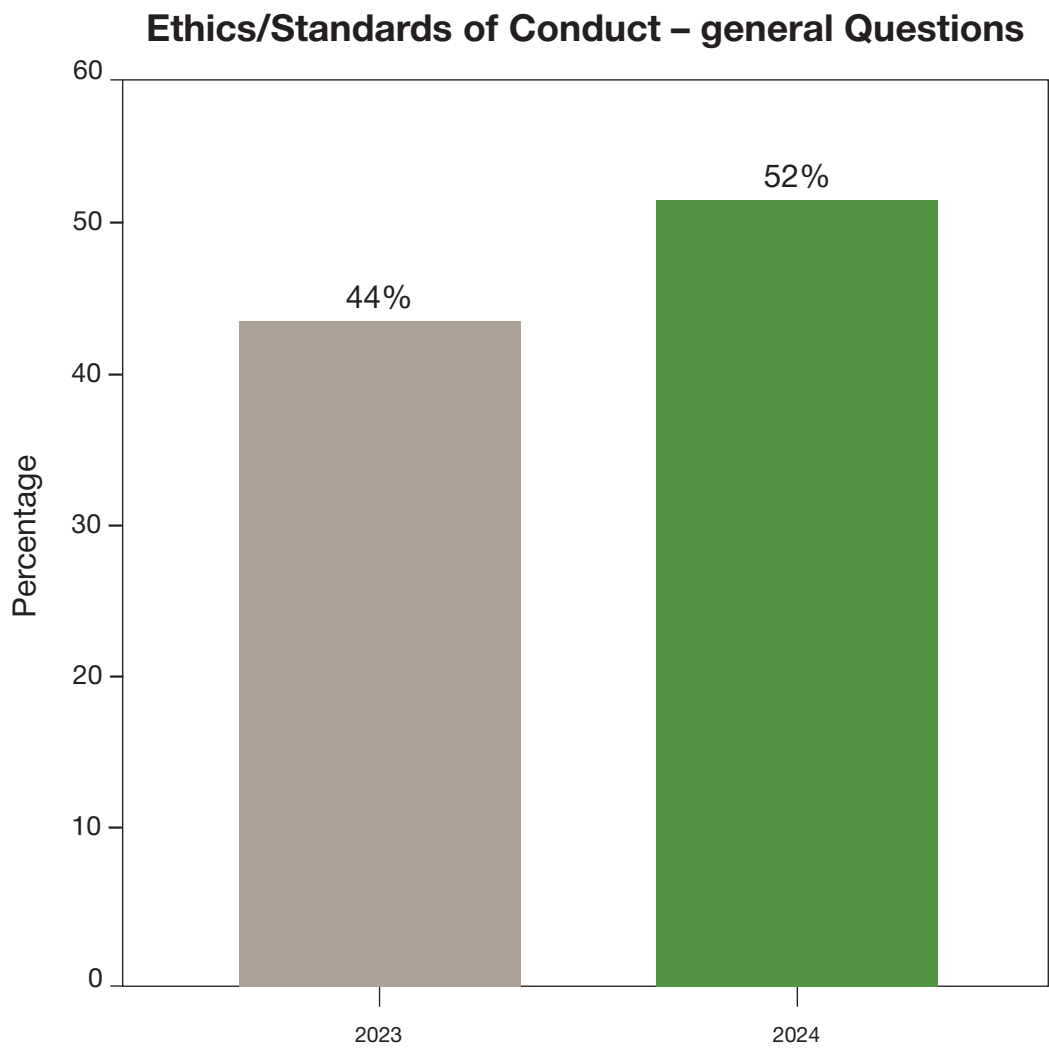
The following graph provides a detailed breakdown of the results by Major Programme. This overview offers insight into how various areas of the Court are performing in relation to staff perceptions of openness and transparency, helping to identify both strengths and opportunities for further improvement.


KPI
6.2

Percentage of positive responses from Court staff to survey questions on “Ethics/Standards of Conduct-Personal Experience”

