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**Strategic Plan of the International Criminal Court**

## **I. Introduction**

1. The Rome Statute establishing the International Criminal Court entered into force in 2002. The first judges, Prosecutor and Registrar were elected and took office in 2003. Over the Court's first three years, its elected officials and staff, with the support of the States Parties, turned the words of the Statute into a functioning, permanent international judicial institution. The Court is now a working reality, investigating and prosecuting the most serious crimes of international concern.

2. The Rome Statute embodies high aspirations for the work of the Court. It envisions that the Court will contribute to, inter alia, an end to impunity for perpetrators of the most serious international crimes, the prevention of such crimes and lasting respect for and the enforcement of international justice. This first Strategic Plan will be instrumental to the Court's success in realizing these aims.

3. This Strategic Plan provides a common framework for the Court's activities over the next ten years, with particular emphasis on the three immediate years. It sets out the clear direction and priorities that will guide the Court as it carries out the mandate of the Rome Statute. In doing so, the Plan will ensure continued internal coordination of the Court's operations. Through communication around the Plan the Court also intends to further strengthen its vital relationships with States, international organizations and civil society.

4. This Plan contains the Court's mission statement, goals and objectives. In implementing the Plan, the Court will further develop strategies for achieving the objectives. Some of these strategies such as the prosecutorial strategy, an integrated strategy on external relations, public information and outreach, a separate outreach strategy and the information and communications technologies strategy have been completed or are at an advanced stage of development.

5. The following sections set out the context of the Strategic Plan, the Court's mission, its goals and objectives, and the steps to be taken to convert the Plan into action.

## **II. Strategic planning in the context of the International Criminal Court**

6. The International Criminal Court is a unique organization. It is the world's first and only permanent international criminal court. This Plan has been developed against the background of the Court's particular features including: the Court's independence and interdependence vis-à-vis other actors, the complex and challenging nature of investigations, the "One Court" principle which also reflects different independences within the Court and the newness of the Court.

### **A. Independence and interdependence**

7. The Court is an independent judicial institution, charged with investigating, prosecuting and conducting trials of the most serious international crimes. It is not a part of the United Nations or any other political body. Its independent, purely judicial nature is one of the fundamental defining features of the Court as an institution based on the fair and equal application of the rule of law.

8. While independent, the Court also has an interdependent relationship with States, international organizations and civil society. In all stages of its activities, the Court relies on the essential support and cooperation of other actors in areas including evidence collection, the arrest and surrender of persons and the enforcement of sentences. The arrest and surrender

of persons is a particularly pressing issue of cooperation as without the support of States and international organizations in making arrests, there can be no trials. Over one year after the Court issued its first warrants of arrest in the situation in Uganda, all five persons named in the warrants remain at large.

9. The Strategic Plan recognizes that the Court may foster some of the support it needs, for example through the conclusion of cooperation agreements. However, much of the Court's success will depend on the willingness and ability of States, international organizations and civil society to provide assistance.

10. To be effective, the different elements of the system must understand and work with each other. The Court is committed to explaining its role and functions, including reaching new audiences, while also ensuring sustained dialogue with States Parties and other stakeholders. Consistent with the Statute and the Court's international agreements, the Court may also share other information to help States, international organizations or civil society in reaching shared aims. Although it is essential that ownership of the Strategic Plan remain with the Court, the Plan must also enjoy sufficient support externally. In developing the Strategic Plan, the Court therefore sought and incorporated feedback from States Parties and other key actors.

## **B. Complex and challenging investigations**

11. In the first three years of its existence, the Court opened complex investigations into three situations: Uganda, the Democratic Republic of the Congo and Darfur (Sudan). These investigations are taking place in three different countries, all of which are far from the Court's headquarters and each of which involves distinct challenges. The Court is operating in situations of ongoing conflict, making security an ever-present concern.

