



Assembly of States Parties

Distr.: General
8 July 2022

Original: English

Twenty-first session

The Hague, 5-10 December 2022

Election of the Registrar of the International Criminal Court

Note by the Secretariat

1. Under the terms of article 43, paragraph 2, of the Rome Statute of the International Criminal Court, the Registry of the Court is to be headed by the Registrar, who shall be the principal administrative officer of the Court. Pursuant to paragraph 3 of the same provision, the Registrar shall be a person of high moral character, be highly competent and have an excellent knowledge of and be fluent in at least one of the working languages of the Court.

2. Rule 12 of the Rules of Procedure and Evidence¹ provides, in paragraph 1, that “as soon as it is elected, the Presidency shall establish a list of candidates who satisfy the criteria laid down in article 43, paragraph 3, and shall transmit the list to the Assembly of States Parties with a request for any recommendations”.

3. Upon receipt of any such recommendations from the Assembly of States Parties, the judges, acting under the terms of article 43, paragraph 4, of the Rome Statute, and in accordance with the procedure laid down in paragraphs 2 and 3 of rule 12 of the Rules of Procedure and Evidence, shall, as soon as possible, elect the Registrar by an absolute majority by secret ballot, taking into account the above-mentioned recommendations of the Assembly of States Parties.

First election

4. By a letter dated 15 April 2003², the President of the International Criminal Court, acting pursuant to article 43, paragraph 4, of the Rome Statute and rule 12, paragraph 1, of the Rules of Procedure and Evidence, submitted to the President of the Assembly of States Parties the names and statements of qualifications of two candidates for the post of Registrar.³

5. On 23 April 2003 the Assembly adopted by consensus recommendation ICC-ASP/1/Recommendation 1.

6. On 24 June 2003, the judges met in plenary session and, in accordance with the procedure laid down in paragraphs 2 and 3 of rule 12 of the Rules of Procedure and Evidence, elected Mr. Bruno Cathala (France) Registrar of the International Criminal Court for a period of five years, beginning on 3 July 2003.

¹Official Records of the Assembly of States Parties to the Rome Statute of the International Criminal Court, First session, New York, 3-10 September 2002 (ICC-ASP/1/3 and corrigendum), Part II.A.

²ICC-ASP/1/11, annex I.

³Ibid., annex II.

Second election

7. By a letter dated 5 October 2007,⁴ the First Vice-President of the International Criminal Court, Judge Akua Kuenyehia, acting pursuant to article 43, paragraph 4, of the Rome Statute and rule 12, paragraph 1, of the Rules of Procedure and Evidence, submitted to the President of the Assembly of States Parties the names and statements of qualifications of 10 candidates for the post of Registrar.

8. On 14 December 2007 the Assembly adopted by consensus recommendation ICC-ASP/6/Recommendation 1.⁵

9. On 28 February 2008, the judges meeting in plenary session elected by an absolute majority Ms. Silvana Arbia (Italy) as Registrar of the International Criminal Court for a five-year term. On 17 April 2008, Ms. Arbia made the solemn undertaking pursuant to article 45 of the Rome Statute and assumed duty as Registrar.

Third election

10. By a letter dated 1 October 2012,⁶ the President of the Court, Judge Sang-Hyun Song, acting pursuant to article 43, paragraph 4, of the Rome Statute and rule 12, paragraph 1, of the Rules of Procedure and Evidence, submitted to the President of the Assembly of States Parties the names and statements of qualifications of 11 candidates for the post of Registrar.

11. On 21 November 2012, the Assembly adopted by consensus recommendation ICC-ASP/11/Rec.1.⁷

12. On 8 March 2013, the judges meeting in plenary session elected by an absolute majority, Mr. Herman von Hebel (Netherlands) as Registrar of the International Criminal Court for a five-year term. On 18 April 2013, Mr. von Hebel made the solemn undertaking pursuant to article 45 of the Rome Statute and assumed duty as Registrar.

Fourth election

13. By a letter dated 28 September 2017,⁸ the President of the Court, Judge Silvia Fernández de Gurmendi, acting pursuant to article 43, paragraph 4, of the Rome Statute and rule 12, paragraph 1, of the Rules of Procedure and Evidence, submitted to the President of the Assembly of States Parties the names and statements of qualifications of 14 candidates for the post of Registrar.

