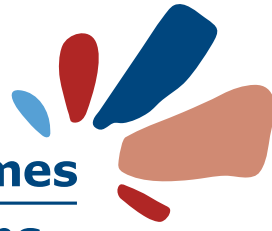




**Fonds au Profit des Victimes**  
**The Trust Fund for Victims**



**Trust Fund  
for Victims  
Strategic Plan  
2023-2025**





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## THE TRUST FUND FOR VICTIMS (TFV)

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The Trust Fund for Victims hereby presents its Strategic Plan 2023-2025, which will guide the prioritization of activities to be undertaken by the TFV Board of Directors and Secretariat until 31 December 2025.

The Strategic Plan 2023-2025 is informed by discussions held with the Court, including the Office of the Prosecutor and the Registry, as well as with States Parties and civil society.

# MISSION

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## Reparative Justice

The Rome Statute (“the Statute”) – a multilateral treaty that was adopted in 1998 and entered into force in 2002 – tasks the International Criminal Court (“the Court”) with investigating and prosecuting the most serious crimes of concern to the international community, namely the crime of genocide, crimes against humanity, war crimes and the crime of aggression.

The Statute affords victims the right to protection and participation in proceedings before the Court (article 68) and incorporates their right to reparations by providing a framework for the Court to make reparations awards against convicted persons (article 75).

Article 79 of the Statute provides for the establishment of the TFV and specifies that it is to be managed according to criteria determined by the Assembly of States Parties, for the benefit of victims. Given the large numbers of victims of Rome Statute crimes and the often limited resources of convicted persons, the TFV plays a crucial role by forming, in conjunction with the Court, the reparative justice pillar of the Rome Statute system.

Through the Court and the TFV, the Statute gives effect to victims’ right to redress by making provision for effective, prompt, genuine and impartial investigations; ensuring access to justice; and providing for reparations to victims and their families to address the harm suffered as a result of genocide, crimes against humanity, war crimes and the crime of aggression.

In line with the Statute, the mission of the TFV is to give effect to victims’ right to reparations (which may take the form of restitution, compensation or rehabilitation, for example), facilitate the implementation of awards made by the Court against convicted persons and undertake initiatives for the benefit of victims and their families.

## Peace and Justice

Rome Statute crimes threaten the peace, security and well-being of the entire world and are the most serious crimes of concern to the international community as a whole. The TFV’s mission contributes to the goals of putting an end to impunity for perpetrators, preventing the recurrence of such crimes and upholding the international rule of law for the sake of future generations.

## Sustainable Development

As reparations are an integral component of access to justice and the rule of law, TFV programmes contribute to achieving the United Nations Sustainable Development Goals (SDGs), in particular SDG 16 (peace, justice and strong institutions) and SDG 17 (partnerships for the goals).

Measures to compensate victims or to provide restitution or rehabilitation also advance SDGs 1 (no poverty), 2 (zero hunger), 3 (good health and well-being), 4 (quality education), 5 (gender equality), 8 (decent work and economic growth) and 10 (reduced inequalities). The TFV may take guidance for its programmes from the SDGs relating to hygiene, infrastructure, sustainable cities and the environment – topics which are addressed in SDGs 6, 7, 9, 11, 12, 13, 14 and 15.

# VISION

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The TFV aims to contribute, through its programmes and activities, to redressing the harm suffered by victims of Rome Statute crimes. It will seek to mobilize sufficient resources and enhance its ability to pursue its mission. It will strive to be an impactful, agile and efficient body of the Rome Statute system.

# CORE VALUES

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## ACCOUNTABILITY

The TFV takes into account the views and interests of its stakeholders and other members of the Rome Statute system in addition to its own and regards processes and results as equally valuable.

## COLLABORATION

The TFV acts in collaboration and cooperation with its stakeholders and seeks out synergies in pursuit of its mission.

## DIVERSITY, EQUALITY AND INTERSECTIONALITY

The TFV values each person for their thoughts and opinions, promotes diversity and mainstreams initiatives to achieve gender and intersectional equality.

## INTEGRITY

The TFV performs according to established professional standards of excellence, impartiality, truthfulness, reliability and fairness.

## LEARNING, IMPROVEMENT AND INNOVATION

The TFV is committed to continuous learning, systematic gathering of lessons from our and others' work and promoting a culture of improvement and innovation.

## TRANSPARENCY

The TFV shares timely and reliable information about its programmes, initiatives, actions and finances with the public.

