



**Cour
Pénale
Internationale**

**International
Criminal
Court**

**Striving to
build a more
just world**

International Criminal Court Strategic Plan 2026-2029

The Hague, 2025

**Striving to
build a more
just world**

Strategic Plan 2026-2029

Contents

Strategic Plan 2026-2029

1.	Introduction	6
2.	New Structure	7
3.	Strategic Planning, Budget Cycle and Risk Management	8
4.	Strategic Analysis of the Environment	10
5.	The Mission of the International Criminal Court	12
6.	Vision for 2026-2029	14
7.	ICC Core Values	16
8.	Justice as foundation for a Sustainable Future	18
9.	Strategic Goals, Strategic Objectives and KPIs	19

Strategic Goal 1 Deliver Justice 20	Strategic Goal 2 Safeguard Operations 28	Strategic Goal 3 Manage Risks 35
Strategic Goal 4 Strengthen Cooperation 41	Strategic Goal 5 Victims at the centre 49	Strategic Goal 6 Uphold Core Values 54
Strategic Goal 7 Promote Gender-responsive perspective 60	Strategic Goal 8 Foster Diversity 64	Strategic Goal 9 Address Impunity 69
Strategic Goal 10 Secure Legacy 74		

Introduction

The ICC Strategic Plan 2026-2029 marks a significant and transformative moment in the institutional evolution of the International Criminal Court (ICC). It reflects a renewed, collective and forward-looking vision aimed at enhancing the effectiveness, coherence and unity of purpose across all components of the Court. For the first time since the Court's establishment, all its organs – the Judiciary, the Office of the Prosecutor (OTP or Office), and the Registry – together with the Trust Fund for Victims (TFV), have actively collaborated to formulate and endorse a single, integrated Strategic Plan. This milestone underscores the growing recognition of the fact that the pursuit of international criminal justice is multifaceted and composed of distinct but interdependent and integrated dimensions, and that it is most effective when it is based on synergies, coordination and mutual reinforcement.

This unified approach does not merely represent an operational or administrative alignment, but is a profound reaffirmation of the Court's institutional identity and shared mission, as envisaged by the Rome Statute. It acknowledges the interdependence of the Court's organs and actors, each with distinct mandates but all fundamentally dedicated to the same overarching objectives: combating impunity, ensuring accountability for the gravest crimes of concern to the international community with full respect for the rights of the accused, and upholding the rights and dignity of victims.

In an increasingly complex global landscape, and amidst high demand for engagement and action, the ICC must navigate evolving legal, political, and operational challenges while maintaining the integrity of its judicial mandate and the trust of the global public. This Strategic Plan, therefore, is not just a roadmap for institutional development – it is also a declaration of intent. It expresses a joint commitment to enhancing the Court's impact, strengthening internal governance and coordination, and fostering a culture of transparency, resilience and excellence.

Moreover, the ICC Strategic Plan 2026-2029 is grounded in the notion of inclusivity. It reflects constructive dialogue within and among the organs of the Court and with the TFV. The collaborative process that underpins the Strategic Plan is as important as the Strategic Plan's content itself. It signals a shift towards a more synchronised and harmonised way of working – one that prioritises strategic coherence and maximises the Court's collective resources and capacities in fulfilling its mandate under the Rome Statute.

This new phase in the Court's strategic planning comes at a time when the international community is increasingly looking to the ICC and the TFV to deliver cogent and timely justice. In this context, the ICC Strategic Plan 2026-2029 provides a vital foundation for institutional resilience and adaptability, and it serves as a testament to the Court's ongoing commitment to continuous improvement, learning and responsive leadership.

New Structure

The Strategic Plan 2026–2029 introduces a revised and forward-looking structure that departs significantly from the framework adopted in the previous planning cycle. One of the most noteworthy innovations is the inclusion of Court-wide Strategic Objectives, which serve as overarching priorities for the institution as a whole. These high-level objectives are further supported by Organ-Specific Strategic Objectives, which translate the broader goals into more specific, actionable targets at the level of the individual organs. Together, these two layers form a coherent and integrated pathway aimed at advancing the Court’s overarching Strategic Goal.

Where appropriate, Organ-Specific Strategic Objectives are supported by Key Performance Indicators (KPIs). These KPIs are designed to monitor progress and measure the extent to which the objectives are being implemented across the Court. All current KPIs have been established with baselines derived from the performance data of the previous cycle. Where no baseline is provided, entirely new KPIs – specifically developed for this new cycle – have been introduced. The target represents the strategic objectives that the Court – including its Organs, and the TFV – aims to achieve by 2029. While the full completion of these objectives is part of a long-term process that may be affected by various internal and external factors, progress will be closely monitored and reported on annually. This will be done through the *Report of the Court on the Key Performance Indicators*, with annual targets established and detailed in Annex IV of the annual *Court Proposed Programme Budget*. Such an approach ensures continued oversight, transparency, accountability and alignment with the Court’s strategic priorities and operational realities.

It is worth noting, however, that not all Organ-Specific Strategic Objectives are associated with KPIs. In some instances, the objectives are primarily intended to articulate the strategic orientation and priorities of the Court in specific areas, rather than to define quantifiable targets. For Strategic Objectives that are not associated with a KPI, progress will be assessed through qualitative performance markers. In such cases, the Court and the Trust Fund for Victims will, as part of their annual reporting, present a detailed narrative analysis highlighting key developments, initiatives and outcomes that advance the Objective. This approach ensures that all Strategic Objectives – whether measured quantitatively or qualitatively – are subject to rigorous performance monitoring, strategic evaluation and transparent reporting.¹ Lastly, it should be noted that the current list is not intended to be exhaustive. While it outlines key strategic priorities, it does not fully reflect the comprehensive range of ongoing operational activities undertaken by the Court and the TFV, nor does it include the wider set of operational-level KPIs, which continue to be managed and monitored at the appropriate functional levels.

¹ Documents officiels de l’Assemblée des États parties au Statut de Rome de la Cour pénale internationale, treizième session, New York, 8-17 décembre 2014 (ICC-ASP/13/20), vol. I. partie III, ICC-ASP-13/Res.5, Annexe I, par. 7 b).

Strategic Planning, Budget Cycle and Risk Management

Another important innovation in the Strategic Plan 2026–2029 is the explicit linkage between strategic planning and budgetary decision-making. This will already be reflected in the Court’s Proposed Programme Budget for 2026 and will be further integrated in future budgetary years. The Plan will serve as a guiding framework for determining the areas in which the Court seeks to invest, thereby ensuring that resource allocation is directly aligned with strategic priorities. In doing so, the Plan enhances institutional coherence and accountability and also seeks to maximise the Court’s impact in a sustainable and transparent manner. Accordingly, the new Strategic Plan has been presented and thoroughly discussed with internal stakeholders, including the Office of Internal Audit, the Independent Oversight Mechanism, the Staff Union Council and the Ombuds office. States Parties, in the context of the Budget Management Oversight facilitation and the Study Group on Governance, as well as the Committee on Budget and Finance and Civil Society Organisations, were afforded the opportunity to provide input on the document, thus making for a more inclusive and more accountable process.

Risk management at the Court is aligned with strategic planning, as envisaged by the Court’s existing framework. Risks are identified at both the strategic and the operational level, taking into consideration the goals of the Court’s strategic plan.

Risk assessment and mitigation is conducted and documented in risk registers and subsequently reported on by the Risk Management Committee (RMC) to the Principals of the Court and the Audit Committee. The Court’s risk registers at the strategic and operational levels are updated periodically. The strategic risk register contains detailed information about risks that are being managed by risk owners appointed by the Principals of the Court, while operational risk registers are owned by managers across the Court. Risk management at the Court is a continuous exercise.

Strategic Analysis of the Environment

The ICC operates within an increasingly complicated and evolving global landscape. A range of interrelated factors will affect the Court's ability to discharge its mandate effectively in the coming years, and this reality has informed its strategic orientation for the period 2026-2029. These factors include the shifting international political climate and institutional set up, rapid technological developments, growing financial constraints, worsening humanitarian crises, the evolving nature of the crimes under the Court's jurisdiction, and heightened stakeholder expectations for the Court to address, within its mandate, the impunity and suffering in the increasingly numerous and complex situations under its jurisdiction.

The global political environment is marked by deepening polarisation, rising geopolitical tensions, erosion of the multilateral consensus and an evolving institutional architecture. These developments affect the broader framework of international justice and pose both direct and indirect challenges to the Court. At the same time, they underscore the critical importance of the Court's role in upholding the rule of law and combating impunity. In this context, the ICC reaffirms its commitment to independence, impartiality and fairness, and to protecting the rights of affected communities in accordance with its mandate under the Rome Statute.

Over the last years, the Court's operations have grown in scope, ambition, intricacy and visibility. As a result, the ICC has become the subject of increasing scrutiny and, in some instances, of direct resistance. This is manifested in various forms, including threats and coercive measures – such as arrest warrants and financial sanctions against the Court's elected officials – , sustained, sophisticated and persistent cyberattacks targeting information infrastructures, disinformation campaigns and

obstructions to Court operations. Challenges on the ground, such as security threats and instances of non-cooperation by relevant actors, continue to affect the Court's ability to carry out its judicial and investigative functions. These developments highlight the need for robust institutional resilience and elaborate strategies to safeguard the integrity and business continuity of the Court's work.

In parallel, public expectations of the Court and the TFV – particularly among victims, affected communities and civil society – continue to evolve. These groups expect justice not only to be impartial and effective, but also to be timely, transparent, and grounded in meaningful engagement. This requires the Court to remain flexible and responsive, with an ability to adapt and recalibrate its operational models as circumstances demand. In this context, innovation in working methods, process optimisation and closer collaboration with partners across the justice community will be key to sustaining legitimacy and impact.

Yet, the Court faces these growing demands in an environment of limited and, at times, uncertain capacity. Global economic pressures have heightened the need for careful prioritisation and strategic resource allocation. In particular, the Court must balance the imperative to expand and deepen its activities with the practical limitations intrinsic to its current staffing levels, infrastructure and budgetary framework. The Strategic Plan 2026–2029 reflects the Court’s commitment to achieving more with available resources while continuing to advocate for the support needed to meet the expectations placed upon it.

Internally, the Court is pursuing a forward-looking institutional development agenda aimed at enhancing its organisational performance and reinforcing a culture grounded in its Core Values, namely, accountability, fairness, inclusion and integrity. The ICC recognises that its ability to deliver justice effectively is directly linked to the strength and well-being of its staff. In this regard, recent initiatives have included comprehensive training on professional conduct, establishing and expanding informal and formal mechanisms to address workplace concerns, and proactive steps

to promote diversity, equity and inclusion at all levels of the institution. Addressing unconscious bias, creating a respectful and safe working environment, and ensuring that all staff are empowered to contribute to the Court’s mission is integral to long-term institutional resilience.

Despite the multifaceted challenges they face, the Court and the TFV remain steadfast in their commitment to innovation and continuous improvement. As outlined in this Strategic Plan 2026–2029, the ICC will pursue a more agile, strategic and integrated approach to its operations. This will include investing in secure digital transformation, deepening cooperation with States and stakeholders and exploring new modalities of engagement with affected communities. In doing so, the Court seeks both to strengthen its internal capacity and to reinforce its standing as a central pillar of international legal order – capable of responding credibly to the most serious crimes of concern to the international community as a whole.

The Mission of the International Criminal Court

In accordance with the Rome Statute, the ICC's mandate – and therefore its mission – is to investigate, prosecute and try the most serious crimes of concern to the international community. The ICC acts as a court of last resort, complementing, organically interacting and cooperating with national jurisdictions.

The overarching purpose of the Court and the Rome Statute system is to put an end to impunity for the most serious crimes, as provided by the Statute, thus contributing to the prevention of such crimes and to upholding the rule of law. Primary responsibility for realising this objective lies with the States Parties. The Court's jurisdiction is complementary to that of the States Parties and other national jurisdictions. The Court fulfils its mission primarily through conducting preliminary examinations, investigations, judicial proceedings and reparations proceedings and programmes.

As the institution matures, other ways to contribute to the overall mission emerge as a by-product of its core activities. The Court shares its expertise and good practices on various aspects of its mandate through complementarity activities. In addition, in accordance with article 93(10) of the Rome Statute, information that the Court collects during its investigations can be shared, as appropriate, with the relevant national authorities for the purpose of conducting investigations and prosecutions at the national level, thus further working towards the ultimate shared goal to end impunity. This work, supporting national action in relation to Rome Statute crimes, allows the Court to enhance its partnerships globally, to reduce levels of impunity and to strengthen its ability to deliver on its core mandate.

Through the implementation of the Rome Statute, the Court thus strengthens the rule of law and contributes to fostering a culture of accountability for atrocity crimes.

Judiciary mission: Through the Chambers, the Judiciary delivers fair, expeditious and effective justice, at every phase of the judicial proceedings (pre-trial, trial and appeals, and reparations) and with full respect for the rights of the accused, the victims and witnesses. Through the Presidency, the Judiciary ensures the enforcement of sentences of imprisonment and reparations, fines and forfeiture orders and the conclusion of Court-wide agreements. As the Court's public face, the Presidency ensures the proper administration of the Court by steering inter-organ efforts and by representing it in the highest level in international fora.

OTP Mission: In line with the principle of complementarity set out in the Rome Statute, the Office of the Prosecutor conducts preliminary examinations and investigations, and prosecutes crimes within the Court's jurisdiction in an impartial, independent and objective manner, to bring justice to the victims and contribute to ending impunity.

Registry Mission: The Registry's mission is to serve as a trusted, neutral partner to all organs and actors of the Court, including the parties and participants to the proceedings, delivering high-quality, timely and impartial administrative and operational support – both at Headquarters and in situation countries. As the Court's backbone, the Registry enables it to deliver fair, effective and victim-centred justice by ensuring that judicial proceedings are supported by secure and efficient services.

TFV Mission: The Trust Fund for Victims contributes to fulfilling the ICC's reparative justice mandate by implementing measures for the benefit of victims of crimes within the jurisdiction of the Court and of the families of such victims. The Trust Fund for Victims ensures visibility of the plight of victims, mobilises and manages resources for the benefit of victims, and designs and implements Court-ordered reparation programmes and other programmes that recognise and redress the harm caused to victims by crimes under the Court's jurisdiction.