12. Some of the Court's investigations take place in remote areas with diverse geographical terrains, in areas populated by diverse cultures and multiple local languages. In the future, the Court may conduct investigations and related activities in situations which are different further still. The Court must have the flexibility to respond adequately to the situations in which it is or may become involved.

13. The Strategic Plan sets priority objectives for the next three years which reflect its activities in the field. In addition to carrying out investigations, the Court in the field must: ensure the security of staff, victims, witnesses and others at risk from the investigations; effectively communicate its investigations and proceedings to local populations; ensure efficient, flexible administrative and operational support; and develop policies for carrying out its Statutory mandates, in particular with respect to victims, witnesses and the subjects of investigations or trials. To facilitate these activities in the field, the Court uses different forms of field presences and will continue to seek out the optimal geographical locations for its activities and resources.

## **C. The "One Court" principle**

14. In order to safeguard the fundamental fairness of proceedings, a number of offices and individuals operate independently within the structure of the Court. The Office of the Prosecutor acts independently as a separate organ of the Court. Although falling under the Registry for administrative purposes, the Office of the Public Counsel for Victims and the Office of the Public Counsel for Defence operate as independent offices. The judges are independent in the performance of their judicial functions.

15. Even where independent, the Court's staff and elected officials form part of the same institution and share a common mission. They work together as one Court on matters of

common concern. At the highest level – including the development of this Strategic Plan – the different activities of the Court are coordinated by the Coordination Council, comprised of the President, Prosecutor and Registrar.

16. This Strategic Plan provides a common framework for the Court’s activities. It sets out the Court’s mission as well as its shared goals and objectives. It maximally integrates the Court’s different activities while respecting the necessary independences under the Statute. It is harmonized with a separate prosecutorial strategy addressing issues unique to the Office of the Prosecutor. The Strategic Plan cannot direct the interpretation and application of the law. It does however provide the administrative and other frameworks necessary to foster the fair, impartial conduct of proceedings.

#### **D. A new institution**

17. The Court is still very much in its infancy. In two cases, it has completed the first phase of its activities through the issuing of arrest warrants. In the first case, in the situation in Uganda, the five persons for whom warrants have been issued are still at large. In the second case, in the situation in the Democratic Republic of the Congo, the person wanted by the Court was arrested and surrendered to the Court in March 2006. The Court will soon conduct its first trial. The Court’s Statute and Rules of Procedure and Evidence contain many innovations which are just beginning to be deployed in practice, particularly with respect to victims’ participation and reparations.

18. The Strategic Plan is intended to assist the Court in taking a proactive role in shaping its future. At the same time, the Court expects to continue to learn from its experience over the next few years. The Strategic Plan will be regularly updated to integrate lessons learned.

### **III. Mission**

#### **THE MISSION OF THE INTERNATIONAL CRIMINAL COURT**

As an independent judicial institution in the emerging international justice system, the International Criminal Court will:

- Fairly, effectively and impartially investigate, prosecute and conduct trials of the most serious crimes;
- Act transparently and efficiently; and
- Contribute to long lasting respect for and the enforcement of international criminal justice, to the prevention of crime and to the fight against impunity.

19. The Court’s mandate is provided by the Rome Statute. The mission statement expresses how the Court will realize the aims of the Statute and reflects the context in which the Court operates, its core functions, and the impact it is intended to have.

20. The Court is part of an emerging system of international justice involving States, international organizations, other international courts and non-governmental organizations.

As reflected in the preamble to the Rome Statute, this system also fits within a broader system of international law concerned with the peace, security and well-being of the world.

21. Within the system of international justice, the Court has a particular, central role. The Court is an independent, judicial institution complementary to national courts. It does not deal with just any crime. It addresses only the most serious crimes of concern to the international community as a whole. It is a court of last resort, acting only in situations where national jurisdictions are unwilling or unable genuinely to do so. To be effective, the Court needs the cooperation of other actors within the emerging system, in particular States, international organizations and civil society.