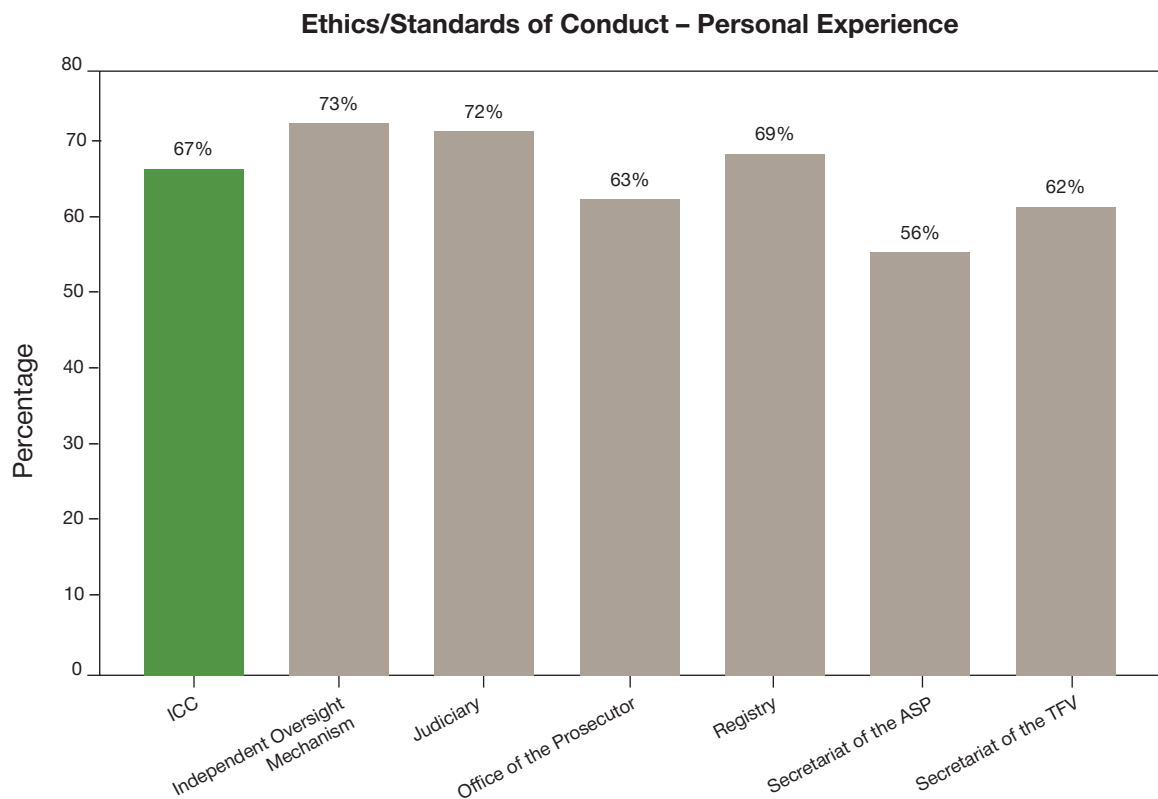
KPI 6.2	Target (2024)	Performance (2024)
Percentage of positive responses from Court staff to survey questions on “Ethics/Standards of Conduct-Personal Experience”	80%	52%

The Court continues to make steady progress in strengthening its ethical culture and upholding the highest standards of professional conduct. Recent staff survey results under **KPI 6.2 – Ethics/ Standards of Conduct (General Questions)** reflect positive developments in this area of 8 points, indicating growing awareness and understanding of the Court’s values and expectations around ethical behaviour.



In particular, the results under the **Ethics/ Standards of Conduct – Personal Experience** category show a staff awareness of the mechanisms available for reporting misconduct, including discrimination, harassment, and other breaches of

professional conduct. This improvement reflects the Court’s sustained efforts to provide clear, accessible, and effective channels for addressing such concerns.



Over the past years, the Court has significantly enhanced its internal framework to support staff and uphold ethical standards. These efforts include the strengthening of institutional mechanisms such as the Independent Oversight Mechanism (IOM), the creation of the Focal Point for Gender Equality, and of the Ombuds Office. In addition, the Court has adopted more robust policies addressing harassment and discrimination, whistleblower protection, and sexual exploitation and abuse. To support implementation, targeted training programmes and awareness sessions—many of them delivered in collaboration with the Staff Union—have been introduced, with some becoming mandatory for all staff. The survey results indicate that these tools are not only in place, but increasingly being understood and accessed by personnel across the organization.

At the same time, the survey has highlighted areas that remain of deep concern and require urgent, continued attention. Specifically:

- A number of staff continue to report experiences of discrimination, harassment, sexual harassment, or abuse of authority.

These behaviours are wholly unacceptable and stand in direct contradiction to the values and standards to which the Court holds itself.

- Among those who experienced such misconduct, many either chose not to report it or, when they did, felt they suffered negative consequences or retaliation. This is a serious issue that undermines trust and threatens the integrity of the workplace. The Court recognizes that creating a safe, supportive environment where all staff feel empowered to report misconduct—without fear of reprisal—is essential.

Addressing these concerns is a top institutional priority. The Court remains firmly committed to ensuring that all staff work in an environment defined by respect, dignity, and accountability, where ethical behaviour is the norm, and misconduct is neither tolerated nor left unaddressed. Continued engagement, dialogue, and action are required to translate the progress made into lasting cultural change.

Strategic Goal 7

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

2024 Result – ICC Key Performance Indicators

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

KPI
7.1

Number of security and safety incidents causing death or injury

KPI
7.2

Percentage of positive responses from Court staff to survey questions on “Employee engagement index”

KPI
7.3

Percentage of missions that comply with mission planning procedures

KPI
7.4

% of positive responses from Court staff to the survey question, “I feel the ICC encourages me to come up with new and better ways of doing things”

KPI

7.1

Number of security and safety incidents causing death or injury

KPI 7.1	Target (2024)	Performance (2024)
Number of security and safety incidents causing death or injury	< 5	0

This KPI measures the effectiveness of the Court’s efforts to maintain a secure environment for its staff, thereby safeguarding their well-being and physical safety. By tracking the number of security and safety incidents resulting in death or injury, the Court can identify potential vulnerabilities, assess the efficacy of existing security protocols and implement targeted measures to mitigate risks and enhance overall safety. The reduction of such incidents directly correlates with the Court’s ability to provide a secure workplace for its staff, promoting their physical and mental well-being.

In the year 2024, the Court encountered a rapidly evolving security landscape, characterized by the issuance of warrants of arrest against elected officials and a highly sophisticated cybersecurity attack in September 2023, with persistent daily attempts continuing to this day. These incidents have posed significant risks to the Court’s institutional integrity, its judicial processes, and the safety of its officials and personnel.