Vision for 2026-2029

The vision complements the Court's mission by describing its aspirations for the future in the next strategic period and beyond.

The Court envisions being a universal, relevant, effective and impactful organisation, which is also responsive, agile and resilient. Its mandate is delivered by talented, competent, committed and well-supported personnel, and its effectiveness is constantly strengthened through continuous learning. Achieving greater universality of the Rome Statute system will be crucial for successfully pursuing the Court's mission.

In the face of global challenges, reaffirming the Court's relevance and securing broad recognition of its role will be essential to ensuring its success in serving the interests of the international community as a whole.

Organisational responsiveness, agility and resilience are instrumental for any institution to adequately address existing and unforeseen future challenges, such as external threats, coercive measures against the Court and its personnel and sudden escalation in the Court's proceedings and related operations, as recent years have shown.

Continuous improvement is at the core of responsible management and is the Court's responsibility towards all parties involved, including victims and affected communities, as well as towards the States Parties who have entrusted the Court with this important mandate.

The Court's staff is its single most valuable resource and is crucial for undertaking all activities, whether judicial or of another nature. As such, it is vital for the institution and in its best interests

to attract and retain the most competent and committed staff. Improving the Court's workplace culture and the well-being of its staff will form an essential and integral part of the Court's efforts in this respect.

Judiciary Vision: The Presidency will continue to steer inter-organ processes and external representation in order to enhance the Court's resilience, and gather support from States, inter-governmental organisations and civil society for its operations in an evolving and unpredictable international landscape. The Chambers will carry out the implementation of the Court's core mandate by continuously working to enhance the fairness, expeditiousness and effectiveness of the judicial process and judicial procedures.

OTP Vision: The OTP continues its efforts towards delivering justice across situations under the Court's jurisdiction and applies the law equally to all individuals, building on strategic and structural advancements, driven by technological innovation and remaining close to communities impacted by Rome Statute crimes. The OTP will continue to harness the potential of cooperation and complementarity, creating a community of practice, expanding and enhancing diverse cooperation mechanisms. By embracing diversity and leveraging the value of different perspectives and experiences, the OTP will remain a leading institution for those dedicated to advancing accountability and fostering an inclusive and dynamic work environment.

Registry Vision: In a rapidly evolving global landscape – marked by growing complexity and challenges to the Court’s work – the Registry is committed to delivering support that is efficient, forward-looking and resilient. Beyond continuous improvement and the adoption of innovative technologies, the Registry focuses on strengthening the Court’s institutional maturity, as well as on its business continuity and its operational readiness. The aim is to ensure that the Court remains fully capable of fulfilling its mandate effectively and consistently, in diverse operational environments – both today and in the future.

TFV Vision: The TFV’s vision is to deliver the reparative mandate of the Court to as many victims as possible, as promptly as possible, and in line with the victim-centred Reparations Principles issued by the ICC Judges. To achieve this, awareness of the positive impact of the TFV’s work will be raised, thereby increasing the Court’s impact and contributing to a renewed consensus on the central nature of reparative measures for accountability, conflict prevention, the rule of law and development. Such renewed consensus will be essential to pursue the vital goal of securing the financial resources for the benefit of victims that are commensurate to the large-scale victimisation characterising the situations and cases under the jurisdiction of the Court.

ICC Core Values



The Strategic Plan of the ICC is anchored in the Court's Core Values: accountability, fairness, inclusion, and integrity. These values are not merely ideals – but rather essential principles that serve as the foundation for all aspects of the Court's strategic vision, institutional priorities and operational implementation over the coming years.

In articulating its future direction, the ICC remains deeply committed to ensuring that these Core Values are fully embedded in the Plan's overarching framework. They guide the formulation of strategic objectives and goals and inform the Court's internal governance, policy development, external engagement and decision-making processes at all levels and across all areas of the institution.

Accountability will reinforce the Court's responsibility to act with transparency and to assess its actions and outcomes through appropriate oversight and evaluation mechanisms. The Strategic Plan includes clear key performance indicators and monitoring tools, ensuring that objectives are well-defined, measurable and regularly reviewed. In doing so, the Court affirms its commitment to continuous improvement, to evidence-based decision-making, and to responsible stewardship of its resources. The Strategic Plan and process will be subject to independent evaluation conducted by the IOM during every strategic cycle.

Fairness is a central pillar of the ICC's identity as a judicial institution and is indispensable to the fulfilment of its mandate under the Rome Statute. The ICC Strategic Plan reflects a strong commitment to fairness in both substance and procedure. Fairness, in this context, extends beyond legal principles to encompass a broader institutional culture of justice, equity and respect for rights. It requires that all individuals – whether suspects, victims, witnesses, staff, or external partners – are treated with impartiality, dignity, and due regard for their circumstances and contributions.

Inclusion, a concept which is distinct yet complementary to fairness, emphasises the creation of an institutional culture which is welcoming, respectful and empowering for all. It entails ensuring that the working environment at the Court promotes equal opportunity, reflects diversity and intersectionality, and actively combats discrimination, bias and exclusion. Inclusion also extends to strengthening internal cohesion, enhancing inter-organ collaboration, and building a more resilient, motivated and representative workforce.

Integrity lies at the heart of the Court’s legitimacy and credibility. The Strategic Plan embeds the principle of integrity, fostering trust and honesty into all institutional activities, from recruitment to administration and external communications. Upholding the highest standards of professionalism, ethical conduct and impartiality is essential to the effective functioning of the ICC and to its ability to inspire trust among States Parties and stakeholders worldwide.

Together, the four Court-wide Core Values form the guiding compass for the entire strategic cycle – shaping what the Court aspires to achieve, and how it conducts its work and engages with the global community each day. These values underpin all collaborative efforts, institutional reforms and programmatic interventions outlined in the Strategic Plan, ensuring that the Court remains responsive to contemporary challenges while remaining steadfast in its foundational mission.

Justice as foundation for a Sustainable Future

The 2030 Agenda for Sustainable Development, adopted by all UN Member States, aims to eradicate poverty, protect the planet and promote peace and prosperity. Sustainable Development Goal (SDG) 16, which emphasises justice, peace, and strong institutions, is central to this. The ICC, as the first permanent international criminal tribunal, plays a key role by holding individuals accountable for the most serious crimes under international law, thereby reinforcing the rule of law and supporting victims.



The ICC's work is both fully aligned with SDG 16, while also directly contributing to other development goals by promoting justice where national systems fail, fostering peace,

and aiding post-conflict recovery. The Court's recognition of gender-based violence as a serious crime supports gender justice and women's rights, while its commitment to promoting a gender-responsive perspective under Strategic Goal 7 also supports SDG 5. The Court's Strategic Goal 3 also aligns with environmental sustainability, thereby contributing to SDG 13.

The Court's reparative mandate demonstrates the interconnection and interdependence of the SDGs, as Court-ordered reparations, enabled through access to justice and strong judicial institutions (SDG16) address the impact of the most serious crimes of international concern on poverty (SDG1), health (SDG 3), education (SDG 4), gender equality (SDG 5) and climate (SDG13). Reparations and other programmes for the benefit of victims also contribute to reducing inequalities (SDG10) and poverty (SDG1), while increasing trust in institutions, thereby further supporting SDG 16. As the ICC and TFV implement their Strategic Plan, they reaffirm justice as a foundation for sustainable development and a more peaceful world.

Strategic Goals, Strategic Objectives and KPIs

The Court's Strategic Plan for 2026–2029 articulates ten overarching Strategic Goals that will shape the Court's direction, priorities and performance over the coming years. These goals reflect the Court's enduring commitment to delivering justice, strengthening institutional resilience and fostering an inclusive workplace and impactful international cooperation. Each goal serves as a pillar of the Court's mission and long-term vision.

1. **Deliver Justice** – Ensure fair and prompt delivery of justice.
2. **Safeguard Operations** – Maintain continuity of operations in the face of threats.
3. **Manage Risks** – Proactively identify, anticipate and mitigate risks.
4. **Strengthen Cooperation** – Deepen partnerships and cooperation with stakeholders.
5. **Victims at the centre** – Place victims at the centre of judicial and reparative efforts.
6. **Uphold Core Values** – Advance accountability, fairness, inclusion, and integrity.
7. **Promote Gender Equality** – Promote a gender-responsive perspective.
8. **Foster Diversity** – Achieve diversity, equity, and representation.
9. **Address Impunity** – Contribute to closing the impunity gap.
10. **Secure Legacy** – Ensure a lasting institutional legacy and sustainable impact.

Strategic Goal 1

Deliver Justice

Enhance the efficiency and expeditiousness of the Court's core activities (preliminary examinations, investigations, trials, appeals, and reparations) while maintaining the highest legal standards of independence, fairness, and quality.

The Court is dedicated to delivering justice fairly, effectively and promptly, by improving the efficiency of its core judicial functions, including preliminary examinations, investigations, trials, appeals and reparations. Building on previous progress, it emphasises streamlined processes, enhanced institutional performance and adherence to legal integrity and fairness. By leveraging better coordination, optimised workflows, and responsible use of resources and technology, the Court seeks to reduce delays while maintaining

due process and high-quality legal reasoning. This strategic balance between efficiency and excellence is vital to preserving the Court's legitimacy and ensuring meaningful access to justice for victims and affected communities. The advisory deadlines for key judicial activities and decisions included in the Chambers Practice Manual continue to significantly aid the Court to expedite its judicial proceedings.

ICC Strategic Objective 1.1

Ensure fair and expeditious judicial proceedings through the improved management of investigations and prosecutions, by rendering decisions within a reasonable time and optimising courtroom support.

The Court is committed to ensuring that judicial proceedings are fair and timely, as a cornerstone of its legitimacy and effectiveness. This involves high-quality investigations and prosecutions, adherence to due process and respect for the rights of all parties. To enhance efficiency, the Court is refining investigative workflows, improving prosecutorial performance, addressing procedural delays and

streamlining case management. Optimising courtroom support through coordinated administrative and technical services is key. These efforts aim to bolster public trust and maintain the fundamental principle of legal certainty and the rule of law.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
1.1.1. Enhance Judicial Efficiency Across All Phases of Proceedings Through Adherence to Benchmark Timelines Outlined in the Chambers Practice Manual	Judiciary	Deadlines regarding decisions of the Pre-Trial Chambers:	1. 120 days.
		1. Decision on Prosecutor's request for authorisation of an investigation (article 15(4) of the Rome Statute)	
		2. First appearance following a suspect's arrival at the seat of the Court.	2. Within 48 to 96 hours.
		3. Decision on first application for interim release.	3. ≤ 30 days.
		4. Date of the confirmation hearing.	4. 4 to 6 months.
		5. Decision on the confirmation of charges.	5. ≤ 60 days.
		Deadlines regarding decisions of the Trial Chambers:	
		6. Timing of closing statements at the end of the trial.	6. ≤ 90 days.
		7. Written decision under article 74 of the Rome Statute (trial judgment) is delivered.	7. ≤ 10 months.
		8. Written decision on the sentence under article 76 of the Rome Statute is delivered.	8. ≤ 4 months.
		Deadlines regarding decisions of the Appeals Chamber:	
		9. Decision to hold an oral hearing in relation to an appeal against a conviction, an acquittal or a reparations order is issued.	9. ≤ 1 month.
		10. Oral hearing, if any, in relation to an appeal against a conviction, an acquittal or a reparations order, takes place.	10. ≤ 3 months.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
		11. Judgment on an appeal against a conviction, an acquittal or a reparations order is delivered.	11. ≤ 10 months.
		12. Judgment on an appeal against a sentence is delivered (conviction is also appealed).	12. ≤ 10 months.
		13. Decision to hold an oral hearing in relation to an appeal against a sentence (conviction was not appealed).	13. ≤ 1 month.
		14. Oral hearing, if any, in relation to an appeal against a sentence, takes place (conviction was not appealed).	14. ≤ 3 months.
		15. Judgment on an appeal against a sentence is delivered (conviction was not appealed).	15. ≤ 4 months.
		16. Judgment on an interlocutory appeal under article 82(1)(a), (c) or (d) or article 82(2) of the Rome Statute, is delivered.	16. ≤ 4 months.
		17. Judgment on an appeal under article 82(1)(b) of the Rome Statute is delivered.	17. ≤ 4 months.
1.1.2. Enhance the effectiveness and efficiency of investigations and prosecutions to deliver timely, high-quality results in the courtroom	OTP	1. # of applications for Warrants of Arrest or summonses to appear filed before the judges. 2. % of charges confirmed at the confirmation of charges phase. 3. % of charges upheld at the trial phase. 4. % of trial and appellate outcomes consistent with the positions taken by the OTP.	1. 10 per year/ 10 per year. 2. 50% / 75%. 3. 50% / 75%. 4. 50% / 75%.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
1.1.3. Ensure the full and effective implementation of the Court's Legal Aid Policy by allocating an appropriate level of resources to Defence and Victims' teams, allowing for high-quality and efficient legal representation at all stages of the proceedings.	Registry	1. % of CSS decisions overturned by the Chambers and/or the Presidency, disaggregated by interpretation of Legal Aid Policy, requests for additional resources, assessment of complexity levels	1. N/A / 5%
1.1.4. Enhance and optimise the Court's IT architectures and systems to strengthen operational efficiency, support judicial independence and improve the effectiveness and efficiency of judicial processes	Registry	1. Time taken to resolve courtroom incidents causing early termination of or delays in hearings.	1. 58 minutes / 30 minutes.
1.1.5. Contribute to the efficient and expeditious delivery of the Court's judicial function by strengthening the TFFV's engagement and coordination with the Chambers, parties and participants	TFFV	1. # of judicial submissions as per deadline per year. 2. # structured dialogue/coordination/ exchange meetings conducted with Chambers and/or parties and participants per year.	1. 70% / 90% 2. 0 / 3
1.1.6. Provide language services comprehensively and efficiently, upholding the highest standards of accuracy, while addressing translation, interpretation, editing and terminology requirements throughout the stages of preliminary examinations, investigations, trials and reparations	Registry	1. % of proceedings not delayed by the lack of language services (translation/ court interpretation/ field interpretation). 2. Direct budgetary impact of last-minute proceeding cancellations, due to fees paid to freelance translators and interpreters for services not rendered.	1. N/A / 80% 2. N/A / 0 EUR

ICC Strategic Objective 1.2

Enhance investigative and prosecutorial efficiency by further strengthening field engagement and cooperation with external partners.