22. The core functions of the Court are to carry out investigations, prosecutions and trials. The manner in which these activities are conducted is fundamental to the Court's achieving the aims of the Rome Statute. The Court can only realize these aims if its activities are fair, effective and impartial.

23. Through investigations and proceedings, the Court will help to ensure accountability for the perpetrators of the most serious international crimes. In doing so, the Court is intended thereby to contribute to the prevention of crimes and to long-lasting respect for and enforcement of international justice. Other core activities such as outreach to local populations will also have an impact on the Court's contribution to respect for and enforcement of international criminal justice as well as the prevention of crime and the fight against impunity.

24. All of the Court's activities are supported by an infrastructure which provides essential functions in areas such as security, human resources, information and communications technologies, public information, and budget and finance. The effectiveness of the Court's administration impacts directly on its ability to carry out its core functions. At a time when international organizations are increasingly focusing on improving their administrations, the Court aims for the highest standards of transparency and efficiency in all its actions.

#### **IV. Strategic goals and objectives**

##### **STRATEGIC GOALS**

###### **GOAL 1: QUALITY OF JUSTICE:**

*Conduct fair, effective and expeditious public proceedings in accordance with the Rome Statute and with high legal standards, ensuring full exercise of the rights of all participants*

###### **GOAL 2: A WELL-RECOGNIZED AND ADEQUATELY SUPPORTED INSTITUTION:**

*Further enhance awareness of, effect a correct understanding of and increase support for the Court*

###### **GOAL 3: A MODEL OF PUBLIC ADMINISTRATION:**

*Excel in achieving desired results with minimal resources through streamlined structures and processes while maintaining flexibility, guaranteeing accountability and drawing upon sufficient qualified and motivated staff within a caring environment and a non-bureaucratic culture*

25. The Court has set three strategic goals for the fulfilment of its mission. These three goals are closely interrelated and complement each other. The Court cannot achieve one goal individually, but will work towards all three goals simultaneously.

26. The first goal is to ensure excellence in the Court's core activities of proceedings. This also requires excellence in the investigative activities which prepare for proceedings. In carrying out its core activities, the Rome Statute remains the Court's overall guide.

27. The second goal encompasses two equally essential elements. First, the Court must obtain cooperation and support if it is to carry out its functions. Second, external relations, public information and outreach are in themselves core activities of the Court, necessary to ensure that justice is perceived to be done. Many of the Court's activities towards this goal take place within the framework of an integrated strategy on external relations, public information and outreach adopted by the Court in 2005.

28. The third goal reflects the critical importance of the Court's organizational aspects to its ability to carry out its operations. Like the second goal, to be a model of public administration involves two components. Appropriate administrative structures and processes and a qualified, motivated staff are each essential to the fulfilment of the Court's mission.

29. To reach these goals, the Court has set thirty strategic objectives. Each objective is tied to a particular goal but also contributes to the Court's ability to attain the other goals. These objectives have been divided into objectives for the coming three years and those which are to be realized in ten years. Many of the ten-year objectives reflect the progression of activities following the corresponding three-year objectives. Others either require more than three years to be realized or are of less immediate priority.

#### **GOAL 1: QUALITY OF JUSTICE:**

*Conduct fair, effective and expeditious public proceedings in accordance with the Rome Statute and high legal standards, ensuring full exercise of the rights of all participants*

#### **Priority objectives for years 1-3**

- 1. Conduct four to six new investigations into cases, within existing or new situations, and two trials, subject to external cooperation received. (*from July 2006 – July 2009*).

30. The number of cases which will come before the Court in the next ten years cannot be predicted precisely in advance. As determined in its prosecutorial strategy, the Office of the Prosecutor expects to conduct investigations into four to six new cases and to prosecute two cases between July 2006 and July 2009. The cases investigated may be located in situations currently before the Court or in new situations. The number of cases which will actually come before the Court depends significantly on a number of factors, including the cooperation and support of States, international organizations and civil society. In particular, the number of trials which will occur will depend critically on the support of States and international organizations in arresting and surrendering persons.