# Strategic Goals 2023-2025

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The TFV Strategic Plan 2023-2025 is aligned with the Strategic Plan of the International Criminal Court for 2023-2025 (“ICC Strategic Plan”). Accordingly, the TFV’s strategic goals are referred to in the ICC Strategic Plan and are in turn informed by the Court’s goals.

The TFV Strategic Plan 2023-2025 takes into account the findings and recommendations of the 2020 Independent Expert Review (IER) and the assessment conducted in 2022 and 2023 through the Review Mechanism set up by the Assembly of States Parties.

The TFV’s planning and activities in 2023 will result in an Action Plan. As part of these efforts, the current Performance Monitoring Plan (which analyses TFV activities undertaken through its implementing partners) will be expanded into a Comprehensive Performance Monitoring Plan incorporating mechanisms to evaluate the TFV’s organizational performance as an entity within the Rome Statute system and as a major programme under the Court’s budget.

## **GOAL 1 | Reparations and Other Programmes for the Benefit of Victims**

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### **TFV programmes contribute to redressing harm caused to victims of Rome Statute crimes and their families**

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■ Corresponds to Goals 2 and 3 of the ICC Strategic Plan and IER recommendation 353

Goal 1 is concerned with the design, implementation and impact evaluation of TFV programmes.

The TFV will conduct the following programmes throughout 2023-2025:

- Reparations in relation to the judicial orders in the Lubanga (Democratic Republic of the Congo), Katanga (Democratic Republic of the Congo) and Al Mahdi (Mali) cases, which are ongoing in 2023;
- Preparation and, if ordered by the Chamber, implementation of reparations programmes in the Ntaganda (Democratic Republic of the Congo) and Ongwen (Uganda) cases, for which judicial orders are expected in 2023;
- Any other Court-ordered reparations programmes in the relevant period;
- Continuation of the current programmes for the benefit of victims in the situations in the Central African Republic, Côte d’Ivoire, the Democratic Republic of the Congo, Georgia, Kenya, Mali and Uganda; and
- Other programmes for the benefit of victims, as decided by the Board of Directors, in situations under the jurisdiction of the Court, which as of 2023 include situations in Afghanistan, Bangladesh/Myanmar, Burundi, Darfur (Sudan), Libya, the State of Palestine, the Philippines, Venezuela and Ukraine.

## Priority Areas for the Action Plan on Reparations and Other Programmes for the Benefit of Victims

### PRIORITY AREA 1.1.

Victim-centred, harm-based and incident-based programming.

### PRIORITY AREA 1.2.

Community-based and conflict-sensitive programming.

### PRIORITY AREA 1.3.

Gender-sensitive and intersectional-sensitive programming.

## GOAL 2 | Visibility and Financial Resilience

**Through its impact, communication and visibility, the TFV generates sufficient resources and enhances its ability to pursue its mission**

- Corresponds to Goals 4, 5 and 9 of the ICC Strategic Plan and IER recommendations 353 and 356

The TFV receives funding for its core activities from the States Parties to the Rome Statute, through their assessed contributions to the annual budget of the International Criminal Court. Reparations programmes and other programmes for the benefit of victims are financed by voluntary contributions from States, international organizations, private donors and individuals, and by fines or forfeitures ordered by the Court against convicted persons.

The Board of Directors of the Trust Fund for Victims, appointed by the Assembly of States Parties, is responsible for driving initiatives to raise and manage funds for TFV programmes. Visibility of the activities of the TFV is essential to mobilizing resources and generating trust and confidence in the TFV.

For 2023-2025, it is the TFV's priority to conduct activities that expand its donor base and diversify its sources of funding, so that it can enhance its capacity to complement Court-ordered reparations awards with payments that provide a sustainable basis for effective programmes, and to conduct other programmes for the benefit of victims.

In addition, improved communication efforts designed and planned in collaboration with stakeholders will serve to raise awareness of, and support for, the work of the TFV, its impact and its relevance to broader objectives.

## Priority Areas for the Action Plan on Visibility

### **PRIORITY AREA 2.1.**

Visibility for the TFV and the Court together as a pillar of reparative justice.

### **PRIORITY AREA 2.2.**

Clear, consistent and readily available information about TFV programmes and activities, supported by communication initiatives to enhance understanding of its programmes' impact on victims.

## Priority Areas for the Action Plan on Financial Resilience

### **PRIORITY AREA 2.3.**

Increase the number of States Parties that provide voluntary contributions under the Rome Statute; access funding from States Parties via development cooperation funds to increase the revenue available to the TFV for its programmes.