The Court is prioritising the expansion and adaptation of its field presence to ensure proximity to affected communities and real-time access to critical information. In line with the Independent Expert Review (IER) recommendations 293 and 296-298, this field-centric model allows for more dynamic responses to rapidly evolving situations and facilitates early engagement with key stakeholders, including victims, civil society and local authorities. Operationally, this involves deploying multidisciplinary teams, setting up localised offices and forging strategic partnerships in the field. Strategically, it increases the visibility

and credibility of the Court by ensuring that justice is not only administered but also seen, understood and experienced by those most impacted.

A strong field footprint also enhances the Court's ability to collect contextualised, real-time evidence and to navigate the cultural, social and political dimensions of each situation. This results in more nuanced, informed and impactful judicial strategies. Crucially, it fosters trust and cooperation from local populations, whose engagement is essential to the Court's mission and effectiveness.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
1.2.1. Strengthen the OTP's field presence to improve access to critical information, accelerate decision-making and bring justice closer to affected communities, thereby enhancing the efficiency and impact of core judicial activities.	OTP	1. % of new situation countries where an OTP field presence is established within six months of a situation opening, contingent on security, cooperation, and agreement conditions being met.	1. 50% / 80%
		2. # of field presence reviews conducted per year.	2. 2 / 2
		3. % of situations where required field presence adjustments (scale-up or scale-down) were implemented within 6 months of the annual review.	3. 50% / 80%
		4. % of Unified Team staff deployed to field locations under the following modalities: permanently deployed, rotational model, or long-term missions of at least 3 weeks.	4. N/A / 30% of each UT per Year

ICC Strategic Objective 1.3

Improve the timeliness of reparations proceedings by strengthening the Registry's coordination with the Trust Fund for Victims, and implementing faster mechanisms for victim outreach and application processing.

This strategic objective aims to enhance the efficiency and timeliness of reparations proceedings at the ICC by improving coordination between key bodies like the Registry and the TFV, and by streamlining processes that have an impact on victims' access to justice. It emphasises the importance of clear communication, joint planning and shared workflows to reduce duplication and accelerate decision-making. The objective also focuses on improving victim outreach and

application processing through digital tools and inclusive methods, ensuring that reparations are accessible, timely and meaningful. Ultimately, it seeks to uphold victims' dignity, reinforce trust in the ICC as a victim-centred institution, and deliver reparations that effectively acknowledge harm and support recovery. This objective is closely linked and further supported by ICC Strategic Goal 5: Victims at the centre.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
1.3.1. Enhance the adaptability and responsiveness of victim identification and eligibility assessment processes to ensure the effective, fair, inclusive, and efficient implementation of reparations and victim participation	Registry	1. % of people attending outreach activities, by gender 2. % of individual victim application assessments that are approved by the Chambers	1. 56.8% / 50% 2. 100% / 100%
1.3.2. Ensure prompt and meaningful delivery of reparations, in line with reparation orders	TFV	1. # victims enrolled in reparation programmes, by gender 2. % and description of victims who felt that the reparations provided a certain degree of justice.	1. 3,800 / 25,000 2. 70% / 80%

Explanatory Note to ICC Strategic Goal 1: Deliver Justice

The Court, across its organs – the Judiciary, the OTP, the Registry – and along with the TFV, is implementing a coordinated strategy to streamline operations, reduce delays and improve performance. This collective effort is based on the principles of due process, impartiality, legal integrity and procedural fairness, ensuring that justice is both done and seen to be done.

A Cohesive and Responsive Justice System

Strategic Goal 1 represents a unified institutional effort to deliver justice that is timely, fair and effective. Through coordinated reforms, technological innovation and strengthened inter-organ collaboration, the ICC and the TFV

are building a more agile and responsive justice system. This integrated approach ensures that the Court remains a credible and legitimate institution, capable of addressing the world's gravest crimes with professionalism, integrity and efficiency.

Setting Benchmarks for Timeliness and Quality

The Judiciary is focusing on efficiency by adhering to advisory deadlines outlined in the Chambers Practice Manual. These benchmarks guide the timely issuance of key decisions – from pre-trial authorisations to trial judgments and appeals – while preserving judicial independence and procedural integrity. By promoting consistency

and predictability in case management, the Judiciary enhances public trust and legal certainty. Its commitment to high-quality legal reasoning and due process ensures that the proceedings' expeditiousness does not compromise their fairness nor the rights of participants.

Strategic Focus and Field-centric Approach

The OTP is continuing to lead a comprehensive transformation to enhance the quality and pace of investigations and prosecutions. By strategically prioritising cases, the Office is focusing on reducing the total number of situations simultaneously under active investigation. It is also modernising its operations by integrating advanced forensic, analytical and AI-driven technologies to accelerate evidence processing and improve courtroom outcomes, while enhancing fugitive tracking capabilities, in collaboration with the Registry, to support arrests and ensure effective courtroom results. The OTP's renewed emphasis on suspect tracking, financial investigations and lessons-learned processes ensures that its work

remains agile, data-informed and results-oriented. These efforts are supported by a consolidated policy framework that enhances transparency and coherence in prosecutorial decision-making. Lastly, the OTP will continue to review the current operating model regarding field presence to assess where services could be outsourced to trusted partners through existing frameworks and where, due to the nature of a deployment, services need to be retained or organised internally. This will allow to achieve efficiency through quicker establishment of field infrastructure and flexible adaption of services while maintaining operational integrity, in close coordination with the Registry.

Enabling Judicial Efficiency and Fair Representation

The Registry plays a critical role in ensuring that judicial proceedings are carried out in a timely, reliable and secure manner, through the enhancement of courtroom operations, a robust IT infrastructure, the timely provision of language services and the effective representation of all parties involved, especially victims. By ensuring that the Defence and Victims' teams are also adequately resourced and supported, the

Registry upholds the principles of equality of arms and meaningful participation. Additionally, the Registry is streamlining victim identification and eligibility processes, improving outreach, and strengthening coordination with the TFV to accelerate reparations proceedings. These efforts ensure that the Court's operations are efficient, inclusive and accessible.

Supporting Judicial Delivery and Reparations Implementation

The TFV contributes to the Court's efficiency by providing for timely, informed, and victim-centred engagement during judicial proceedings. Through the development of a Judicial Engagement Strategy and improved coordination with Chambers and other parties, the TFV is improving the predictability and quality of its contributions to reparations decisions. It is also optimising internal

processes to deliver reparations that are prompt, meaningful and aligned with victims' expectations. Close collaboration with the Registry – particularly with the Victims Participation and Reparations Section (VPRS) and the Public Information and Outreach Section (PIOS – ensures that reparations are implemented in a coherent, transparent and victim-centred manner.

Strategic Goal 2

Safeguard Operations

Provide a safe, secure, and supportive environment for the Court's personnel and operations, with a focus on physical and cyber security, staff safety, the protection of victims and witnesses and the integrity of judicial activities in the context of present and foreseeable strategic risks.

The Court is dedicated to maintaining a safe and secure environment for its personnel and judicial operations, addressing both physical and digital threats. This commitment includes protecting staff, victims and witnesses, especially in high-risk areas, through coordinated security measures led by the Registry. These efforts involve risk assessments,

mission planning and collaboration with host States to ensure individual safety. In parallel, the Court prioritises cybersecurity by implementing secure IT systems and strict access controls, and by performing regular audits, to protect sensitive information and uphold the integrity of its judicial processes.

ICC Strategic Objective 2.1

Enhance cybersecurity resilience by implementing the Cybersecurity Blueprint, thus advancing threat detection systems, conducting regular security checks and ensuring compliance with best practices.

The Cybersecurity Blueprint is a comprehensive strategy aimed at proactively defending the Court's digital infrastructure against emerging cyber threats. It relies on advanced threat detection technologies for real-time monitoring and risk management, ensuring that sensitive judicial data and operational continuity are protected. Regular security assessments and audits support

this by identifying vulnerabilities and enhancing existing controls through continuous improvement. Additionally, the framework prioritises compliance with global cybersecurity standards, reinforcing transparency, accountability and trust in the Court's ability to safeguard its digital environment.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
2.1.1. Position the OTP as a global technology leader by advancing innovative digital solutions and strengthening cybersecurity to safeguard critical information and platforms	OTP	# of implemented OTP process automations. - Annual independent security testing on six OTP business-critical applications (y/n). - Remediation or mitigation actions taken within six months of all high-medium security issues reported by annual independent security testing reports.	2 per year / 2 per year - Yes / Yes - Yes / Yes
2.1.2. Implement the Cybersecurity Blueprint to strengthen the Court's cyber-security and cyber-resilience, in order to safeguard against evolving threats and ensure operational continuity	Registry	% of identified vulnerabilities mitigated/ security patches applied within 30 days by severity (low, medium, high, critical). % of high priority incidents (levels 1 and 2) responded to within 45 minutes. % of Blueprint IT projects exceeding predefined time and budget.	- N/A / Low: 40% Medium: 70% High and Critical: 100% - N/A / 100% - N/A / 5% (risk contingency) 0%
2.1.3. Strengthen the Court's cybersecurity, governance, and accountability by improving internal communication on security and safety at all organisational levels, promoting a security-aware culture among personnel, and reinforcing preparedness while establishing a robust compliance management and reporting mechanism aligned with the Court's policy framework and regulatory standards, to ensure transparency and effective oversight	Registry	% of completed security clearances for new hires within 21 days, categorised by the risk level of the position (low, medium, high), and of the individual # of security and safety incidents causing death, injury or major disruptions to Court operations.	55% / 80% - N/A / 0

ICC Strategic Objective 2.2

Develop and implement a comprehensive ICC Security Plan framework to assess and mitigate present and foreseeable strategic risks related to security and operational challenges.

The Court is developing and implementing a comprehensive Security Plan to address current and future strategic security risks proactively, aiming to build a more secure and agile institution. This initiative involves collaboration across all Court organs—including the Presidency, OTP, the Registry and TFV—ensuring that security

is integrated into every aspect of operations. By embedding security into strategic planning, fieldwork and daily activities, the Court is fostering a culture of preparedness that protects personnel, information and operations, aligning with its broader commitment to resilience and mission continuity.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
2.2.1. Enhance the security risk management framework of the Court by developing and implementing a comprehensive ICC Security Plan Framework, reinforcing information collation and analysis capabilities while ensuring alignment with the strategic and operational risk management approaches.	Registry	1. Developing and implementing a comprehensive ICC Security Plan Framework.	1. N/A / Implementation of the ICC SP Framework
2.2.2. Develop operational solutions and adequate business models for the delivery of reparations and other programmes for the benefit of victims, to mitigate risks where field insecurity is high and access to victims is limited due to security reasons or other reasons.	TFV	1. Completion of an adaptive Model for programme delivery that responds to challenges in accessing to victims due to insecurity.	1. N/A/ Yes

ICC Strategic Objective 2.3

Safeguard the integrity of judicial activities by implementing strict protocols against interference, strengthening investigative capabilities in the event of threats and performing continuous risk assessments for ongoing cases.

The Court emphasises the critical importance of maintaining the integrity, independence and impartiality of its judicial functions in the face of growing global challenges such as political interference and security threats. To safeguard its processes, the Court is implementing strict institutional protocols aimed at preventing and addressing any undue influence, while also enhancing its investigative and analytical capabilities to detect risks and respond to

them. These efforts include protecting sensitive information, protecting personnel and elected officials, shielding judicial actors and conducting continuous risk assessments across all proceedings. Through coordinated action among its organs and external stakeholders, the Court aims to build a resilient, proactive framework that provides for the consistent application of safeguards and strengthens public and international trust in its legitimacy.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
2.3.1. Enhance the efficiency and effectiveness of the Court's victim and witness protection framework and improve adaptability to emerging threats, thereby advancing threat and risk assessment across physical, psychological and cyber domains to uphold the highest standards of safety and care	Registry	1. # of protected individuals (witness, victims or others) receiving support by protection type: (i) alternative measures, (ii) temporary relocations and (iii) permanent relocations.	1. N/A (i) 6 individuals protected through alternative measures; (ii) 16 individuals protected through temporary relocations; (iii) 93 individuals protected through permanent relocations; 100% of individuals in need of protection should receive a form of support proportionate to the security risk they face.
		2. Average cost for the ICC of protecting individuals (witnesses, victims or others towards whom it has financial obligations) by type: (i) international relocation, (ii) local/regional resettlements, (iii) other protection measures.	2. N/A / (i) 30,000 - 40,000 EUR (ii) 10,000 - 20,000 EUR (iii) 5,000 EUR

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
		3. Average response time from the date a witness, victim, or other individual at risk is referred to the VWS for protection or support to the date VWS implements a protection or support decision, (1) disaggregated by temporary and permanent relocation where applicable, (2) incl. average time between entering temporary protection and permanent relocation where applicable.	3. (1) 6 months for temporary relocation; - 12 months for permanent relocation; 3. (2) average time between entering temporary protection and permanent relocation - 1260 days;* * This KPI is aimed at capturing actual averages and a target could only reflect the view of the VWS on an ideal or desirable timing. The ability to comply with the target depends on factors external to the VWS;
		4. % of relocations that are pending after 2 years after admittance to the ICCPP.	4. < 20%* *The ability to comply with this target highly depends on factors external to the VWS

Explanatory Note to ICC Strategic Goal 2: Safeguard Operations

Strategic Goal 2 is a testament to the ICC's commitment to resilience, security and justice. Through coordinated efforts across its organs, the Court is building a secure and supportive environment that enables it to fulfil its mandate effectively, even in the face of evolving global challenges. This unified strategy ensures that the ICC remains a credible, agile and protective institution for all who seek and serve justice.

Cybersecurity and Digital Resilience

The ICC is aware that digital threats pose a significant risk to its operations and to the confidentiality of sensitive information. The Registry and OTP are jointly implementing the Cybersecurity Blueprint, a comprehensive framework that enhances threat detection, enforces strict access controls and ensures compliance with international best practices. The Office will enhance its digital evidence capabilities to support

its own investigations as well as investigations led by domestic authorities through advanced data collection, analysis and integration. It will modernise business processes using workflow automation and innovative investigative systems, while strengthening cybersecurity through updated information architecture standards and robust governance to safeguard critical assets.