- 2. Put in place a system to address all security risks, striving for maximum security of all participants consistent with the Rome Statute.

31. In accordance with the Rome Statute, the Court must take measures to ensure the security of participants in proceedings including in particular witnesses, victims and those at

risk on the account of testimony given by witnesses. The Court's investigations often take place in situations of ongoing conflict, further increasing the importance of putting in place adequate security measures. Ensuring the security of participants is one part of a comprehensive approach to security which also includes ensuring the security of staff and information.

- 3. Develop policies for implementing the quality standards specified in the Statute and the Rules of Procedure and Evidence with respect to all participants in proceedings and persons otherwise affected by the Court's activities, in a manner that is respectful of diversity.

32. The Rome Statute and subsidiary legal texts set out specific quality standards which must be met with respect to victims, witnesses, defendants, suspects and others affected by the Court's operations. In order to meet these standards, the Court has been and will continue developing and implementing policies which are mindful of the different cultural contexts in which the Court operates. In many areas, such as in relation to the treatment of victims and witnesses, the Court already has a number of policies in place.

- 4. Complete the Court Capacity Model and initiate discussions with the Assembly of States Parties on the number of cases the Court will be able to pursue each year.

33. The Court must ensure that it is prepared for however many cases come before it. It has therefore developed its own resource planning tool, the Court Capacity Model. The Model assists the Court in aligning the resources it will need with the accomplishments it can achieve, as well as in forecasting future needs. In consultation with the Assembly of States Parties ("the Assembly"), the Court will use this tool as a basis for identifying necessary staffing levels and other resources. The Court will report on the Court Capacity Model to the Assembly and to the Assembly's Committee on Budget and Finance in 2006.

- 5. Formulate options for different geographical locations of the Court's resources and activities, including the requirements for the permanent premises.

34. Holding proceedings closer to situations where the crimes occurred may increase the accessibility of proceedings to affected populations, the efficiency of the Court's different activities and the extent to which the Court can fulfil its mission. The Court currently maintains field offices in or near areas under investigation as well as logistical presences which facilitate deployment to the field. In the Court's experience different forms of field presences are required to best serve its mission, depending on the nature of the situation before the Court, the stage of investigations or proceedings and the particular functions and resources under consideration. Although the Court has not yet conducted its first trials at its seat in The Hague, it is nonetheless planning for the possibility that the judges will decide to hold future proceedings outside of the host State. By formulating and analyzing the implications of different distributions of resources and activities in accordance with relevant criteria, the Court, in consultation with the Assembly of States Parties, will pursue a coordinated and comprehensive approach to the geographical location of its operations.

#### **Ten-year objectives:**

- In consultation with the Assembly of States Parties on the basis of the Court Capacity Model, align the Court's planned resource needs with the number of cases and investigations to be conducted in coming years.

- Have a geographical distribution of resources and activities appropriate to the Court's mission.

**GOAL 2: A WELL-RECOGNIZED AND ADEQUATELY SUPPORTED INSTITUTION:**

*Further enhance awareness of, effect a correct understanding of and increase support for the Court*

**Priority objectives for years 1-3:**

- 6. Cultivate a level of awareness and understanding of the Court appropriate to the stage of the Court's activities in affected communities.

35. Outreach to local populations in areas affected by situations under investigation is a priority for the Court, linked also to its goal of ensuring the quality of justice. In each situation, the Court aims to engage in appropriate, effective two-way communication with local communities in order to provide accurate information regarding its role and activities and to make judicial proceedings accessible.

36. The Court's outreach activities must be adapted to the context in which the Court is operating, including the security situation, the stage of the investigation or proceedings and the different needs of the Court's audiences. The Court therefore develops different outreach strategies for different situations. The Court will submit an overall strategy on outreach to the Assembly in 2006.