### **PRIORITY AREA 2.4.**

Diversify sources of funding by building partnerships with States, international/multilateral organizations and major private donors; initiate the exploration of opportunities and investments required to enhance individual giving to the TFV.

### **PRIORITY AREA 2.5.**

Through partnerships with States, academia and others, explore in-kind contributions such as temporary secondment of staff or sharing of knowledge and expertise.

### **PRIORITY AREA 2.6.**

Strengthen the TFV's fund-management and grant-making approach to incorporate best practices and standardized processes while enhancing efficiency, transparency and confidence in the TFV and guaranteeing adequate planning and efficient use of the resources provided to the TFV through States Parties' assessed contributions.



## **GOAL 3 | Knowledge and Experience-Sharing**

**The TFV generates, systematizes and shares knowledge and experience to advance victims' right to reparations for the most serious crimes under international law**

■ Corresponds to Goals 4, 5, 6 and 10 of the ICC Strategic Plan and IER recommendation 353

The TFV is committed to continuous learning, systematic gathering of lessons from our and others' work and promoting a culture of improvement and innovation. This approach drives improvement in the organization and benefits other institutions engaged in providing, or supporting the provision of, reparations to victims of the most serious crimes under international law.

The TFV will work to improve its monitoring, evaluation and learning capabilities through the collection and systematization of data to generate knowledge that, when shared, may enhance the ability of partners and stakeholders to advance the right to reparations and benefit victims.

### **Priority Areas for the Action Plan on Knowledge and Experience-Sharing**

#### **PRIORITY AREA 3.1.**

Attune indicators of impact and success to the interests and expectations of the TFV's diverse stakeholders.

#### **PRIORITY AREA 3.2.**

Enhance monitoring and evaluation processes to promote data collection, learning and shared ownership in the activities and successes of TFV stakeholders.

#### **PRIORITY AREA 3.3.**

Document and share methodologies developed and lessons learned with domestic and international actors, and in doing so contribute to the delivery of reparations by other actors.

#### **PRIORITY AREA 3.4.**

Develop a culture of learning by making room for reflection and innovation.

## **GOAL 4 | Organizational Performance**

**The TFV's governance, structure and processes enable responsive, cost-effective and sustainable TFV programmes.**

- **Corresponds to Goals 1, 6, 7, 8, and 9 of the ICC Strategic Plan and IER recommendations 352, 354, 357 and 358**

The governance, structure and processes of the TFV should allow for prompt and agile responses to its obligations, with clear and effective organization and project governance, adequate staffing, cooperation with the Registry geared to achieving efficiencies, and flexible and adaptable internal processes.

### **Priority Areas for the Action Plan on Governance**

#### **PRIORITY AREA 4.1.**

Internal governance structure is clear, effective and sufficiently established.

#### **PRIORITY AREA 4.2.**

The relationships between the Board, Executive Director and Secretariat have been reviewed and any necessary changes to the TFV Regulations are in place.

#### **PRIORITY AREA 4.3.**

The TFV engages closely with the Review Mechanism, the Independent Oversight Mechanism, the Committee on Budget and Finance, the Assembly of States Parties and any other accountability mechanisms to safeguard improved governance.

#### **PRIORITY AREA 4.4.**

Between the TFV Board of Directors and Secretariat, and within the Secretariat, all teams have well-established roles and responsibilities and effective channels of communication.

### **Priority Areas for the Action Plan on Organizational Performance**

#### **PRIORITY AREA 4.5.**

Operational and Strategic collaboration with the Registry and other organs of the Court is enhanced.

#### **PRIORITY AREA 4.6.**

The Secretariat of the TFV is organized in line with its current responsibilities and operational context.

#### **PRIORITY AREA 4.7.**

Court-wide policies on workplace culture and policies for staff development and well-being are implemented effectively for the benefit of TFV staff and TFV performance.

## Risk Management

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In pursuing its strategic goals, the TFV will identify risks that may negatively affect the implementation of the Strategic Plan 2023-2025 and the pursuit of its mission. The TFV continues to participate in the Court-wide risk assessment and mitigation process. Risk areas at the strategic and operational levels, as well as mitigation measures, will be identified against the TFV goals for 2023-2025 with due regard, where relevant, for the goals set out in the strategic plans of the Court, the Office of Prosecutor and the Registry.

The TFV will continue its collaboration with various organs of the Court to improve its ability to identify risks and implement mitigation measures to ensure responsive and sustainable programmes.