Operational Security and Risk Management

The Court operates in high-risk environments where personnel, victims and witnesses face significant threats. To address this, the Registry is leading the development of a comprehensive ICC Security Plan Framework, in close coordination with the other organs and the TFV. This plan integrates strategic risk assessments, mitigation strategies and operational protocols

to enhance preparedness and continuity. The TFV complements this by designing flexible, context-sensitive operational models for delivering reparations and assistance in insecure or inaccessible regions. These models prioritise victim-centred approaches and foster partnerships to ensure programs are delivered despite field-level constraints.

Institutional Culture and Compliance

A secure ICC relies not only on technical solutions but also on a culture of awareness and accountability. The Registry is promoting a security-aware culture through enhanced internal communication, training, and through a compliance management system in line with

international standards. This ensures that all personnel understand their roles in maintaining security and that oversight mechanisms are in place to monitor and improve institutional practices.

Protection of Victims and Witnesses

The Registry is enhancing the efficiency and effectiveness of the Court's victim and witness protection framework, while improving its adaptability to emerging threats across multiple fields. By applying comprehensive threat and risk assessment methodologies—encompassing

physical, psychological and cyber aspects—the Court is committed to upholding the highest standards of safety, care and dignity for those who make a critical contribution to the pursuit of international justice.

Strategic Goal 3

Manage Risks

Enhance the Court's sustainability and resilience through robust business continuity and mitigating measures for strategic risks, while managing resources efficiently, transparently and responsibly, fostering a culture of continuous improvement.

To ensure the Court remains effective and responsive in an increasingly uncertain and complex global environment, strengthening institutional sustainability and resilience is a strategic priority. This includes enhancing business continuity frameworks, embedding robust risk mitigation practices and developing the ability to adapt swiftly to evolving challenges—be they operational, technological, legal or geopolitical.

The Court is committed to managing its resources efficiently, transparently and responsibly, ensuring that every action complies with principles of accountability and good stewardship. This

approach not only protects the Court's ability to deliver on its mandate under all circumstances but also builds stakeholders' and States Parties' trust in the integrity of its operations.

Fostering a culture of continuous improvement is central to this objective. Through regular evaluation, innovation and institutional learning, the Court seeks to increase performance across all areas of its work. Together, these efforts enable the Court to remain resilient, future-ready, and capable of delivering justice in a consistent, effective and sustainable way.

ICC Strategic Objective 3.1

Develop and implement a Court-wide business continuity plan to ensure operations remain uninterrupted during crises, including contingency protocols for judicial, operational and IT functions, further integrating crisis management and risk management functions.

This strategic objective focuses on establishing a comprehensive business continuity framework for the Court, ensuring operations across the judicial, operational, technological, and security fields remain uninterrupted during crises. It integrates contingency planning with risk management to address disruptions such as conflicts, cyber threats and pandemics, safeguarding critical functions like evidence handling and witnesses and victims' protection. Each Court organ and the TFV contribute to the development of adaptive

systems—such as remote work, secure digital infrastructure, and flexible courtroom models—based on real-world experience and on their unique operational expertise. The framework enhances internal coordination and anticipatory decision-making through risk forecasting and scenario planning, strengthening the Court's ability to respond dynamically to crises and rapidly mobilise resources, thus reinforcing institutional resilience and credibility in high-stakes environments.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
3.1.1. Establish and execute a robust business continuity plan to guarantee proper operations during crises, minimising disruptions and integrating comprehensive contingency protocols for key operational and IT functions.	Registry	1. Establishment of a business continuity plan	1. N/A / Establishment and execution of a business continuity plan

ICC Strategic Objective 3.2

Continue monitoring risk mitigation strategies and conducting strategic risk assessments in line with the Court's strategic planning cycle, identifying vulnerabilities, and implementing proactive measures to address financial and operational risks.

The ICC emphasises the importance of robust risk management to maintain its effectiveness, credibility and sustainability in a complex global environment. In line with their strategic planning cycle, the Court and the TFV follow a comprehensive, institution-wide approach to identifying, assessing and mitigating risks across all areas of their operations—from judicial functions to administrative tasks. The integration of risk assessment within the Court's strategic

planning processes ensures that risk management is a proactive exercise and that it is embedded into institutional governance. This includes regularly reviewing mitigation measures, analysing trends, conducting operational planning and resource allocation and aligning with policy development. This strategy relies on shared responsibility across all Court organs to enhance resilience and ensure continuity in critical functions.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
3.2.1. Enhance the TFV risk management framework	TFV	1. Adoption of the TFV Risk Management Policy. 2. Completion of the integrated multi-level risk register.	1. No / Yes 2. No / Yes

ICC Strategic Objective 3.3

Ensure transparency and accountability in resource management by further enhancing and automating Court-wide and programme-specific processes and tools to align with best practices.

The Court is dedicated to maintaining the highest standards of transparency, accountability and efficiency in managing its financial and operational resources, its results and its performance, recognising that responsible stewardship is essential to sustaining trust among States Parties and the international community. To achieve this, it aims to continuously improve and harmonise its processes by automating them and aligning with global best practices, as well as by implementing relevant audit recommendations.

Investments will focus on strengthening financial planning, budgeting, procurement and performance monitoring using integrated digital platforms that improve visibility and efficiency. Additionally, the Court will enhance reporting mechanisms to support timely, accurate and accessible communication, fostering a culture of accountability across all organs and ensuring that all resources are used effectively in support of its judicial mission.

Court-wide KPI			Baseline / Target
1. Unqualified audit opinions for ICC and TFV annual financial statements			1. N/A / 1 ICC & 1 TFV
2. % of assessed contributions received from States Parties for current and prior years, including host State loan, Contingency Fund and Working Capital Fund			2. N/A / 100%
3. Budget Implementation Rate (per MP)			3. 99% / 100%

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
3.3.1. Increase operational efficiency and ensure adequate resourcing and staffing to strengthen the Office's sustainability, resilience, and capacity to deliver on its mandate effectively	OTP	1. Average # of days from closure of the Vacancy Announcement to submission of the Interview panel report to the Selection Review Board.	1. 125 working days [25 weeks] / 80 working days [16 weeks];
		2. % of OTP annual budget saved by implementing process improvements and efficiency initiatives.	2. 1% / 1%
3.3.2. Reduce the Court's carbon footprint through the strategic implementation of comprehensive green initiatives	Registry	1. # of initiatives implemented that contribute to environmental sustainability	1. N/A / 2 per year

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
3.3.3. Strengthen the efficiency, transparency, and accountability of resource management in field operations by optimising the allocation and use of resources in alignment with the volatile operational environment, through structured decision-making processes	Registry	1. % of mission plans submitted within 7 days, 15 days and 30 days	1. 10% submitted within 7 days 30% submitted within 15 days 70% submitted within 30 days
3.3.4. Strengthen the TFCV's multi-level governance to ensure decision-making is transparent, accountable and efficient, fostering financial integrity, operational effectiveness and long-term sustainability	TFCV	1. Further refine the framework of Governance and Accountability between the TFCV Board, the Registrar, the Registry and the STFV Executive Director, for more clarity. 2. Completion rate of a revised TFCV fund management strategy.	1. Yes / Yes 2. 10% / 100%

ICC Strategic Objective 3.4

Expand partnerships and collaborations with States, international organisations, academic institutions and private sector stakeholders to enhance knowledge-sharing and access to good sustainability and resilience practices.

The Court focuses on strengthening its institutional sustainability and resilience by expanding strategic partnerships and fostering cross-sector collaboration. Recognising that its capacity to adapt and innovate relies heavily on strong external relationships, the Court aims to institutionalise cooperation with States, international organisations, academia and the private sector. These partnerships are vital for enhancing the Court's knowledge, operational

flexibility and strategic foresight, particularly in areas such as sustainability, technology, crisis preparedness and infrastructure planning. By drawing on diverse expertise and tested practices, the Court seeks to integrate cutting-edge insights into its operations, promote institutional learning and align with global standards, while responsibly adopting new technologies to improve efficiency and sustainability.

Progress Marker

Annual reporting will include updates on key developments, initiatives and outcomes linked to this Objective, ensuring transparent and meaningful performance tracking.

Explanatory Note to ICC Strategic Goal 3: Manage Risks

Strategic Goal 3 positions the ICC as a forward-looking institution capable of navigating uncertainty and crises with agility, integrity and purpose. Through coordinated efforts across its organs, the Court continues its efforts to build a resilient foundation that guarantees the continuity of justice, the responsible use of resources and the trust of its stakeholders. This unified approach ensures that the ICC remains a credible, sustainable and adaptive institution in serving international justice.

Business Continuity and Crisis Preparedness

The ICC is developing and institutionalising a comprehensive business continuity framework to ensure that the delivery of core functions – including judicial proceedings, evidence handling, IT functions and victim and witness protection – remains uninterrupted during crises. Led by the Registry, the framework includes contingency

protocols, integrated crisis and risk management systems, and focuses on adaptability, remote operations and cross-organ coordination. It also ensures the rapid mobilisation and reallocation of resources – human, financial, and technical – allowing the Court to respond swiftly and effectively to disruptions.

Strategic Risk Management

To remain resilient, the Court continues to embed strategic risk assessment and mitigation into its planning cycles. This involves identifying vulnerabilities across judicial, operational and financial domains and implementing proactive measures to address them. The TFV is also enhancing its own risk management framework by adopting a multi-level approach that spans

institutional, operational, programmatic and project-specific risks. This ensures that reparations and assistance programmes remain responsive and sustainable, even in volatile environments. By aligning risk management with strategic planning, the Court fosters a culture of foresight, adaptability and institutional learning.

Transparency, Accountability, and Resource Efficiency

The ICC is committed to managing its resources with the highest standards of transparency, accountability and strategic foresight. To support this, the OTP has established the Prosecutorial Administrative Services Division (PASD) to centralise and streamline administrative functions, improve coordination and ensure effective resource planning. Key tools such as the Skills Management Database and the Position Management Database

will also provide a comprehensive view of workforce capabilities, enable the identification of skills, gaps and strengths, and support informed staffing decisions. Additionally, the creation of pre-assessed talent pools, streamlined recruitment processes and structured coordination with the Registry through Service Level Agreements further enhance operational agility and efficiency, ensuring the ICC remains responsive to evolving needs.

The Registry is advancing sustainability through green initiatives, including waste reduction, electric vehicle adoption and renewable energy procurement. It is also optimising resource management in field operations by implementing structured, data-driven decision-making processes that ensure agility and accountability in volatile contexts.

The TFV operates within a unique governance structure, fully integrated into the Court's system while reporting to the Assembly of States Parties

(ASP). To fulfil its mandate effectively, the TFV is strengthening its governance, accountability and operational agility. This includes enhancing financial oversight, budget planning, and equitable resource allocation, while ensuring transparency and compliance with reparative justice principles. In line with IER recommendation 359, the TFV will work with the ASP to refine its governance framework, clarify delegations of authority and improve internal structures to support more responsive and strategic operations.

Partnerships and Institutional Learning

Recognising the value of collaboration, the ICC is expanding partnerships with States, international organisations, academic institutions and the private sector. These partnerships enhance the Court's access to knowledge, innovation and good practices in areas such as digital transformation, sustainability and crisis preparedness.

Academic collaborations support institutional learning and training, while cooperation with international bodies ensures compliance with global standards. Where appropriate, private sector engagement facilitates the responsible adoption of new technologies that improve efficiency and resilience.

Strategic Goal 4

Strengthen Cooperation

Strengthen political, operational, and financial support for the Court by fostering cooperation with States, multilateral and regional organisations and stakeholders, focusing on critical areas such as preliminary examinations, investigations, witness protection, arrest warrant execution and the effective conduct of judicial activities.

The effective functioning of the Court and the TFV relies on strong cooperation, sustained political support and strategic engagement with a broad range of stakeholders. The Court and the TFV actively cultivate diplomatic relationships to facilitate arrests, gather evidence and enforce judicial decisions, ensuring their mandate is carried out in practice. Through targeted outreach and transparent communication, the Court builds trust and legitimacy among States Parties,

civil society and international bodies. It also expands its cooperation networks by engaging regional organisations and non-State actors, while initiatives such as staff exchanges and strategic communications enhance its global visibility and credibility. Collectively, these efforts reinforce the Court's operational capacity and uphold the shared commitment to international justice under the Rome Statute system.

ICC Strategic Objective 4.1

Strengthen partnerships with States, multilateral and regional organisations by establishing structured dialogues, joint capacity-building programs and coordination mechanisms.

The Court and the TFV play a vital and strategic role in fostering partnerships that are essential to fulfilling their mandate under the Rome Statute, recognising that they cannot function in isolation due to the transnational and complex nature of the crimes it addresses. They actively collaborate with national authorities, international judicial bodies, multilateral organisations, and civil society to provide for effective investigations, evidence

collection, victim and witness protection and the apprehension of suspects. These partnerships are foundational, not supplementary, and are supported through long-term relationship-building, formal agreements and joint operational mechanisms. Additionally, the Court adopts flexible, context-specific cooperation strategies tailored to the unique political, legal and security environments of each case.

Court-wide KPI

1. # of MOUs and cooperation agreements signed by partner type (States Parties, UN, universities, academic institutions, others)

Baseline / Target

1. N/A / 6 new MoUs with Universities
3 agreements with the UN

ICC Strategic Objective 4.2

Increase efforts in negotiating voluntary agreements with the Court, including regarding witness relocation, temporary and final release, enforcement of sentences, as well as other strategic fields of collaboration.

In support of its mandate to deliver impartial and effective justice, the Court will continue its negotiation efforts in view of securing voluntary cooperation agreements with States in areas essential to the performance of its functions. These include witness relocation, the enforcement of sentences, and arrangements for the temporary or final release of individuals, as well as other areas requiring close and lasting collaboration.

Achieving an increased number of such agreements is essential to safeguard the integrity of judicial processes and to enable the Court to operate effectively across diverse legal, political

and geographic contexts. By expanding its network of voluntary frameworks, the Court strengthens its operational capacity and deepens the shared responsibility of States Parties within the Rome Statute system.

This strategic objective reinforces the Court's broader vision of a cooperative, well-supported international justice system. It reflects a proactive, solutions-driven approach to strengthening the Court's long-term resilience, responsiveness and ability to uphold its mandate even in the most complex circumstances.