- 7. Develop situation-specific mechanisms to provide for all necessary cooperation, in particular the arrest and surrender of persons.

37. While cooperation in all forms is essential to the Court, its immediate priority is to obtain sufficient cooperation in relation to the situations under investigation or trial. Such cooperation may take many forms, including institutional or logistical support, as well as cooperation with proceedings. Among the different areas in which situation-specific cooperation is needed, the most pressing issue is to obtain support in arresting and surrendering persons for trial. Consistent with the Rome Statute, the Court will proactively exercise its external relations functions to procure the necessary support, for example by concluding cooperation agreements with States and international organizations.

- 8. Constantly increase support for the Court through enhancing communication and mutual understanding with stakeholders, stressing the Court's role and its independence.

38. The Court's key interlocutors include States Parties, international organizations (including regional organizations) and civil society. Some of the means used by the Court to ensure regular dialogue with these interlocutors include holding regular diplomatic briefings, participating in meetings of and submitting reports to the United Nations or other international and regional organizations, hosting meetings at the seat of the Court and attending meetings or briefing gatherings of stakeholders around the world. Such dialogue is important to ensuring that the different parts of the system of international justice are aware of each other's roles and activities. It is also intended to contribute to building up the support the Court needs to conduct its activities.

- 9. Develop and implement a structure to ensure publicity of all proceedings for local and global audiences.



39. Proceedings before the Court are public, subject to certain, specific Statutory limitations related to issues such as the protection of witnesses, victims or classified information. For justice to be seen to be done, it is not enough that proceedings are held in open court. The Court is also developing and implementing its structure for ensuring the publicity (including accessibility) of proceedings. The Court's web site (<http://www.icc-cpi.int>) is an essential means of globally publicizing proceedings and other developments. The Court also relies on and is further developing additional means to reach audiences, particularly in areas affected by situations where communications can be more challenging.

**Ten-year objectives:**

- Put in place a fully operational infrastructure with all non-situation-specific partners.
- Develop and implement a structure to ensure publicity of all proceedings for local and global audiences.
- Complete a branding exercise.<sup>1</sup>
- Constantly increase global awareness of the Court.
- Be regarded as the reference institution in international criminal law.

**GOAL 3: A MODEL OF PUBLIC ADMINISTRATION:**

*Excel in achieving desired results with minimal resources through streamlined structures and processes while maintaining flexibility, guaranteeing accountability and drawing upon sufficient qualified and motivated staff within a caring environment and a non-bureaucratic culture*

**Priority objectives for years 1-3:**

- 10. Establish and clarify well-functioning decision-making processes within and between organs based on a thorough understanding of each organ's role.

40. Decision-making in the Court takes place within the organizational structure created by the Rome Statute. The Court is comprised of four organs: the Presidency, the Divisions of the judiciary, the Office of the Prosecutor and the Registry. The Presidency is responsible for the proper administration of the Court, except for the Office of the Prosecutor (OTP) which falls under the full authority of the Prosecutor. The Registrar heads the Registry and is the principal administrative officer of the Court, exercising his functions under the authority of the President and without prejudice to the functions and powers of the Prosecutor. As reflected in the "One Court" principle, the different activities of the organs are closely interrelated and interdependent. Together, the different organs cooperate on matters of common concern. In this context, clear, well-functioning decision-making processes are fundamental to effective, efficient decision-making and to the Court's ability to realize its goals and objectives.

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<sup>1</sup> A branding exercise is a means to develop and maintain the perceived identity for the Court. The aim of such an exercise is to increase awareness about the Court and its relevance, positioning and differentiation through a consistent set of messages, ideas and interactions over time.

- 11. Become a non-bureaucratic administration focused on results rather than processes, relying on rules where necessary to guarantee rights or minimize risks.