In light of these unprecedented threats and the challenging environment in which the Court operates, the Registry has proactively proposed a comprehensive series of measures aimed at enhancing and fortifying the Court’s physical security, as well as its information technology architecture and protective mechanisms. These measures are designed to ensure the continued resilience and robustness of the Court’s operations, safeguarding its mission and the individuals dedicated to upholding justice.

KPI

7.2

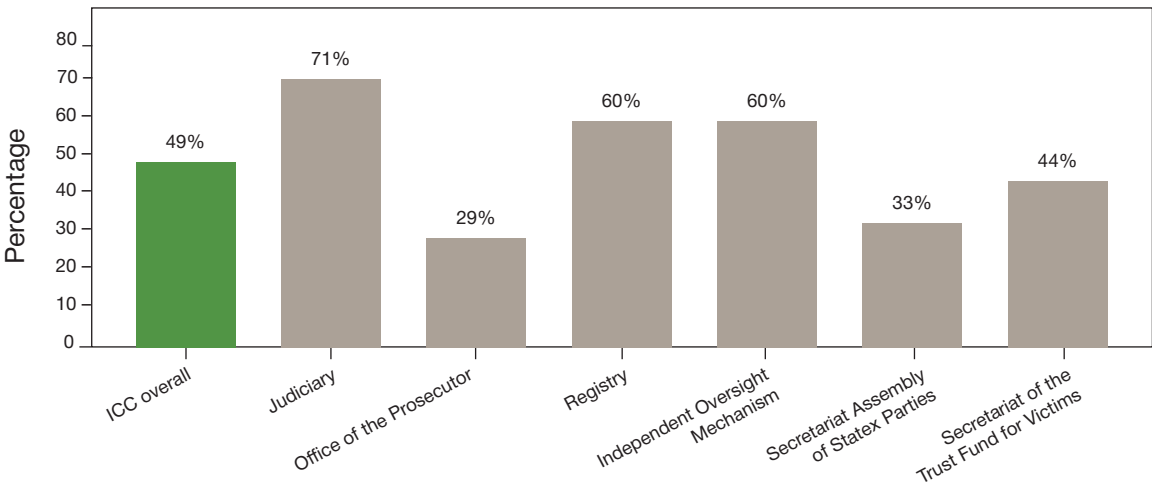
Percentage of positive responses from Court staff to survey questions on “Employee engagement index”

KPI 7.2	Target (2024)	Performance (2024)
Percentage of positive responses from Court staff to survey questions on “Employee engagement index”	55%	49%

In 2024, the staff engagement score registered a slight decrease of one percentage point compared to 2023. While this change is modest, it serves as

an important reminder of the continued need to invest in meaningful staff engagement across the organization.

Employee Engagement Index



Today, more than ever, **employee engagement is essential** to fostering a motivated and connected workforce, particularly as staff operate both at headquarters and in remote settings. The benefits of engagement are widely recognized and supported by research: it contributes to **greater job satisfaction and well-being**, enhances **recruitment and retention**, and ultimately drives **organizational performance and impact**.

The related **KPI** focuses on a core question from the annual staff survey to provide targeted insights into levels of engagement across the Court. This feedback offers valuable guidance for shaping **strategic decisions and initiatives** that seek to further enhance the working environment.

By prioritizing engagement, the Court strives to create a workplace where staff feel **connected, valued, and empowered**—a place where they can thrive and make meaningful contributions in support of the Court’s mission and objectives.

The following section presents a breakdown of engagement results by Major Programme. This analysis provides a more detailed understanding of how staff engagement varies across different areas of the Court, helping to identify both strengths and areas for targeted improvement.

KPI

7.3

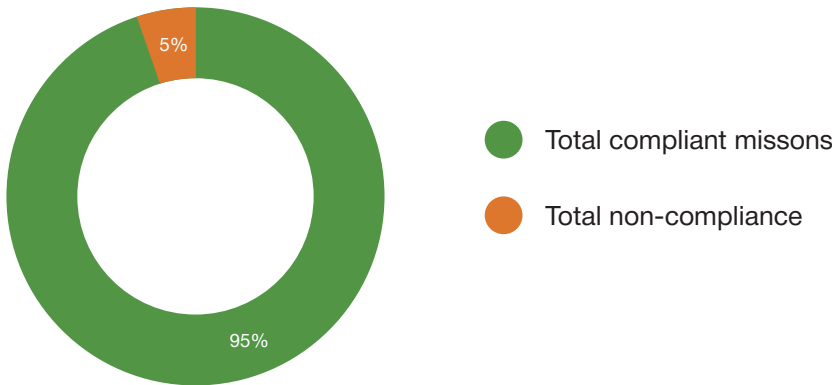
Percentage of missions that comply with mission planning procedures

KPI 7.3	Target (2024)	Performance (2024)
Percentage of missions that comply with mission planning procedures	95%	95%

This KPI highlights the Court’s continued commitment to upholding the highest standards of duty of care and operational integrity in mission deployment. Ensuring the safety and security of Court personnel remains a strategic and political priority, particularly as the Court operates in increasingly complex and high-risk environments.

In accordance with the framework established by the Coordination and Planning Unit (Registry), all missions are expected to comply with standardized procedures that define the minimum security requirements for field deployment. These procedures are not only technical in nature but are also part of the Court’s broader accountability to its personnel, stakeholders, and the international community.