Court-wide KPI

Baseline / Target

1. # of new ratifications/signings of:	
(i) Rome Statute and its amendments	(i) 12 / 12
(ii) Agreements on Privileges and Immunities (APIC)	(ii) 1 / 1
(iii) Court-wide cooperation agreements (enforcement agreements, witness relocation agreements and release agreements)	(iii) 2 (enforcement agreement only) / 2 (enforcement agreement only).

Organ-Specific Strategic Objective

Organ | Office

KPI

Baseline | Target

4.2.1. Enhance States' cooperation on victim and witness protection, support, and relocation through joint initiatives aimed at actively engaging States and identifying new opportunities for collaboration with the Court.	Registry	1. (i) Fastest and (ii) lengthiest permanent relocation 2. % of positive replies to Requests for Cooperation (RfC), by request type:	1. N/A / (i) 6 months - fastest permanent relocation (ii) 36 months - lengthiest permanent relocation 2. 95 % of positive replies to Requests for Cooperation (RfC), by request type:
--	----------	---	--

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
		2.1 RfC in support of preliminary examinations, investigations, prosecutions and judicial proceedings (i) in support of judicial proceedings stricto sensu (ii) transmitted at the request of the Defence (iii) transmitted at the request of the LRV (iv) transmitted at the request of the TFV (v) in support of Witness protection	2.1 (i) 100% in support of judicial proceedings stricto sensu (ii) 95.0% transmitted at the request of the Defence; (iii) 100% transmitted at the request of the LRV; (iv) 100% transmitted at the request of the TFV; (v) 87.5 % in support of Witness protection
		2.2 RfC in support of arrest and surrender	2.2 N/A / N/A
		2.3 RfC in support of identification, seizing and freezing of assets	2.3 N/A / N/A
		2.4 Other RfC: (i) drafted and transmitted by Country Offices (ii) drafted and transmitted by JCSS (iii) drafted and transmitted by NYLO (iv) drafted and transmitted by VWS.	2.4 (i) 98.5 % drafted and transmitted by Country Offices; (ii) 53.8 % drafted and transmitted by JCSS (iii) 85.7 % drafted and transmitted by NYLO (iv) 50 % drafted and transmitted by VWS
		3. (1) # of agreements in place, categorised by type (cooperation agreements, ad hoc agreements), (2) % of agreements implemented, categorised by type (cooperation agreements, ad hoc agreements)	3 (1) N/A / 19 cooperation agreements in place and 5 ad-hoc agreements in place (2) 6 cooperation agreements implemented - 5 ad-hoc agreements implemented

ICC Strategic Objective 4.3

Improve the enforcement of arrest warrants by engaging in high-level advocacy, securing political commitments from States and leveraging international frameworks to facilitate arrest and surrender.

The enforcement of arrest warrants is a cornerstone of the Court’s ability to deliver justice effectively and uphold the rule of law. Recognising that timely arrest and surrender of individuals subject to ICC warrants is essential to the integrity and credibility of judicial proceedings, the Court is committed to strengthening enforcement mechanisms through proactive engagement with States and with the international community.

This strategic objective reflects a concerted, Court-wide effort to enhance the operational effectiveness of warrant enforcement by combining legal, diplomatic and political approaches. Sustained high-level advocacy, aimed at securing clear political commitments from States Parties

and relevant international actors to fulfil their obligations under the Rome Statute and related frameworks, is central.

The Court will therefore intensify dialogue with States at bilateral, regional and multilateral levels to raise awareness of the critical importance of warrant enforcement and to build broad-based support for timely cooperation. This includes addressing obstacles to arrest and surrender, facilitating mutual assistance, and promoting the harmonisation of national laws with the Court’s requirements. High-level engagement with political leaders, governments and regional bodies serves to underscore the shared responsibility to uphold international justice.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
4.3.1. Support the implementation of the 2024 recommendations to States on arrest by working with States’ central authorities, international and regional organisations	Registry	1. # of arrests	1. N/A / 2 per year

ICC Strategic Objective 4.4

Strengthen diplomatic outreach and advocacy efforts by increasing engagement with key stakeholders, hosting strategic dialogues and enhancing public communication on the Court's role and impact.

To deliver its mandate effectively, the Court relies on a cooperative international environment and strategic partnerships with States, regional organisations and civil society. Through targeted engagement, high-level dialogue and outreach, it aims to build trust, ensure cooperation in relation to core judicial functions, and enhance its legitimacy within the global legal system. By promoting transparency, countering hostile public communication and tailoring its efforts to regional contexts, the Court strengthens its credibility and influence. Ultimately, by cultivating durable and principled partnerships across the international community, the Court enhances its operational reach, broadens support for its decisions, and furthers its strategic goal of delivering justice in

a fair, effective and globally supported manner. To do so, clear and inclusive communication about the Court's victim-centred mandate is key, as it reinforces public trust by highlighting the real-world impact of reparations—namely, restoring dignity, healing trauma and rebuilding communities. The TFV plays a pivotal role by sharing powerful data and stories that illustrate the transformative potential of justice. With initiatives like a user-friendly website and a Communications Strategy, the Court and TFV aim to make complex legal processes more relatable, ensuring victims' voices remain central while fostering broader international support for a fair and effective justice system.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
4.4.1. Strengthen global support for the OTP by enhancing outreach, deepening partnerships and fostering cooperation to improve the effectiveness and ability to fulfil its mandate	OTP	1. Development and implementation of region-specific plans under the diplomatic engagement strategy framework (y/n). 2. # of regional groups engaged with through OTP activities in the field of external relations. 3. # of non-States Parties to the Rome Statute engaged with through OTP activities in the field of external relations.	1. Yes / Yes 2. 5 / 5 3. 3 / 3
4.4.2. Enhance engagement and communication about the victim-centred mandate of the Court, in particular about the impact of reparations on victims.	TFV / Registry	1. # Materials produced and published on victim issues/impact 2. # of joint public information initiatives between ICC and TFV 3. Completion rate of the TFV website	1. N/A / 10 2. N/A / 5 3. N/A / 100%

ICC Strategic Objective 4.5

Strengthen Court-wide collaboration to increase the resources available for reparations for the benefit of victims.

This strategic objective underscores the Court’s renewed dedication to making reparative justice a key part of its mission by enhancing internal collaboration and mobilising external support. It emphasises the need for coordinated efforts among the Court’s organs to streamline communication, align strategies and jointly implement reparations, thereby breaking down institutional silos. Additionally, it highlights the importance

of securing both financial and non-financial resources through partnerships with States Parties, international bodies, civil society and the private sector. By fostering a unified institutional approach and expanding resource mobilisation, the Court aims to deliver reparations that are not just symbolic but also meaningful steps toward justice, dignity and healing for victims of serious international crimes.

Court-wide KPI	Baseline / Target
1. Development and adoption of the TFV Fundraising Strategy.	1. Initial Draft / Adoption
2. # of States Parties contributing to the TFV	2. 52/60
3. Total voluntary contributions received from public and private sources.	3. EUR 20 million

Explanatory Note to ICC Strategic Goal 4: Strengthen Cooperation

Strategic Goal 4 underscores the ICC's commitment to a cooperative, well-supported and globally engaged international justice system. Through strategic partnerships, enhanced cooperation and proactive outreach, the Court is building the political, operational and financial foundations necessary to fulfil its mandate. This unified approach ensures that the ICC remains a credible, effective and resilient institution, capable of delivering justice for the most serious crimes of concern to the international community.

Strengthening Strategic Partnerships

The ICC is committed to cultivating structured, long-term partnerships with States, multilateral and regional organisations and civil society. These partnerships are essential for securing access to evidence, protecting witnesses, executing arrest warrants and implementing reparations. The TFV, in close cooperation with PIOS, plays a critical role in this effort by expanding its network of partners to support victim-centred justice. Through joint initiatives, policy dialogues and capacity-building efforts, the Court and its partners work together to ensure that justice is not only delivered but also sustained.

The OTP is committed to strengthening partnerships with States, civil society organisations, victims and affected communities through structured outreach and increased political and financial support. Since 2022, the OTP has increasingly resorted to secondments of national experts to share knowledge and enhance capacity, while carefully considering voluntary contributions for thematic projects. The Office prioritises inclusivity, transparency and responsiveness in its external relations and will implement its first Strategic Communications Plan to improve public understanding, counter misinformation and reinforce global support for international justice. These efforts aim to bolster cooperation, facilitate investigations and arrests, and uphold the values of the Rome Statute.

Enhancing Cooperation Agreements

To ensure that its mandate is effectively fulfilled, the Court is intensifying efforts to negotiate voluntary cooperation agreements with States. These agreements pertain to witness relocation, sentence enforcement and temporary or final release of individuals. The Registry leads initiatives to enhance State cooperation in victim and witness protection, with an emphasis on joint planning, legal frameworks and operational protocols. By

developing and implementing joint initiatives, the Registry aims to expand the network of States willing and able to contribute to protection efforts and to build a more predictable and sustainable support system. These agreements are indeed vital to safeguard judicial integrity and to ensure that the Court can function effectively across diverse legal and political contexts.

Improving Arrest Warrant Enforcement

The enforcement of arrest warrants remains a cornerstone of the ICC's credibility and effectiveness. The Court is intensifying high-level advocacy, securing political commitments from States and leveraging international frameworks and mechanisms to facilitate arrests and surrenders of individuals subject to ICC proceedings. The Registry supports this by implementing the

2024 recommendations on arrest, working closely with States' central authorities and international organisations. This includes strengthening channels for information sharing, facilitating logistical and legal coordination, and promoting the alignment of national and international efforts in support of the Court's mandate.

Strengthening Diplomatic Outreach and Public Engagement

The ICC is enhancing its diplomatic outreach and public communication to build trust, counter hostile public communication and promote understanding of its work. The OTP is leading efforts to develop a strategic communications plan that highlights the Court's objectives and achievements. Through region-specific engagement strategies, the Court is fostering inclusive dialogue with stakeholders across all continents, including with non-States Parties.

These outreach efforts are complemented by the TFV's Communications Strategy, which focuses on making the impact of reparations visible and relatable. By showcasing the real-world benefits of justice for victims, the Court reinforces its legitimacy and gathers broader support for its mission.

Mobilising Resources for Reparations

Delivering meaningful reparations relies both on internal coordination and on external support. The Court is working to strengthen collaboration across its organs and increase financial contributions to the TFV. These actions include the development of a comprehensive fundraising strategy, engagement

with public and private donors, and advocacy for multi-year commitments. By aligning institutional efforts and expanding its donor base, the Court aims to ensure that reparations are not only symbolic but also transformative.

Strategic Goal 5

Victims at the centre

Strengthen the Court's victim-centred approach by protecting victims' rights at all stages of judicial proceedings, with a focus on the prompt and meaningful delivery of reparations in line with the Court's principles relating to reparations.

The Court's and the TFV's strategic vision places victims at the heart of the ICC's justice process, emphasising a comprehensive, institution-wide commitment to upholding and empowering victims' rights throughout all judicial stages. Recognising victims as essential actors rather than as mere participants, the Court is advancing trauma-informed, culturally sensitive, and inclusive practices to ensure meaningful engagement, especially for vulnerable groups such

as women, children and survivors of sexual and gender-based violence. This approach includes developing policies and procedures that create safe environments for victims to share their experiences, and that reflect an understanding of the psychological and social impacts of trauma. Ultimately, the Court aims not only to protect victims but also to empower them in their pursuit of justice, guided by principles of accountability, dignity and redress.

ICC Strategic Objective 5.1

Strengthen the policy and operational framework to enhance victim-centred approaches to investigations, prosecutions and the conduct of judicial proceedings.

A responsive, inclusive and victim-centred policy framework is essential to ensuring that justice at the ICC is not only delivered, but also felt by those most affected. This strategic objective supports the development and continuous refinement of institutional policies and strategies that reflect victims' lived experiences, needs and rights. By systematically incorporating feedback from victims in its practices, and by adhering to international human rights standards and best practices, the Court and the TFV strengthen the Court's legitimacy and its commitment to restorative justice.

On an operational level, this means embedding cultural, gender and conflict sensitivity into all interactions with victims across the Court. It also involves adapting practices and policies to reflect evolving patterns of harm, including emerging forms of violence and victimisation. On a strategic level, this objective enables the Court and the TFV to remain agile and responsive in a dynamic global landscape, ensuring their work remains relevant, inclusive and impactful.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
5.1.1. Review and update the OTP's policy and operational framework, thereby strengthening the effectiveness and coherence of the Office's work	OTP	1. # of existing OTP policies reviewed or new policies created per year. 2. Annual review of the operational framework (y/n). 3. # of lessons learned conducted annually. 4. Lessons learned communicated to OTP staff annually [y/n].	1. 1 / 1 2. Yes / Yes 3. 1 / 3 4. Yes / Yes
5.1.2. Strengthening the victim-centred approach by implementing the revised ICC Victims Strategy	Registry/TFV	1. Implementation of the revised ICC Victims Strategy	1. Implementation of the revised ICC Victims Strategy (Y/N)
5.1.3 Review and update the TFV programme operation framework by formulating programme methodologies and programme initiation, closure and prioritisation approaches.	TFV	1. Adoption of a TFV Policy for Programme Operationalisation	1. N/A / Yes

ICC Strategic Objective 5.2

Develop monitoring and evaluation mechanisms to assess the effectiveness of reparations programs, track long-term impacts on victims and affected communities, and refine policies based on feedback and best practices.