41. To maximize its efficiency, the Court will continue to develop administrative structures and processes which are flexible and results-oriented. Through empowering managers to take decisions and holding them accountable for their actions, the Court can increase the speed and quality of its activities without sacrificing accountability. Administrative rules and procedures should suit the needs of the Court without encumbering it and will be relied on where they are necessary to guarantee rights or to manage risks.

- 12. Put in place a system of programmes to achieve identified optimal levels of quality with maximum efficiency.

42. The Court's management is committed to efficiently achieving pre-defined, necessary quality standards. In achieving these standards, the Court aims to use the minimum resources necessary. In the longer term, the Court will re-examine the identified quality levels in the context of revisiting the design of its business processes and conducting a reengineering exercise.

- 13. Submit sound, accurate and transparent budget proposals necessitating only minor adjustments to the proposed amount and distribution of resources by the Assembly of States Parties.

43. The inclusion of an objective on sound, accurate and transparent budget proposals reflects the Court's commitment to strong financial management. Through regular dialogue with the Assembly, the development of planning and reference tools such as the Court Capacity Model, and efficiency in its operations, the Court aims for its budget submissions to be both well-understood by and acceptable to States Parties.

- 14. Recruit staff of the highest standards of efficiency, competency and integrity, having regard for representation of gender, geography and legal systems.

44. The Court's ability to act fairly, effectively and efficiently in accordance with high legal standards depends to a large extent on its staff. Appropriate recruitment tools and strategies are essential to the Court's being able to rely on sufficient qualified and motivated staff. Other actors can also assist the Court in reaching out to and identifying staff from underrepresented categories. The Court aims to progressively reach target levels for representation in all categories within ten years, while always recruiting staff of the highest standards in accordance with the Rome Statute.

- 15. Provide maximum possible security, safety and welfare for all staff, consistent with the Rome Statute.

45. Ensuring the security, safety and welfare of staff is both a core value of the Court and a necessary part of being able to fulfil its mission. Given the difficult situations in which staff may operate in the field, field security is a particular concern. More than just physical security, the Court aims for a holistic understanding involving the safety and welfare of staff broadly considered.

- 16. Cultivate a caring environment which values the diversity of all staff.

46. The Court's objective of cultivating a caring environment brings together many of its other staff-related objectives including those related to security, welfare and safety and development and employment advancement opportunities. A caring environment refers not only to the immediate working environment of staff but also looks after staff more broadly, including in particular ensuring that staff maintain an appropriate balance between work and private life. As the Court brings together staff of many different personal and professional backgrounds, valuing diversity is a central tenet of a Court-wide caring environment. To foster a caring environment, the Court will develop means to require and enable managers to devote sufficient time to the needs of their staff.

- 17. Offer development and employment advancement opportunities to well-performing staff.

47. Staff who have possibilities to develop their professional skills and to advance their careers are more likely to remain with the Court and to be happy and motivated with a positive impact on the Court's efficiency and effectiveness. The Court will endeavour to retain its well-performing staff through appropriate means. The Court aims to offer promotional opportunities to well-performing staff while also considering a system of external placement services where opportunities are not available internally.

- 18. Begin the development and implementation of a common ICC culture.

48. Organizational culture is something to be created and not to be taken for granted. A common ICC culture is an essential part of having an organization which works together as "one Court." The culture the Court seeks to create is dynamic, results-driven, respectful of diversity, honest, transparent (while respecting confidentiality) and service-oriented. Creating an organizational culture can take a significant amount of time, but is a high priority. The Court intends to elaborate a strategy for progressively realizing this culture.

- 19. Develop and implement a complete set of clear ethical standards of behaviour for staff.

49. Ethical behaviour of staff is essential to the Court's ability to carry out its mission and to ensure the well-being of individuals, including victims, witnesses and others the Court is charged to protect. To ensure the highest standards of ethical behaviour, the Court is developing and implementing a complete set of standards which are clear and easily understandable. In some areas, for example with respect to sexual or other forms of harassment or equal employment opportunity and treatment, the Court already has policies in place. For these areas, ensuring staff are properly trained is a priority. In some other areas, the Court may need to further develop the applicable standards.