Mission Planning Compliance 2024



In 2024, the Court facilitated 1,015 missions across situation and non-situation countries. Of these, 95% adhered to the required planning and security protocols. The remaining 5% represented instances of non-compliance, predominantly due to the late submission of mission documentation—either post-facto or within 24 hours of departure. Additionally, two mission were flagged for failing to observe mandatory security measures, including participation in the UN Department of Safety and Security (UNDS) briefing upon arrival.

Recognizing the potential operational implications of such lapses, the Court has taken proactive measures to enhance internal accountability. Efforts have focused on reinforcing the compliance, improving timely communication, and strengthening awareness around the strategic importance of mission planning protocols.

These efforts are reflected in the improved compliance rate compared to the previous year, demonstrating tangible progress and alignment with the performance targets agreed upon by the Court and its Organs.

KPI**7.4**

I feel the ICC encourages me to come up with new and better ways of doing things

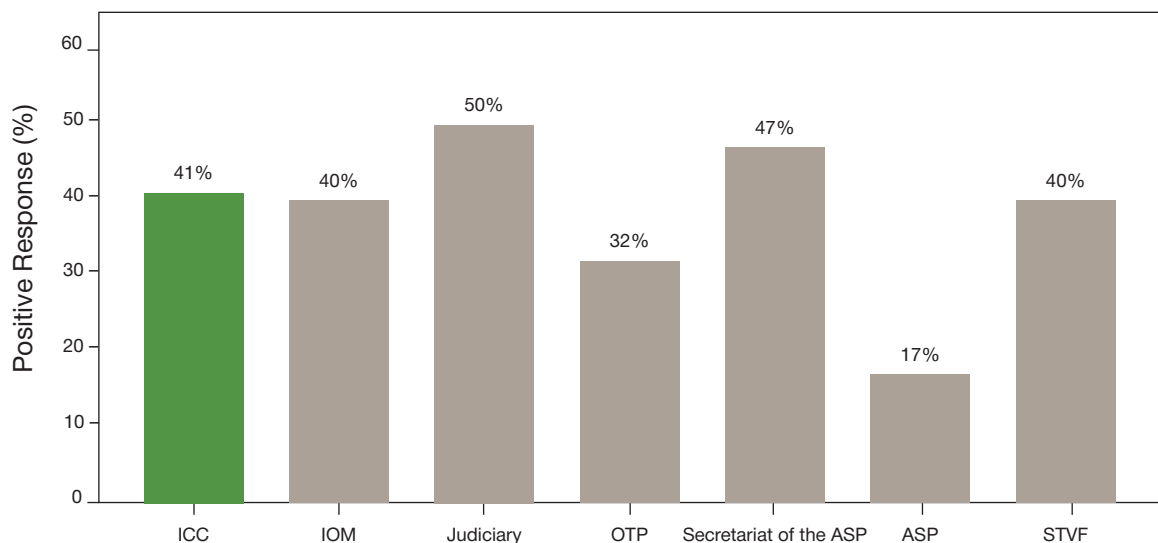
KPI 7.2	Target (2024)	Performance (2024)
Percentage of positive responses from Court staff to survey questions on “Employee engagement index”	55%	49%

Promoting and embedding a culture of continuous improvement is paramount for any organization striving for excellence and relevance, and especially so for the Court with its dynamic environment and ever-changing operational landscape. The KPI measuring the percentage of positive responses from Court staff to the relevant survey question serves as a barometer of the organization’s commitment to fostering innovation and creativity among its workforce. A high percentage of positive responses indicates that staff feel empowered and supported to challenge

the status quo, propose innovative solutions and contribute to the continuous improvement of processes, systems and outcomes within the Court. It reflects a culture where ideas are welcomed and initiatives are championed, driving organizational agility and adaptability in the face of evolving challenges and opportunities.

Compared to the year 2023, this figure represents an increase of 7 percentage points, indicating a significant and noteworthy improvement in performance.

KPI 7.4: % of positive responses from Court staff to the survey question, “I feel the ICC encourages me to come up with new and better ways of doing things”



Strategic Goal 8

Achieve more equitable Geographical Representation and Gender Balance (GRGB), particularly at higher level posts.

2024 Result – ICC Key Performance Indicators

Linked to OTP Goal 10 | Registry Goal 2, Priority Objective 2.1 | TFCV Goal 4

KPI
8.1

Percentage of Court staff within geographical range

KPI
8.2

Number of under-represented and non-represented States Parties

KPI
8.3

Male/female ratio of newly hired senior Court staff (P-4 and above, established posts)