The success of reparations remains a contested concept due to varying priorities among stakeholders, some emphasising cost-efficiency or speed, while victims often seek comprehensive, dignity-restoring responses. To bridge these gaps and ensure fair, effective delivery, the Court and the TFV are committed to establishing a shared framework to define and measure success. In doing so, the development of robust monitoring and evaluation systems that combine quantitative and qualitative indicators is key – tracking everything from timely fund distribution to long-term social, psychological, and economic

outcomes for victims. This framework, informed by regular data collection, internal reviews, independent evaluations and direct engagement with victims and partners, will support ongoing policy refinement through evidence-based insights. This approach, implemented through the TFV's Strategic Programme Framework, grounded in reparations principles issued by Chambers and validated through stakeholder consultation, will allow for adaptive, transparent and impactful reparations programming, thereby ensuring reparative justice remains responsive, resilient and victim-centred.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
5.2.1. Generate, systematise and share knowledge and experience about reparation programmes.	TFV	1. # of stocktaking and/or best practice initiatives (publications, workshops, other)	1. N/A / 4
5.2.2. Establish a comprehensive monitoring and evaluation framework to oversee and measure the effectiveness and the impact of TFV programmes; providing for victim centred, evidence-based, and adaptive programming aligned with Reparations Principles.	TFV	1. Completion of the Strategic Programme Framework, with the theory of change and the Programme Results Framework, on TFV programme activities for the Court-wide Strategic Plan 2026-2029.	1. N/A / Yes

ICC Strategic Objective 5.3

Further explore Court-wide engagement with affected communities at the early stages of the judicial process to guarantee meaningful participation of diverse victim groups – especially vulnerable populations (notably women and youth) – as well as at all stages of the judicial and reparations processes, including before the reparation order.

This strategic objective marks the Court and the TFV's shift toward proactive and inclusive engagement, emphasising the integration of community perspectives from the outset, not only to inform the Court's operations but also to shape the justice process itself in a manner that reflects the lived realities of victims and survivors. By engaging early and consistently, the Court and the TFV aim to build trust, manage expectations and ensure transparency, particularly in marginalised or conflict-affected communities.

This approach increases the relevance, legitimacy and effectiveness of judicial outcomes by grounding them in local realities and knowledge. It also supports culturally sensitive and gender-responsive practices, laying the groundwork for inclusive reparations. Through partnerships with civil society and local intermediaries, the Court and the TFV foster meaningful dialogue, ensuring justice is both delivered for and perceived by those it serves.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
5.3.1. Complement the Court's reparative justice system by implementing programmes for the benefit of victims	TFV	1. Preliminary assessments carried out to assess whether the TFV starts a programme for the benefit of victims. 2. # victims enrolled in TFV programmes for the benefit of victims. 3. % and description of victims who felt that participating in the programme provided a certain degree of justice.	1. No / 1 per situation 2. 500 per year 3. 70% / 80%
5.3.2. Ensure access, inclusion and dignity for victims and communities through participatory approaches to accompany the implementation of programmes for the benefit of victims	TFV	1. Adopt tools to operationalise the Reparation Principles related to access and participation 2. % of TFV programmes with a Participatory strategy in place	1. N/A / Yes 2. N/A / 75%

Explanatory Note to ICC Strategic Goal 5: Victims at the centre

A Unified Vision Across Organs

Each organ of the Court, as well as the TFV, contribute uniquely to this shared goal, yet their efforts converge towards a common foundation: empowering victims through inclusive, trauma-informed and culturally sensitive practices.

This collective approach acknowledges victims not merely as participants, but as essential actors whose voices and experiences shape the justice process.

Policy Innovation and Operational Coherence

The OTP has undertaken a significant overhaul of its policy and operational framework to carry out effective investigations and prosecutions and better reflect the realities experienced by victims. Through the development of thematic policies – on gender persecution, crimes against and affecting children, slavery crimes, addressing environmental damage through the Rome Statute and cyber-enabled crimes – the OTP is adapting to evolving

forms of harm. It is also institutionalising a lessons-learned process as recommended by the Office of Internal Audit and updating its internal regulations to ensure that investigations and prosecutions are informed by best practices and victim experiences. These efforts aim to enhance the Office's responsiveness, transparency and effectiveness in delivering justice that is substantively inclusive and procedurally sound.

In line with IER recommendation 226, the Office is developing a consolidated policy paper on case selection and prioritisation that will supersede the four previous policies on the interests of justice (2007), preliminary examination (2013), case selection and prioritisation (2016) and situation completion (2021). This will bring greater clarity, consistency and transparency to the Office's core decisions, consistent with the Rome Statute and the discretion afforded to the Prosecutor, in order to lead successful cases in court and improve

engagement with victims and communities.

In the forthcoming strategic cycle, the TFV seeks to gather lessons to systematise and strengthen its methodologies and policies, by drawing on the evolving jurisprudence on reparation principles issued by the Trial Chambers in line with article 75 of the Rome Statute, as well as on experience from the past years of programme implementation. The TFV thus strives to ensure that its programmes have a higher impact, and to contribute to global standard setting.

Operationalising Victim Participation

The Registry plays a pivotal role in translating the Court's victim-centred vision into practice. Through the implementation of the revised ICC Victims Strategy, it is removing barriers to participation – be they legal, linguistic, logistical, and psychological – while ensuring victims are informed, represented and supported. The Registry

fosters inter-organ coordination and external partnerships to create an enabling environment for victims' meaningful engagement. Its work ensures that victims are active participants rather than passive observers, contributing to the legitimacy and impact of the Court's proceedings.

Measuring Impact and Delivering Reparations

The TFV is central to the Court's reparative mandate. Through its Strategic Programme Framework, the TFV is developing robust monitoring and evaluation mechanisms to assess the effectiveness of reparations and assistance programmes. These mechanisms include participatory design, data-driven

impact assessments and feedback loops that incorporate victims' voices. By aligning with the Court's reparations principles and engaging stakeholders, the TFV ensures that reparations are not only delivered promptly but also that they are transformative and reparative in nature.

Early and Inclusive Participation

The Court and the TFV are shifting from reactive to proactive engagement with affected communities, particularly in the early stages of judicial processes. This approach prioritises early dialogue with diverse victim groups – especially women, youth, and marginalised populations – to ensure their needs and expectations shape the justice

process. Such engagement enhances the relevance, accessibility and legitimacy of the Court's work, while laying the groundwork for inclusive reparations. The Court's emphasis on culturally sensitive and gender-responsive methodologies ensures that justice is not only done but also that it is seen to be done by those it serves.

Strategic Goal 6

Uphold Core Values

Ensure the integration of the Court's Core Values by fostering a culture of integrity, fairness, accountability and inclusion across all operations, prioritising staff well-being and professionalism, to strengthen the Court's effectiveness.

The Court and the TFV are committed to upholding the principles of integrity, fairness, accountability and inclusion, which are vital to their legitimacy and effectiveness as a permanent institution of international justice. This strategic goal embeds these values in their judicial functions and throughout their internal governance, management and daily operations. By fostering a professional culture grounded in ethical conduct, mutual respect and institutional accountability,

the Court and the TFV are aiming to build a resilient and high-performing organisation. They prioritise staff well-being, promote diversity and inclusion and support continuous learning and professional growth. Additionally, the Court seeks to enhance internal communication, clarify roles, and strengthen systems for ethical oversight and performance management, ensuring it remains agile and responsive to global justice needs.

ICC Strategic Objective 6.1

Promote a culture of integrity and fairness by establishing an ethic function as well as clear ethical guidelines, and providing ethics training for staff.

The Court is dedicated to maintaining the highest standards of integrity, fairness and professionalism, recognising that its legitimacy relies not only on judicial outcomes but also on the ethical values it upholds. To strengthen its institutional culture, the Court is planning to establish a dedicated independent ethics function, developing comprehensive ethical guidelines and implementing regular ethics training for all staff. These measures are designed to embed ethical standards into the core of the Court's governance and operational frameworks, and to foster a

workplace environment grounded in transparency, responsibility and mutual respect. The ethics function will offer both preventive and responsive independent guidance as well as confidential advice, and will ensure that ethical practices are consistently implemented, while the guidelines and training will empower staff to navigate complex situations with integrity. This comprehensive approach is designed to enhance internal trust and reinforce the Court's credibility and effectiveness in the eyes of States Parties and global communities.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
6.1.1. Increase the Court's institutional maturity by enhancing internal justice and furthering the establishment of a dedicated ethics function	Registry	1. # of new complaints filed before the Administrative Tribunal of the International Labour Organization;	1. N/A / 4
		2. % of cases brought to the ombuds and % of cases successfully solved;	2. N/A / 2.5% - 10% / 60% - 80%
		3. % of positive responses from staff to the survey question: "The Head of Organ shows a strong commitment to ethical decisions and conduct."	3. 55% / 65%
		4. % of positive responses from staff to the survey question: "The ICC supports its staff in achieving a good work-life balance."	4. 46% / 60%

ICC Strategic Objective 6.2

Enhance inclusion and diversity within the Court by implementing targeted recruitment strategies, ensuring equitable opportunities for all staff, and improving networks for un- and under-represented groups.

Improving inclusion and diversity at all levels of the Court is crucial in order for the institution to be capable of addressing the complexities of international justice in an effective and innovative way. To achieve this, the Court is implementing targeted recruitment strategies that are mindful of gender balance, geographical diversity and equal access to opportunities, including by refining hiring practices and engaging under-represented

communities. Beyond recruitment, the Court is also investing in inclusive workplace initiatives such as mentorship and career development programs to support and empower staff from diverse backgrounds. These efforts aim to create a supportive culture that values every individual, ultimately embedding inclusion and diversity into the core of the Court's operations.

Court-wide KPI	Baseline / Target
1. % of staff within geographical range	1. 63% / 65%
2. # of under-represented and non-represented States Parties (geographical representation per State Party – under-representation and non-representation for staff members on established posts, in P (Professional) category, excluding language staff)	2. 24-53 / 24-53

ICC Strategic Objective 6.3

Foster a respectful and supportive working environment by strengthening workplace culture in alignment with ICC Core Values

This strategic objective focuses on fostering a respectful, inclusive and supportive workplace culture that reflects the ICC's core values. It aims to strengthen staff engagement, promote ethical conduct, and advance gender equality through targeted initiatives and mandatory training, and by implementing the second ICC Strategy for Gender Equality and Workplace Culture (2026-2029). The Strategy will identify a number of concrete components that will be enforced during the same reporting period, and will complement and deepen the ICC Strategic Plan. As the Strategy

focused on both gender equality and workplace culture, it will address both the overall strategic goals of upholding core values (Strategic Goal 6) and fostering diversity (Strategic Goal 8). For the purposes of reporting, it will be measured as a KPI under this strategic goal.

By fostering mutual respect and accountability, the Court and the TFV seek to nurture a professional environment where all staff can thrive and contribute effectively to the institution's mission.

ICC Strategic Objective 6.4

Integrate core values into daily operations by incorporating integrity, fairness, accountability and inclusion into operational procedures, decision-making processes, recruitment and performance evaluations.

This strategic objective focuses on embedding core values – integrity, fairness, accountability and inclusion – into every aspect of the Court's operations. It ensures that decision-making is transparent and ethical, that recruitment is fair and inclusive, and that performance evaluations reflect both results and adherence to these principles.

By institutionalising these values, the Court fosters a culture of professionalism and mutual respect, enhancing internal cohesion and reinforcing its legitimacy and trustworthiness in the eyes of victims, States Parties and the international community.

Court-wide KPI	Baseline / Target
1. Adoption and Operationalisation of Core Value Behavioural Frameworks (I–We–Us); 2. Inclusion & Fairness Index from Staff Surveys; 3. % of recruitment panels trained in bias mitigation (Bias-Free Recruitment Score) 4. Integration of Core Value Behaviours into Key Organisational Systems (Enabling Environment)	1. N/A / 100% 2. ≥ 85% positive responses on inclusion and fairness-related questions 3. 100% trained before participating in recruitment processes 4. N/A / Yes

ICC Strategic Objective 6.5

Strengthen internal communication to ensure transparency and alignment across the Court, encouraging open dialogue, regular feedback loops, and staff engagement in key decision-making processes.

The Court recognises that effective internal communication is essential to foster transparency, cohesion and a shared understanding of strategic priorities at all levels of the institution. Strengthening communication practices is a vital step in promoting staff engagement, improving morale, and nurturing a unified organisational culture. Effective internal communication enables the Court to respond proactively to emerging

challenges and adapt swiftly to changing circumstances. Maintaining open and inclusive dialogue across the institution allows to identify issues early, to seek diverse perspectives, and to build broad consensus regarding solutions. These practices underpin a professional environment grounded in transparency and collaboration, with a shared purpose.

Court-wide KPI	Baseline / Target
ICC Staff Pulse and Engagement Survey Results on 3 questions: 1. The ICC has an open and honest culture 2. I understand the vision and strategy of my Organ / Programme 3. The Director of my Division provides effective leadership	1. 32% / 50% 2. 71% / 80% 3. 49% / 60%

Explanatory Note to ICC Strategic Goal 6: Uphold Core Values

Strategic Goal 6 affirms the ICC's commitment to being a principled, inclusive and high-performing institution. By embedding its core values into every facet of its operations, the Court strengthens its internal resilience, enhances staff morale and reinforces its credibility on the global stage. Through coordinated efforts across all organs, the ICC is building a culture where justice is not only delivered but also lived – within the institution and in its service to the international community.

Fostering Integrity and Ethical Conduct

The ICC is planning to establish a dedicated ethics function to guide ethical behaviour, provide confidential advice and ensure that ethical standards are consistently applied. This initiative is supported by clear ethical guidelines and regular training for all staff. The Registry is refining internal justice mechanisms to ensure

that fair and trusted avenues are available for resolving grievances, fostering a workplace culture grounded in professionalism and mutual respect. These efforts aim to institutionalise integrity as a core operational principle, strengthening trust both within the organisation and among external stakeholders.

Promoting Inclusion and Diversity

The ICC is adopting targeted recruitment strategies to improve gender balance, geographical representation and equitable access to opportunities. Beyond hiring, the Court is building inclusive workplace networks and mentorship programs to support staff from diverse backgrounds. These initiatives are designed to create a supportive environment where all personnel feel valued and empowered to contribute meaningfully. In line with key IER recommendations and in collaboration with other

Court organs, the OTP is expanding its tools and guidance to prevent and address discrimination, harassment—including sexual harassment—and abuse of authority. Through initiatives such as the Court-wide *United to Respect* programme and its own OTP-specific action plan, the Office of the Prosecutor sets out clear responsibilities and provides practical resources and accessible mechanisms for reporting and resolving workplace issues.

Embedding Core Values in Daily Operations

The Court and the TFV are integrating their core values into operational procedures, recruitment practices, and performance evaluations. This ensures that integrity, fairness, accountability and inclusion are not abstract ideals but rather practical standards that shape everyday decisions. Within the OTP, this integration is furthered through initiatives that promote transparency, staff engagement and recognition of diverse talents.