- 20. Become an "e-institution" that provides high information security.

50. The use of appropriate information and communications technologies can both increase the speed with which the Court acts and decrease its costs. The Court has been developing an Information and Communications Technologies (ICT) strategy and will report on the strategy to the Assembly in 2006. The ICT strategy envisions an "e-institution" which seamlessly merges the Court's judicial, court management and administrative functions. The e-institution will be able to respond flexibly to developments while avoiding many of the costs associated with a traditional paper-based institution. The ICT strategy also sets out the Court's plan to establish a global communications network providing secure, reliable communications between the Court's headquarters and its operations in the field.

**Ten-year objectives:**

- Revisit the design of business processes and complete a reengineering exercise for the whole organization, including a definition of the desired quality levels.
- Create a common ICC team-oriented culture which is dynamic, results-driven, respectful of diversity, honest, transparent (subject to confidentiality), and service-oriented.
- Achieve target ranges for representation of gender, geography and legal systems.
- Enable the Court to perform all activities in either working language.

**V. From Strategic Plan to action****A. Implementation**

51. The Court requires a dynamic plan that can keep pace with developments. The Strategic Plan is therefore a rolling plan which will be constantly updated. Information will be continuously processed, and decisions on priorities and objectives will be taken by the top levels of the Court. The Strategic Plan will be formally updated and operational plans linked to the budget will be formulated regularly. Throughout the planning process, the Court plans to consult with external partners in assessing progress made and to discuss the Court's goals.

52. A plan is only meaningful if it is translated into actions. Given the importance of ensuring coordination and strategic direction, the Court began developing certain strategies such as the prosecutorial strategy, the integrated strategy on external relations, public information and outreach, a separate outreach strategy and the information and communications technologies strategy, while the Strategic Plan was being developed. These strategies reflect how the Court intends to realize the relevant strategic objectives. To implement the remaining objectives, the Court will develop additional strategies, with a focus on strategies tied to the priority objectives for years 1-3.

53. One of the primary means by which the Strategic Plan will be implemented yearly is through the budget. The Court's proposed budget for 2007 marks the first comprehensive link between the Strategic Plan and the budget. In the proposed budget, each programme and sub-programme identified the Court's strategic objectives to which it will contribute. Each objective was then linked to expected results and performance indicators for 2007.

54. As reflected by the distribution of objectives in the budget, the Court's top priorities for 2007 are conducting investigations and trials and developing policies for implementing the quality standards specified in the Rome Statute with respect to, inter alia, accused persons, suspects, witnesses, victims and counsel. Other priorities of the Court for 2007 reflected through the budget include the establishment of decision-making processes, ensuring an efficient administration, obtaining sufficient external support and cooperation and communicating about the Court through external relations, public information and outreach.

55. In future years, the Court will continue to develop the links between the Strategic Plan and the budget, including reviewing expected results and performance indicators for improvements in light of the Court's strategic objectives. The annual budget will serve as a

means for implementing the Plan on a yearly basis and for measuring the Court's success in realizing its objectives.

**B. Planning tools**

56. In implementing the Plan, the Court will deploy a number of standard planning tools including strategic (external) analysis, risk assessment, strategic and operational planning and performance reviews. Progress towards the strategic goals will be reported annually to the Assembly. The Court has also developed its own resource planning tool, the Court Capacity Model, to optimize the use of present resources and to forecast as much as possible future resource needs. In conjunction with the Court Capacity Model, the Plan will help facilitate the development of mid-term financial forecasts for future activities.