KPI

8.1

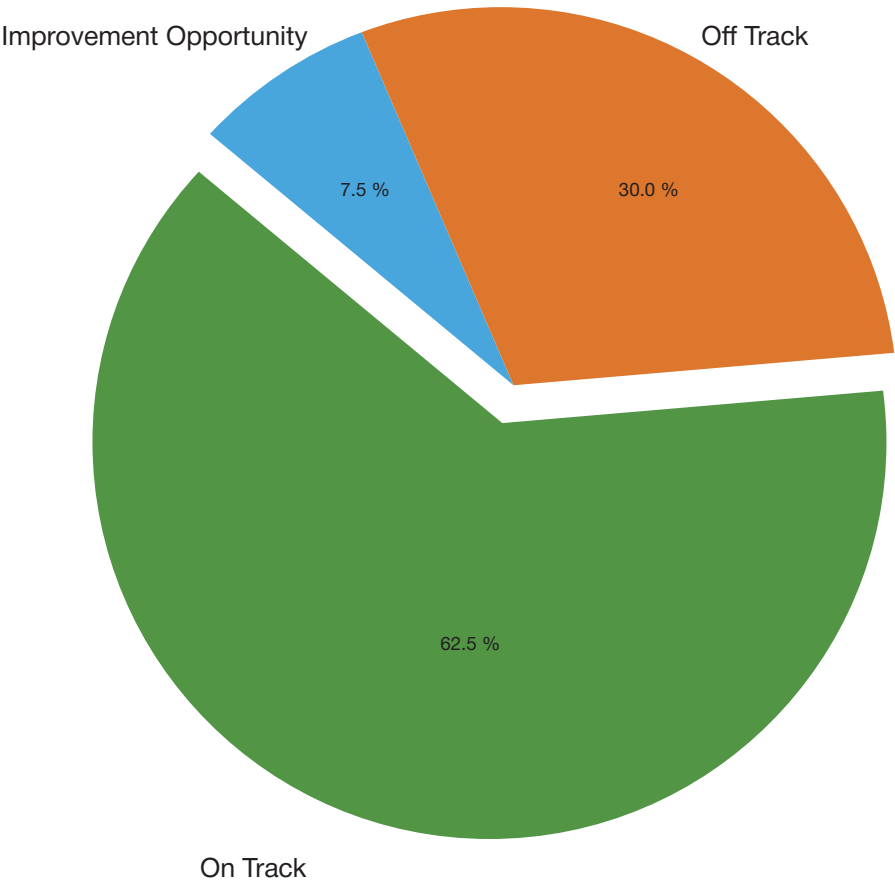
Percentage of Court staff within geographical range

KPI 8.1	Target (2024)	Performance (2024)
Percentage of Court staff within geographical range	63%	62.5%

This KPI presents a snapshot of the Court’s overall status in terms of geographical representation, indicating how closely the Court’s workforce is aligned with the desirable ranges. The desirable ranges, specifying a lower desirable limit and an upper desirable limit of staff numbers for each State are determined each year based on the United Nations system standards. Factors such

as population and contribution are considered in this calculation. Additionally, the KPI highlights the Court’s ‘improvement opportunity,’ referring to the percentage of vacant posts, excluding the percentage of posts for which the Court did not receive a recruitment budget (according to the approved vacancy rate).

% of Court Staff Within the Desirable Geographical range



This chart presents the percentage of the Court's staff aligned with the ICC/UN standard formula for desirable geographical range. As of December 2024, Professional staff (established posts, excluding elected officials and language staff), about 62.5% are considered by the Court to be "within geographical range", up to a desirable number of staff members for each State. Accordingly, all staff from non-States Parties, and the number of staff that exceed the designated ranges for each State were referred to as "off-track", approximately 30%. Looking at the number of posts that are currently vacant, and after excluding the relevant number of posts by applying the vacancy rate, the Court considers that the approximately 7.5% vacant posts will provide the opportunity to improve

geographical representation. Although it was not included in the chart, the upcoming turnover due to retirement/resignation will also provide the Court with opportunities to hire more staff within geographical range. To address the existing challenges, the Court undertook significant efforts in 2024, including the organization of the Court-wide workshop on GRGB, a report outlining the findings and possible ways forward, and a side event at the twenty-second session of the Assembly, to provide an opportunity for further discussion. Based on the findings and feedback received from stakeholders, the Registry will develop and implement concrete and actionable measures in 2024 which will serve as a practical guiding tool, significantly contributing to a lasting impact on geographical representation within the Court.

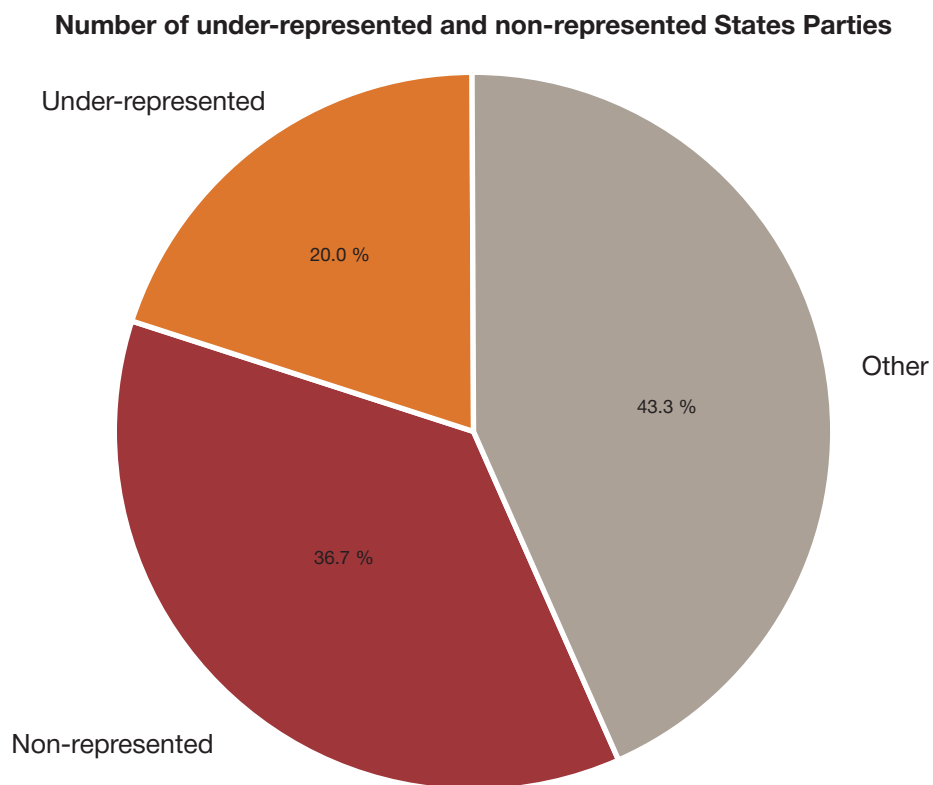
KPI**8.2**

Number of under-represented and non-represented States Parties

KPI 8.2	Target (2024)	Performance (2024)
Number of under-represented and non-represented States Parties	31/53	30/55