In collaboration with the staff-led Workplace Culture Change Group, the OTP is defining its desired workplace culture and identifying concrete actions to close gaps between current practices and aspirations. Tools such as the skills management database are being developed to support internal career development, encourage cross-functional collaboration and increase institutional coherence.

Enhancing Internal Communication and Staff Engagement

Effective internal communication is essential to fostering transparency, cohesion and a shared purpose. The Court is strengthening communication channels to ensure that all

personnel are informed, engaged and well aware of strategic priorities. Open dialogue, regular feedback loops and inclusive decision-making processes promote a unified organisational culture.

Strategic Goal 7

Promote a gender-responsive perspective

Integrate a gender-responsive perspective into all aspects of the Court's investigations, judicial processes, programmes and operations.

The Court is dedicated to integrating comprehensive gender analysis across all its judicial and operational activities to ensure that gender-based crimes—especially those affecting women, children and vulnerable groups—are effectively identified, documented and prosecuted. This is supported by institutional policies on gender persecution and crimes against and affecting children, which are implemented through specialised training and the inclusion of

gender expertise in all relevant teams. The Court also mainstreams gender perspectives across its programs, ensuring that processes like reparations and outreach are informed by gender- and child-competent considerations. By institutionalising gender competence, the Court enhances the quality, inclusivity and legitimacy of its work, ensuring justice reflects the diverse experiences of all victims.

ICC Strategic Objective 7.1

Integrate gender perspectives into all Court programs by ensuring that gender equality and equity is a key component of all policy development, strategic planning and operational activities.

The Court and the TFV are dedicated to embedding gender equality and equity throughout their operations by systematically integrating gender perspectives into their policies, planning and governance. This includes applying gender analysis externally through situation assessments and internally through strategic development and team composition. Through gender-sensitive training and practical tools, the Court and the TFV enhance their ability to implement gender-

responsive practices. These efforts increase the Court's and the TFV's ability to address crimes disproportionately affecting women and marginalised gender groups, reinforcing their legitimacy and the impact of their work. Ultimately, mainstreaming gender perspectives is essential not only for policy alignment but also for delivering justice that reflects lived experiences and upholds international human rights standards.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
7.1.1. Ensure that gender-based crimes (GBC), crimes against and affecting children (CAAC), and slavery crimes are effectively investigated and prosecuted, by integrating gender-competent and child-competent approaches at all stages of the Office's work, thereby reinforcing the Court's broader commitment to inclusive justice.	OTP	1. % of Unified teams that consult with GCU at each key stage (investigation, pre-trial, trial, appeal, other). 2. % of counts granted related to GBC/ CAAC. 3. # of GBC/CAAC-related trainings delivered. 4. % of relevant OTP staff participating in GBC/ CAAC-related training or development activities.	1. 100% / 100% 2. 50% / 75% 3. 2 per year / 5 per year 4. 80% / 90%
7.1.2. Ensure a gender-responsive and culturally inclusive approach is applied across all Registry operations by integrating gender-sensitive perspectives into policies, prioritising diversity in recruitment and development, enhancing staff awareness through cultural training, reinforcing the prevention of sexual exploitation and abuse through guidelines and training, and ensuring interactions with victims and communities are in line with these principles	Registry	1. (1) % of List of Counsel who are female, (2) % of List of Counsel from under-represented regions.	1. (1)N/A (2)N/A/ (1) 50% (2) 33%
7.1.3. Improve TFV capacity to mainstream gender by implementing the TFV Intersectional Gender Action Plan	TFV	1. # of programmes that incorporate gender-responsive activities 2. TFV Intersectional Gender Action Plan implementation rate. 3. % of funds allocated to intersectional gender programming	1. 2 / 5 2. N/A / 90% 3. 16% / 25%

Explanatory note to ICC Strategic Goal 7: Promote a gender-responsive perspective

Strategic Goal 7 affirms the ICC's commitment to inclusive justice. By integrating gender-responsive perspectives into its investigative, judicial and operational processes, the Court enhances its effectiveness, legitimacy and alignment with global human rights standards. Through coordinated action across its organs, the ICC is building a principled institution that delivers justice which reflects the diverse realities of those it serves.

Mainstreaming Gender Perspectives Across the Court

The ICC is integrating gender equality and equity into all policy development, strategic planning and operational activities. This includes gender-sensitive training, inclusive team composition, and the development of internal guidance tools. By embedding gender analysis into situation assessments and governance processes, the Court ensures that its work reflects the lived experiences of affected communities and aligns with international human rights standards.

The investigation and prosecution of gender-based crimes (GBC) and crimes against and affecting children (CAAC) remain central priorities for the OTP, reflected in renewed, policy-driven approaches that emphasise gender-competent, child-sensitive, survivor-centred, and trauma-

informed practices. These principles guide every stage of proceedings – from the preliminary examination to the trial and appeal – and inform the OTP's contributions to reparations where applicable. Through its Gender and Children Unit (GCU), the OTP is institutionalising best practices by providing legal and strategic advice, reviewing key outputs, supporting litigation and ensuring coordinated implementation across teams. Internal capacity is being strengthened through targeted training and enhanced collaboration with specialised units and by involving experts. Particular consideration for cultural and historical contexts, psychosocial support for vulnerable witnesses, and the consistent application of trauma-informed methods are core to this strategy.

Operationalising Gender Sensitivity

The Registry is implementing a gender-responsive and culturally inclusive approach across all operations. This includes integrating gender perspectives into policies, promoting diversity in recruitment and improving staff awareness through cultural training. The Registry is also enhancing mechanisms to prevent sexual exploitation and abuse, ensuring that interactions with victims and communities are conducted with dignity and respect.

These initiatives foster an inclusive workplace culture and strengthen the Court's legitimacy among diverse communities. By prioritising gender-sensitive engagement, the Registry enhances its ability to deliver justice that is accessible and equitable, and which responds to the needs of all individuals affected by conflict and atrocity crimes.

Transformative Gender Programming

The TFV strives to embed intersectional gender equality across its operations, programs and institutional culture through the implementation of its Intersectional Gender Action Plan. This strategic framework focuses on five key areas:

1. **Commitment and Accountability:** Maintaining competencies, integrating gender equality into policies and budgets, adopting gender-sensitive language and reinforcing ethical standards.
2. **Gender mainstreaming in Programmes:** Conducting gender assessments, tailoring interventions and empowering marginalised victims.
3. **Specialised and Transformative Responses:** Addressing trauma, stigma and harmful gender norms through specialised support and positive masculinity initiatives.
4. **Catalysing Systemic Change:** Advancing gender justice through partnerships, advocacy and knowledge-sharing at the global, national and local levels.
5. **An enabling environment through a fair and inclusive Workplace Culture:** Promoting diversity, preventing misconduct and fostering reflection on equality and ICC core values.

Together, these initiatives place gender equality at the core of the TFV's mandate, ensuring that victims – particularly those facing gender-based harm—receive reparations that are meaningful, inclusive and transformative.

Strategic Goal 8

Foster Diversity

Increase equitable geographical representation and gender balance across all staffing levels, in particular in senior positions, advancing the integration of diversity, equity and inclusion perspectives in all aspects of the administration of the organisation.

The Court and the TFV are committed to fostering a diverse, equitable and inclusive institution that reflects the global community they serve. Increasing geographical representation and achieving gender balance – particularly at senior levels – is central to the Court’s strategic vision of building a representative and effective international judicial body.

This goal is pursued through inclusive recruitment practices that prioritise outreach to under-represented States Parties, promote gender parity in leadership, and ensure that all qualified individuals have equitable access to professional opportunities. Initiatives such as targeted outreach,

trust funds dedicated to improving geographic diversity and tailored career development programs help ensure that the Court attracts and retains a globally representative workforce.

Beyond recruitment, the ICC and the TFV nurture an internal culture based on respect, dignity and opportunity for all. This includes addressing structural barriers to advancement, providing mentorship and leadership development programs, and embedding diversity, equity, and inclusion (DEI) principles into performance evaluations, team composition and day-to-day workplace dynamics.

ICC Strategic Objective 8.1

Implement Diversity, Equity and Inclusive (DEI) trainings for all hiring managers and create standardised DEI guidelines for recruitment, retention and promotion decisions by the end of the Strategic Plan.

The Court is dedicated to integrating diversity, equity and inclusion into its institutional culture and human resource practices by establishing standardised DEI guidelines to ensure that recruitment, retention and promotion are fair and transparent processes. As part of this initiative, mandatory DEI training will be provided to all hiring managers and decision-makers to address unconscious bias and promote inclusive leadership. The development and adoption of standardised DEI guidelines will help create consistent,

objective criteria across the institution for assessing candidates and staff potential. These tools will support the Court’s efforts to attract diverse talent, retain high-performing personnel from under-represented groups, and ensure that pathways to leadership are accessible to all, regardless of one’s background. Through these efforts, the Court aims to foster a culture where diversity is actively promoted, thereby strengthening its internal effectiveness and reinforcing its global legitimacy as a just and inclusive institution.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
8.1.1. Implement the strategic toolkit of concrete and actionable measures resulting from the Court's GRGB workshop, in order to enhance the Court's policy framework and strengthen related processes and outreach to improve diversity, equality and inclusion within the Court.	Registry	1. % of newly hired staff members on fixed-term appointments from under- and non-represented States Parties. 2. % of applications from nationals of under- and non-represented States Parties	1. 10.7% / 30% 2. 28.4% / 50%

ICC Strategic Objective 8.2

Establish a mentorship program to support women and individuals from under-represented regions.

The Court is launching a structured mentorship program aimed at empowering women and individuals from under-represented regions by providing them with tailored professional development opportunities, leadership training and career guidance. This initiative seeks to dismantle systemic barriers to advancement by fostering inclusive growth and connecting mentors

across the Court's various organs for skills-building and knowledge sharing. By offering personalised support and promoting equitable access to opportunities, the program aims to cultivate a diverse talent pipeline, enhance staff retention and satisfaction, and align with the Court's broader strategic goals of inclusivity and organisational excellence.

Progress Marker

Annual reporting will include updates on key developments, initiatives, and outcomes linked to this Objective, ensuring transparent and meaningful performance tracking.

ICC Strategic Objective 8.3

Promote gender equity in the Court’s workforce by increasing the recruitment and retention of women in leadership and decision-making positions, and ensuring a gender-balanced approach to staffing is adopted across all Organs.

This strategic objective aims to eliminate gender disparities within the Court by promoting fairness, equality and inclusivity in staffing and leadership development. It emphasises the need for proactive recruitment, inclusive policies and gender-responsive retention strategies to build a sustainable path towards gender parity. Key initiatives include setting gender-equity benchmarks, launching mentorship and

sponsorship programs for women and integrating gender balance into staffing and succession planning. These efforts will be underpinned by transparent data monitoring to ensure accountability, while fostering a workplace culture that supports women’s career development, work-life balance, and leadership visibility – reinforcing the Court’s legitimacy as a global institution committed to justice and equality.

Court-wide KPI	Baseline / Target
1. % of women in senior professional positions (P4 and above fixed-term and STA).	42.15% / 50%
2. % of shortlisted female candidates for senior professional positions per major programmes (P4 and above, in fixed-term established and GTA posts).	N/A / 50%

Explanatory note to ICC Strategic Goal 8: Foster Diversity

Strategic Goal 8 affirms the ICC's vision of a diverse and inclusive institution that embodies the principles it seeks to uphold. By increasing geographical representation and gender balance, particularly in leadership, the Court is building a resilient, effective and representative workforce. Through coordinated action and sustained commitment, the ICC is setting a global standard for equity and inclusion in international justice.

Institutionalising DEI Principles

The ICC is implementing standardised DEI guidelines and mandatory training for hiring managers to ensure fairness and transparency in recruitment, retention and promotion. These measures are designed to eliminate bias, promote inclusive leadership and create equitable pathways to advancement. The Registry is operationalising these principles by implementing the Geographical Representation and Gender Balance (GRGB) workshop's strategic toolkit, aligning policies and processes with DEI objectives and enhancing outreach to under-represented States Parties.

By embedding DEI into performance management and institutional culture, the Court fosters a professional environment where all staff feel valued, respected and empowered to contribute. These efforts enhance the Court's internal effectiveness and reinforce its external legitimacy as a global institution committed to justice and equality.

Mentorship and Leadership Development

To support the advancement of women and individuals from under-represented regions, the ICC is establishing a structured mentorship program. This initiative provides tailored professional development, career planning and leadership training, helping to build a diverse

pipeline of future leaders. The program fosters cross-organ collaboration and knowledge sharing, contributing to staff retention and satisfaction while addressing systemic barriers to advancement.

Promoting Gender Equity in Leadership

Achieving gender parity in leadership is a key priority for the Court. Through proactive recruitment strategies, mentorship programs and gender-responsive retention frameworks, the ICC is working to increase the representation of women in senior professional positions. The OTP is committed to achieving diversity and inclusivity by implementing targeted training programs, equitable hiring practices and transparent evaluation processes that prioritise merit while addressing implicit biases. Recognising the significant under-representation of Staff from certain States Parties and of female staff in senior roles, the OTP strives to improve both gender and geographical diversity across all professional levels, particularly at the P-4 level and above. Building on Court-wide standards, recruitment

efforts will be broadened to reach qualified candidates from under-represented groups and regions, supported by initiatives such as the Geographic Diversity Trust Fund.

Building on Court-wide standards and regulations, the TFV will maintain transparent and fair recruitment practices, clearly outlining assessment methods and how gender and geographical diversity are factored into each stage. The TFV will actively broaden outreach by advertising positions widely through relevant networks and platforms to attract qualified candidates from under-represented States Parties and genders, where applicable. Ongoing collaboration with the Registry will support the implementation of relevant policies.

Court-Wide Collaboration and Impact

Across all organs and in the TFV, the ICC is aligning its workforce practices with its core values of fairness, equity and inclusion. The OTP is fostering a gender-equitable culture through internal policies, training, and performance evaluations that emphasise inclusivity. The TFV is leveraging its strong foundation in gender balance to further diversify its staff and ensure representation of all regional groups.

These collective efforts not only strengthen the Court's institutional credibility but also enhance its ability to respond to the wide range of needs of victims and affected communities. A representative workforce brings varied perspectives and experiences to the table, enriching the Court's decision-making and reinforcing its commitment to justice that is inclusive, transformative, and globally grounded.