## Annex: Strategic Goals and Objectives of the International Criminal Court

	<p><b><u>GOAL 1: QUALITY OF JUSTICE</u></b></p> <p>Conduct fair, effective and expeditious public proceedings in accordance with the Rome Statute and high legal standards, ensuring full exercise of the rights of all participants.</p>	<p><b><u>GOAL 2: A WELL-RECOGNIZED AND ADEQUATELY SUPPORTED INSTITUTION</u></b></p> <p>Further enhance awareness of, effect a correct understanding of and increase support for the Court.</p>	<p><b><u>GOAL 3: A MODEL OF PUBLIC ADMINISTRATION</u></b></p> <p>Excel in achieving desired results with minimal resources through streamlined structures and processes while maintaining flexibility, guaranteeing accountability and drawing upon sufficient qualified and motivated staff within a caring environment and a non-bureaucratic culture.</p>
<p><b>Priority actions in years 1-3</b></p>	<p>1. Conduct four to six new investigations into cases, within existing or new situations, and two trials, subject to external cooperation received. <i>(from July 2006 – July 2009)</i></p>	<p>6. Cultivate a level of awareness and understanding of the Court appropriate to the stage of the Court’s activities in affected communities.</p>	<p>10. Establish and clarify well-functioning decision-making processes within and between organs based on a thorough understanding of each organ’s role.</p>
	<p>2. Put in place a system to address all security risks, striving for maximum security of all participants consistent with the Rome Statute.</p>	<p>7. Develop situation-specific mechanisms to provide for all necessary cooperation, in particular the arrest and surrender of persons.</p>	<p>11. Become a non-bureaucratic administration focused on results rather than processes, relying on rules where necessary to guarantee rights or minimize risks.</p>
	<p>3. Develop policies for implementing the quality standards specified in the Statute and the Rules of Procedure and Evidence with respect to all participants in proceedings and persons otherwise affected by the Court’s activities, in a manner that is respectful of diversity.</p>	<p>8. Constantly increase support for the Court through enhancing communication and mutual understanding with stakeholders, stressing the Court’s role and its independence.</p>	<p>12. Put in place a system of programmes to achieve identified optimal levels of quality with maximum efficiency.</p>
	<p>4. Complete the Court Capacity Model and initiate discussions with the Assembly of States Parties on the number of cases the Court will be able to pursue each year.</p>	<p>9. Develop and implement a structure to ensure publicity of all proceedings for local and global audiences.</p>	<p>13. Submit sound, accurate and transparent budget proposals necessitating only minor adjustments to the proposed amount and distribution of resources by the Assembly of States Parties.</p>
	<p>5. Formulate options for different geographical locations of the Court’s resources and activities, including the requirements for the permanent premises.</p>		<p>14. Recruit staff of the highest standards of efficiency, competency, and integrity, having regard for representation of gender, geography and legal systems.</p>

			15. Provide maximum possible security, safety and welfare for all staff, consistent with the Rome Statute.
			16. Cultivate a caring environment which values the diversity of all staff.
			17. Offer development and employment advancement opportunities to well-performing staff.
			18. Begin the development and implementation of a common ICC culture.
			19. Develop and implement a complete set of clear ethical standards of behaviour for staff.
			20. Become an “e-institution” that provides high information security.
	<b>Actions to be realized in years 4-10</b>		
<b>Actions to be realized in years 4-10</b>	21. In consultation with the Assembly of States Parties on the basis of the Court Capacity Model, align the Court’s planned resource needs with the number of cases and investigations to be conducted in coming years.	23. Put in place a fully operational infrastructure with all non-situation-specific partners.	27. Revisit the design of business processes and complete a re-engineering exercise for the whole organization, including a definition of the desired quality levels.
	22. Have a geographical distribution of resources and activities appropriate to Court’s mission.	24. Complete a branding exercise.	28. Create a common ICC team-oriented culture which is dynamic, results-driven, respectful of diversity, honest, transparent (subject to confidentiality), and service-oriented.
		25. Constantly increase global awareness of the Court.	29. Achieve target ranges for representation of gender, geography and legal systems.
		26. Be regarded as the reference institution in international criminal law.	30. Enable the Court to perform all activities in either working language.