As of the end of 2024, 55 States Parties to the Court remained non-represented, meaning that 36.7% of all States Parties had no nationals serving on the Court's staff. In addition, 30 States Parties

(20%) were under-represented, with staffing levels falling below the minimum thresholds defined by the ICC/UN standard formula for equitable geographical representation.



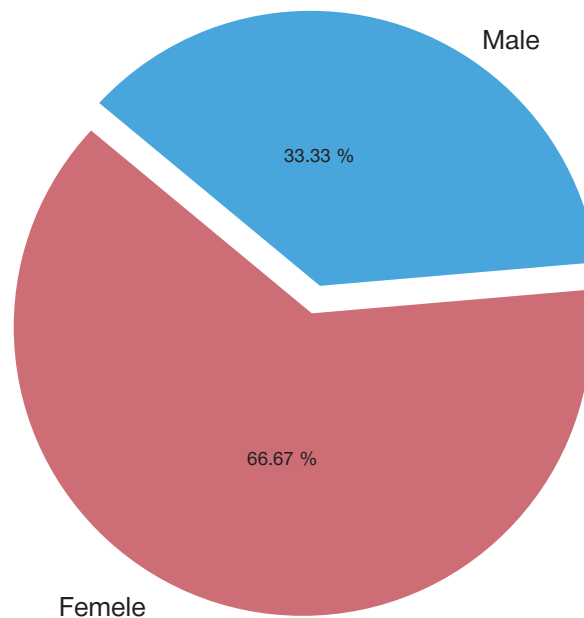
Conversely, 24 States Parties were over-represented, having staff numbers exceeding the maximum desirable levels under the same formula. This marks a slight increase of one State Party compared to 2023.

KPI
8.3

Male/female ratio of newly hired senior Court staff (P-4 and above, established posts)

KPI 8.3	Target (2024)	Performance (2024)
Male/female ratio of newly hired senior Court staff (P-4 and above, established posts)	50%	66.67

KPI 8.3: Male/Female Ratio of Newly Hired Senior Court Staff (P-4 and above)



Gender equality within an organization is as much about a safe and inclusive culture and work environment as it is about equal representation. More representation of women in senior roles is critical and remains a Court priority. Recognizing the crucial need to promote equal representation between male and female staff at managerial levels, the Court intends to closely follow and report its results as a key performance indicator.

In 2024, the Court made significant strides in achieving gender balance among newly recruited senior managers, with 66.6% positions filled

by females. As of 31 December 2024, 40.15% of staff at the P-4 level and above within the Court were female. This figure, which includes both Fixed-Term Appointments (FTA) and Short-Term Appointments (STA) across the Court, reflects progress in gender representation at senior professional levels. Notably, women represented 44.44% of staff at the D-1 level, 45.65% at the P-5 level, and 36.36% at the P-4 level. These figures mark an important step toward achieving greater gender balance in leadership and decision-making positions.

Strategic Goal 9

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

2024 Result – ICC Key Performance Indicators

Linked to OTP Goal 7,8 | Registry Goal 1, Priority Objective 1.1, 1.2 | TFCV Goals 2 and 4

KPI
9.1

Court's budget implementation rate

KPI
9.2

Percentage of total assessed contributions received from current and prior years, including host State loan, Contingency Fund and Working Capital Fund

KPI
9.3

Average time taken to promulgate Administrative Issuances

KPI

9.1

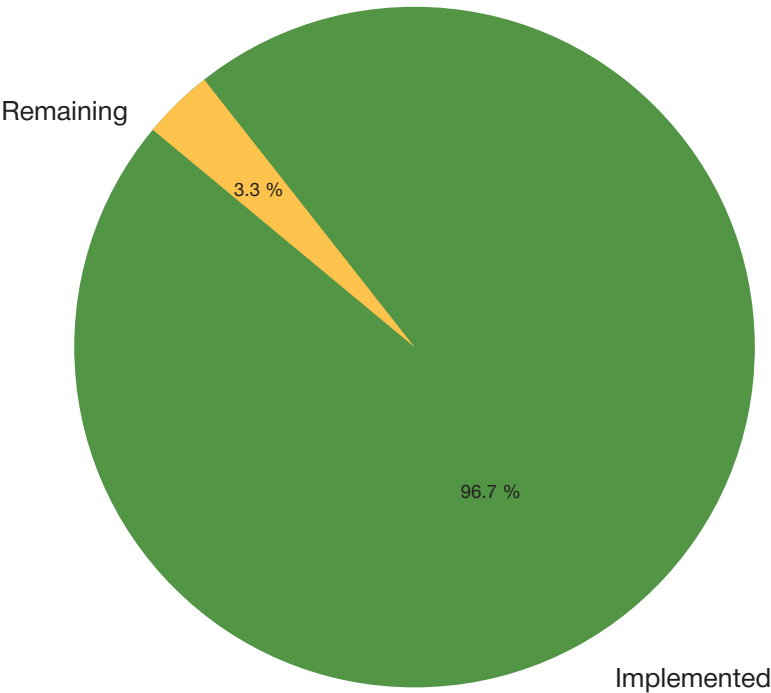
Court’s budget implementation rate

KPI 9.1	Target (2024)	Performance (2024)
Court’s budget implementation rate	99.5%	96.7%