Strategic Goal 9

Address Impunity

Strengthen the ability of the Rome Statute system to address the impunity gap by working with States and stakeholders to promote domestic implementation of the Rome Statute, enhance complementarity and provide targeted mutual support through sharing of expertise and experiences, and collaborative initiatives.

As the cornerstone of the international criminal justice system, the Court is committed to stepping up the global fight against impunity by strengthening the ability of national jurisdictions to investigate and prosecute Rome Statute crimes. To advance this mission, the Court is committed to further engaging with States, regional bodies and civil society through technical cooperation, legal dialogue and capacity-building initiatives aimed at enhancing domestic accountability mechanisms. It fosters collaboration through platforms like forums

and working groups, encouraging peer learning and tailored support for countries facing challenges in addressing international crimes. Additionally, the ICC promotes awareness and understanding of its role through outreach activities and participation in global legal dialogues, thereby reinforcing a culture of accountability. By adopting this proactive and cooperative approach, the Court improves its own effectiveness while contributing to creating a more resilient and inclusive international justice system.

ICC Strategic Objective 9.1

Conduct awareness-raising campaigns or outreach programs annually, targeting national governments, civil society and local communities in specific regions.

The Court works to improve understanding of the Rome Statute and of its mandate through targeted outreach and awareness campaigns, particularly in regions affected by its investigations. These efforts aim to foster accountability, cooperation and legitimacy in international criminal justice by engaging governments, civil society and local communities. Through transparent communication

and culturally sensitive strategies, the Court builds trust, clarifies judicial processes and encourages active participation. Coordinated outreach across its organs ensures the institution's messaging is strategic and promotes local ownership of justice initiatives, further supporting the broader goals of the Rome Statute System.

Court-wide KPI	Baseline / Target
1. # of audiovisual content produced by PIOS AV UNIT: a) # of videos produced for outreach and public information purposes; b) # of radio programmes produced for outreach and public information purposes	a) 300 videos produced for outreach and public information purposes* b) 175 radio programmes produced for outreach and public information purposes* * Depending on the judicial activities

ICC Strategic Objective 9.2

Facilitate technical assistance to States Parties to the Rome Statute seeking to enhance knowledge and expertise on investigation and prosecution of core international crimes, as well as regarding the Court's areas of expertise, including judicial expertise.

The Court emphasises that closing the impunity gap for core international crimes hinges on strengthening national jurisdictions' ability to investigate and prosecute such offences. To support this, it offers targeted technical assistance to States Parties, including workshops, legal advice, information sharing and joint investigation opportunities. These efforts support complementarity by empowering domestic

systems to lead accountability processes, thereby enhancing the sustainability of international justice. Strategically, this approach fosters long-term resilience within the Rome Statute system by decentralising justice-related responsibilities and building collaborative relationships between international and national stakeholders, ultimately promoting more effective prosecutions and mutual trust.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
9.2.1. Support national authorities in fighting impunity by delivering effective complementarity activities, providing information for use in national investigations and prosecutions, and positioning the OTP as a central hub for accountability efforts within the Rome Statute system.	OTP	1. Average # of days for OTP to respond to Requests for Assistance received from national authorities. 2. # of national authorities that receive information provided by OTP in support of domestic proceedings per year. 3. # of complementarity initiatives to support national authorities and other accountability actors in fighting impunity, per year.	1. 52 / 50 2. 13 / 15 3. 10 / 12
9.3.2. Ensure that programmes for the benefit of victims (reparations or assistance) are delivered by the TFV in cooperation with domestic authorities and in a manner that contributes to catalysing domestic efforts to realise victims' rights.	TFV	1. # of initiatives undertaken to strengthen domestic responses.	1. N/A / 4 per situation

ICC Strategic Objective 9.3

Strengthen the Court's relationship with civil society organisations (CSOs) by hosting roundtables and facilitating meaningful participation of CSOs, and expand relationships with institutional partners in furtherance of complementarity initiatives.

The Court recognises the crucial role of CSOs in advancing justice, accountability and the rule of law, and is committed to fostering their meaningful participation through roundtables and structured dialogue. Such engagement provides the Court with valuable insights into local contexts, helping it to address emerging challenges more effectively and responsively. By maintaining transparent communication with CSOs, the Court enhances

trust, legitimacy and community ownership of justice processes. Additionally, the Court seeks to strengthen partnerships with institutional actors – such as regional bodies, international agencies and national authorities – to support complementarity efforts, coordinate technical assistance and improve national accountability systems.

Court-wide KPI			Baseline / Target
# of strategic and policy-related engagements with CSOs per year			N/A / 10

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
9.3.1. Deepen engagement with CSOs to raise awareness and support accountability efforts.	OTP	1. Outreach initiatives and engagements undertaken with CSOs in all situations with ongoing investigations (y/n). 2. # of structured dialogue engagements with CSOs per year.	1. Yes / Yes 2. 3 / 3
9.3.2. Strengthen collaboration to build on civil society, academia and other non-governmental stakeholders' expertise to support reparative justice efforts.	TFV	1. # of country-specific and/or thematic knowledge-sharing or collaborative initiatives with TFV engagement.	1. N/A / 5

Explanatory note to ICC Strategic Goal 9: Address Impunity

Strategic Goal 9 affirms the ICC's commitment to a cooperative and decentralised model of international justice. By supporting States in implementing the Rome Statute, enhancing complementarity and fostering inclusive partnerships, the Court is closing impunity gaps and strengthening the global justice ecosystem. Through its unified efforts, the ICC is not only delivering justice but enabling it – empowering national actors to uphold accountability, dignity and the rule of law.

Promoting Awareness and Engagement

The ICC is conducting regular awareness-raising campaigns and outreach programs to foster understanding of the Rome Statute and of the Court's mandate. These initiatives target national governments, civil society and local communities,

particularly in regions where the Court is active. By demystifying judicial processes and promoting transparency, the Court strengthens trust, encourages cooperation and builds local ownership of justice efforts.

Facilitating Technical Assistance and Capacity Building

The ICC is providing targeted technical assistance to States Parties to strengthen their capacity to investigate and prosecute core international crimes. In 2026–2029, the OTP will deepen its engagement with civil society, with a focus on strengthening collaboration with local CSOs, particularly those previously under-engaged. Building on its Policy on Complementarity and Cooperation, the Office will expand initiatives such as the OTP-CSO Structured Dialogue, thematic roundtables, and community-level engagement by Unified Teams. Partnerships will also support the use and refinement of documentation guidelines co-developed with Eurojust. Coordinated by the Civil Society and Complementarity Team, these efforts aim to foster inclusive dialogue, increase transparency and reinforce the ICC's legitimacy through sustained, trust-based partnerships. The Registry and TFV contribute specialised expertise in judicial administration and victim-centred programs. These efforts empower domestic systems, reduce reliance on international mechanisms and promote sustainable accountability.

The Court is also committed to establishing forums, working groups and knowledge-sharing platforms aimed at connecting practitioners across jurisdictions. These communities of practice facilitate peer learning and technical assistance, and help respond to complex legal challenges in a coordinated manner. The OTP indeed operates as a central hub within the international justice system, advancing accountability through enhanced cooperation with national authorities, UN bodies and regional partners. Guided by its 2024 *Policy on Complementarity and Cooperation*, it supports joint investigations, thematic working groups and technical assistance initiatives. The OTP's Cooperation and Complementarity Forum (C+C Forum) exemplifies this approach, bringing together national authorities to share best practices and enhance collaboration on thematic issues such as immigration and witness protection. By expanding national partnerships, responding swiftly to requests under article 93(10) and leveraging secondments and expert exchanges, the OTP strengthens domestic capacities and reinforces the broader Rome Statute system.

Deepening and Strengthening Engagement with Civil Society

The Court reiterates its commitment to enhance collaboration with civil society partners through full, effective and expanded implementation of keystone initiatives in recognition of their crucial role in advancing justice, accountability and the rule of law. For the OTP, particular focus will be

placed on increasing collaboration and dialogue with local CSOs that have had limited engagement with the OTP in the past. All such activities will be guided by the OTP's *Policy on Complementarity and Cooperation*.

Catalysing Domestic Reparative Justice

The TFV is ensuring that reparations and assistance programs are delivered in partnership with domestic authorities, reinforcing national responsibility for protecting victims' rights. By integrating international expertise with local legal frameworks, the TFV helps institutionalise reparative justice within national systems. Drawing on the Court's institutional expertise and working

closely with local civil society organisations, UN agencies and development actors, the TFV helps catalyse domestic frameworks that embed victim redress into national policies and institutions. These efforts ensure that reparative justice is not only delivered but sustained beyond international involvement.

Strategic Goal 10

Secure Legacy

Build upon a coordinated and strategic approach for the completion of situations under investigation where the Court exercises jurisdiction, thereby ensuring that the Rome Statute system has an enduring impact.

The Court and the TFV aim to complete investigations and proceedings with diligence, transparency and foresight through a coordinated and strategic approach involving all its organs – judicial, prosecutorial, and the Registry. This collaboration ensures efficient case management, aligns resources and priorities, and keeps victims and affected communities at the centre of their

efforts. By adopting a strategic framework, the Court and the TFV strengthen public trust and reinforce the deterrent effect of international justice, while upholding the legacy of the Rome Statute. Ultimately, this approach fosters reconciliation, reinforces the rule of law, and helps prevent future atrocities, leaving a lasting positive impact on societies.

ICC Strategic Objective 10.1

Develop tailored strategies for each situation to ensure a comprehensive closure of ongoing situations, including the completion of investigations, execution of arrest warrants, management of witnesses and victims, engagement with affected communities, withdrawal of field operations, evaluation of processes and proper archiving of all relevant materials and documentation.

The Court and the TFV emphasise the importance of responsibly concluding their interventions to uphold institutional credibility and ensure lasting justice. To achieve this, they develop tailored exit strategies for each situation, involving detailed planning, stakeholder consultations and sustained community engagement. These strategies guide the transition from investigations to post-trial phases,

manage expectations and preserve institutional memory through thorough documentation. By embedding responsibility, foresight and local responsiveness into their closure processes, the Court and the TFV strengthen the sustainability of their work and reinforce their commitment to the principles of the Rome Statute and of international criminal justice.

Organ-Specific Strategic Objective	Organ Office	KPI	Baseline Target
10.1.1. Develop and implement tailored completion strategies for each situation, informed by a joint consideration of situation-specific strategic plans as well as potential cases across situations, supported by appropriate communication and outreach to victims and other stakeholders	OTP	1. Annual Assessments of completion targets undertaken (Y/N)	1. Yes / Yes
10.1.2. Strengthen comprehensive strategies to ensure the stability and adaptability of field operations throughout the judicial life cycle, including exit strategies, by conducting field reviews and feasibility studies to assess operational needs and the evolving operational and security environment, ensuring efficient resource allocation in final operational phases, and negotiating legal and operational agreements to facilitate the transfer of responsibilities to national counterparts	Registry	1. # of reports delivered and total requests received by report type on situation countries, ad-hoc requests, oral briefings, chamber requests)	1. N/A / (i) 4–6 situational reviews or feasibility studies to be completed (ii) 1-2 exit strategies to be developed/ updated based on higher management decisions; 100% delivery on the requests (operational, political assessments)
10.1.3. Ensure victim-centred closure of TFV programmes by developing tailored transition strategies that safeguard impact, engage affected communities, local authorities and key actors, and secure proper documentation and handover	TFV	1. # of reparation or situation-specific transition strategies developed and implemented. 2. # initiatives undertaken with local stakeholders to implement the TFV programme-specific closing and sustainability plan.	1. N/A / each programme 2. N/A / Minimum 1 per programme

Explanatory note to ICC Strategic Goal 10: Secure Legacy

Strategic Goal 10 reaffirms the ICC's commitment to delivering justice that is not only timely and effective but also has an enduring impact. Through coordinated completion strategies, victim-centred transitions and sustained engagement with national counterparts, the Court ensures that its legacy contributes to reconciliation and institutional resilience, as well as to the prevention of future atrocities. This unified approach upholds the values of the Rome Statute and advances the cause of international criminal justice worldwide.

Tailored Completion Strategies for Each Situation

The ICC continues to develop situation-specific strategies to guide the transition from active investigations to post-trial and reparative phases. These strategies include the completion of investigations, the execution of arrest warrants, withdrawal from field operations and proper archiving of materials. The OTP leads this effort by adopting strategic plans and a Case Assessment to define the lifecycle of each situation. The OTP, where and as appropriate, coordinates completion strategies and residual duties with national authorities, the Registry and the TFV, supported by appropriate communication and outreach efforts

towards victims and other stakeholders to ensure conclusions are seamless and responsible.

The Registry supports this process by conducting field reviews and feasibility studies to assess operational needs and evolving security environments. It ensures that resources are efficiently allocated and negotiates legal agreements to facilitate the transfer of responsibilities to national counterparts. These efforts maintain operational continuity and uphold the Court's effectiveness through the final phases of engagement.

Victim-Centred Closure and Sustainable Impact

The TFV plays a critical role in ensuring that the closure of reparations and assistance programmes is victim-centred, sustainable and strategically aligned. Tailored transition strategies are developed for each programme to safeguard impact, engage affected communities and guarantee proper documentation. These strategies reinforce survivors' dignity and resilience while catalysing domestic responses to reparative justice.

The TFV's approach emphasises sustainability through livelihood support, capacity-building and community-led healing mechanisms. It also contributes to national reparations frameworks by sharing best practices and strengthening local institutions. By preserving and disseminating its legacy, the TFV ensures that its impact lasts beyond the lifespan of individual programmes.

Preserving Institutional Memory and Legacy

Across all organs, the ICC is committed to preserving the institutional memory of its interventions. Proper archiving of materials, documentation of lessons learned and dissemination of best practices are integral to this effort. These actions support historical record-keeping, inform future accountability initiatives and contribute to the global movement for justice and for the recognition of victims.

By embedding responsibility, consultation and foresight into the closure of situations, the Court ensures that its work concludes with integrity and purpose. This approach enhances public trust, strengthens the deterrent effect of international justice and reaffirms the ICC's role as a cornerstone of the global rule of law.



**Cour
Pénale
Internationale**

**International
Criminal
Court**