The budget implementation rate remains as a key performance indicator in the Court’s efforts to achieve its strategic goal of managing resources in an effective, coherent, transparent, responsible and adaptable manner. Effective budget implementation demonstrates coherence and transparency in the Court’s financial processes, ensuring that resources are allocated responsibly

to align with strategic priorities. It underscores the Court’s organizational adaptability to flexibly respond to the increasing demands of the Court’s mission. With close monitoring and reporting of the budget implementation rate, the Court strives to ensure optimal resource management and to enhance its ability to allocate and utilize resources in alignment with strategic priorities.

Court’s Budget Implementation Rate



KPI**9.2**

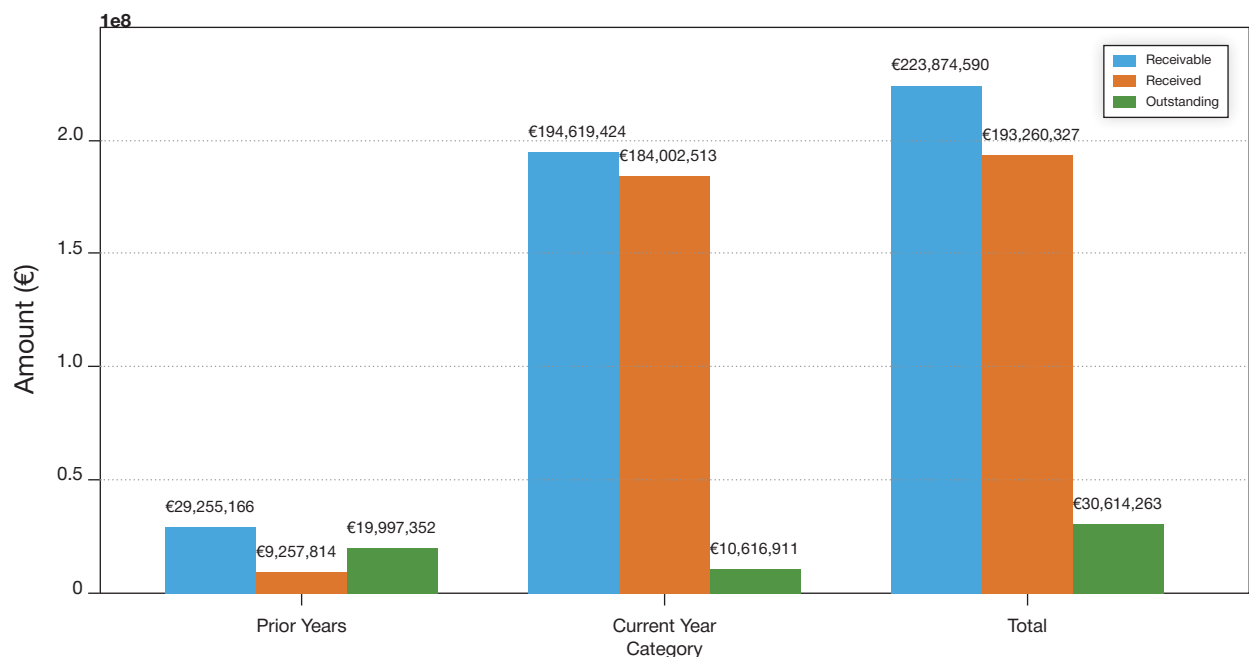
Percentage of total assessed contributions received from current and prior years, including host State loan, Contingency Fund and Working Capital Fund

KPI 9.2	Target (2024)	Performance (2024)
Percentage of total assessed contributions received from current and prior years, including host State loan, Contingency Fund and Working Capital Fund	81%	86%

This KPI measures the percentage of total assessed contributions from current and prior years, the Contingency Fund and the Working Capital Fund

at the end of each calendar year. The contribution includes the regular budget and the host State loan.

Financial Breakdown by Category



As of today, 86% of the total outstanding contributions as of 31 December 2024—amounting to €193.3 million out of a total of €223.9 million—have been received. The remaining balance of €30.6 million, representing 14% of the total, remains unpaid.

Of this amount, €19,997,352—equivalent to approximately 68%—corresponds to arrears carried over from previous financial years, underscoring the continued challenge of addressing long-standing non-payments. The remaining €10,616,911, or approximately 5% of the total, pertains to the portion of the 2025 contribution that is yet to be received.

KPI

9.3

Average time taken to promulgate Administrative Issuances

KPI 9.3	Target (2024)	Performance (2024)
Average time taken to promulgate Administrative Issuances	270 days	734 days

The following graph provides an overview of key Administrative Instructions (AIs) promulgated in 2024, along with their development timelines and relevant context. While the average time to promulgation remains above the desired target, 2024 marked a notable shift in the Court’s approach to the development and issuance of administrative policies.

For the first time, the Coordination Council adopted a **prioritisation plan** aimed at streamlining the preparation, review, and approval of AIs deemed critical for the Court’s operations. This plan represented a significant step forward in improving institutional coordination, addressing long-standing policy gaps, and reducing bottlenecks in the promulgation process.

The impact of this initiative is already visible: In 2023, only **one new AI**—on the *Prevention of Sexual Exploitation and Sexual Abuse*—was adopted. The remaining policy actions that year consisted only of amendments to two other existing AIs.

In contrast, **four new AIs were promulgated in 2024**, including several that had been pending for years. This progress reflects both renewed institutional commitment and improved inter-organ collaboration in advancing critical governance frameworks.

Below is a summary of the AIs adopted in 2024:

1. Investment of Surplus Funds

- **Start Date:** 24 August 2022
- **Promulgation Date:** 22 May 2024

The process to develop this AI began in August 2022, with the goal of establishing clear parameters for the prudent investment of surplus funds. However, the initiative was placed on hold in November 2022 due to shifting institutional priorities. After a prolonged pause, the process was resumed in April 2024 and quickly brought to conclusion.

2. Inter-Organisational Transfer, Secondment, and Loan of Staff Members

- **Start Date:** 28 June 2019
- **Promulgation Date:** 13 December 2024

Initially launched in 2019, it remained under review for several years. The eventual adoption of the policy is a milestone for the Court’s approach to staffing mobility, and it provides a clear and harmonized framework for secondments, loans, and staff transfers.

3. Parental Leave and Family Leave

- **Start Date:** 13 August 2024
- **Promulgation Date:** 20 December 2024

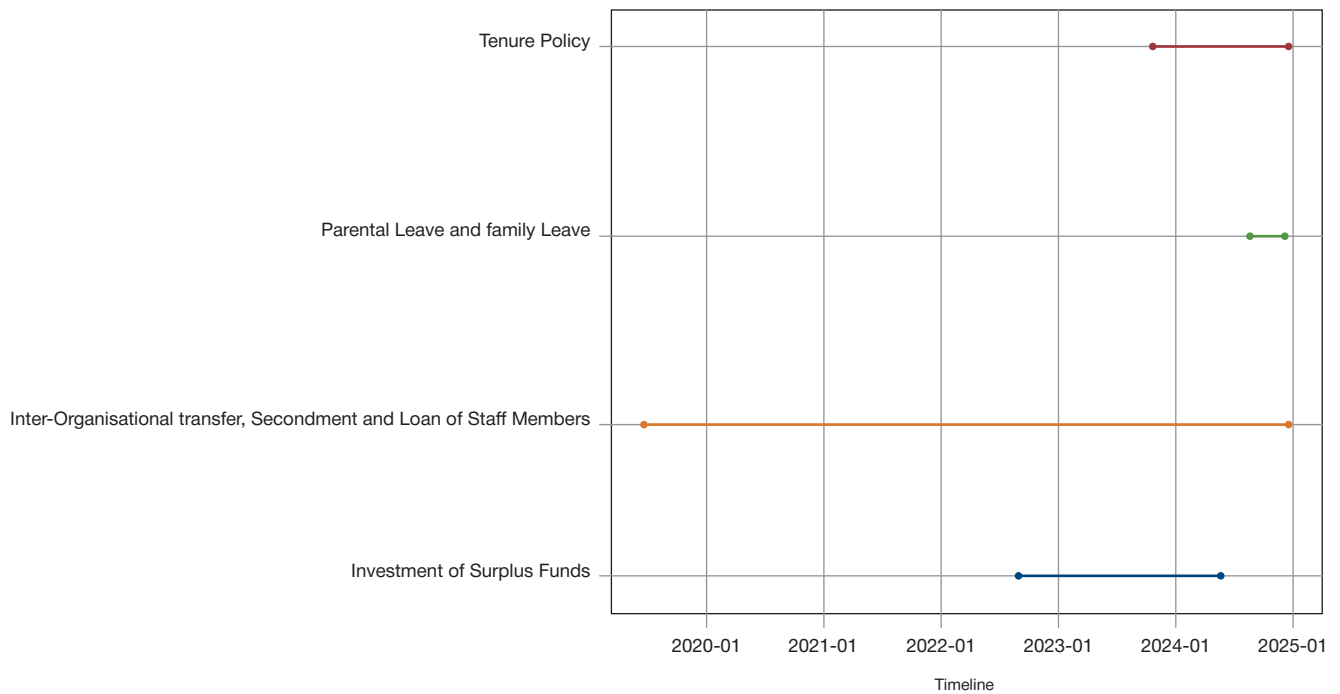
This AI represents a significant step toward modernizing the Court’s human resources policies and aligning them with evolving standards in staff welfare and work-life balance. This AI was finalized and promulgated within the same year, a notable achievement that reflects improved efficiency and coordination among the relevant stakeholders.

4. Tenure Policy

- **Start Date:** 20 October 2023
- **Promulgation Date:** 20 December 2024

Developed in response to a request from the Assembly of States Parties (ASP), and based on a recommendation from the Independent Expert Review (IER), this AI introduces a tenure policy for staff at the Court. The drafting process was particularly complex and policy-sensitive, as it required ongoing engagement with the Review Mechanism throughout 2024 and multiple iterations based on their feedback.

Timeline of Administrative Instructions





**Cour
Pénale
Internationale**

**International
Criminal
Court**