14. On 14 December 2017, the Assembly adopted by consensus recommendation ICC-ASP/16/Rec.1.⁹

15. On 28 March 2018, the judges meeting in plenary session elected by an absolute majority, Mr. Peter Lewis (United Kingdom of Great Britain and Northern Ireland) as Registrar of the International Criminal Court for a five-year term. On 17 April 2018, Mr. Lewis made the solemn undertaking pursuant to article 45 of the Rome Statute and assumed duty as Registrar.

Fifth election

16. By a letter dated 17 June 2022 (see annex I), the President of the Court, Judge Piotr Hofma ski, acting pursuant to article 43, paragraph 4, of the Rome Statute and rule 12, paragraph 1, of the Rules of Procedure and Evidence, submitted to the President of the Assembly of States Parties the names and statements of qualifications of 12 candidates for the post of Registrar: Mr. Juan Pablo Albán Alencastro (Ecuador); Mr. Amady Ba (Senegal); Ms. Fidelma Teresa Donlon (Ireland); Mr. Luis Mariano Hermsillo Sosa (Mexico); Mr. Pouraogo Julien Kouda (Burkina Faso); Ms. Kate Mackintosh (United Kingdom of

⁴ ICC-ASP/6/16, annex I.

⁵ *Official Records... Sixth session... 2007* (ICC-ASP/6/20), vol. I, part III, ICC-ASP/6/Recommendation 1.

⁶ ICC-ASP/11/19, annex I.

⁷ *Official Records... Eleventh session... 2012* (ICC-ASP/11/20), vol. I, part III, ICC-ASP/11/Rec.1.

⁸ ICC-ASP/16/28/Rev.1, annex I

⁹ *Official Records... Sixteenth session... 2017* (ICC-ASP/16/20), vol. I, part III, ICC-ASP/11/Rec.1.

Great Britain and Northern Ireland); Mr. Christian Mahr (Japan); Ms. Gabrielle McIntyre (Australia); Ms. Rosette Muzigo-Morrison (Uganda); Mr. Ibrahim James Pam (Nigeria); Ms. Marie Inger Tuma (Sweden); and Mr. Oswaldo Zavala Giler (Ecuador) (see annex II).

17. The 17 June letter of the President of the Court also contained the statistical overview of the gender and geographic representation of candidates (see appendix of annex I).

Annex I

Letter dated 17 June 2022 from the President of the International Criminal Court addressed to the President of the Assembly of States Parties to the Rome Statute of the International Criminal Court

[Original: English and French]

Excellency,

I have the honour to submit to the Assembly of States Parties (ASP) a shortlist of candidates for the position of Registrar of the International Criminal Court, whose term of office is due to expire on 16 April 2023.

As you know, pursuant to article 43, paragraph 3, of the Rome Statute, the Registrar shall be a person of “*high moral character, be highly competent and have an excellent knowledge of and be fluent in at least one of the working languages of the Court*”. Article 43, paragraph 4, stipulates that the “*judges shall elect the Registrar by an absolute majority by secret ballot, taking into account any recommendation by the Assembly of States Parties*”. Furthermore, according to rule 12, paragraph 1, of the Rules of Procedure and Evidence, the Presidency shall establish a list of candidates who satisfy the criteria laid down in article 43, paragraph 3, and shall transmit the list to the Assembly of States Parties with a request for any recommendations.

The position of the Registrar was advertised on the Court’s website (Vacancy Announcement 21393) on 22 February 2022 with a deadline for applications of 1 May 2022. All States Parties were notified of the opening of the Vacancy Announcement through the Secretariat of the Assembly of States Parties. In addition, a *Note Verbale* was also circulated by the Court to States Parties’ embassies inviting the promulgation of the Vacancy Announcement among national candidates. The Vacancy Announcement was also widely promoted via the official social media channels of the Court (such as LinkedIn, Twitter, Facebook) and through the United Nations Network.

Consequently, a total of eighty-eight (88) applications were received.¹ The Court’s Human Resources Section assessed all applications and found that forty-five (45) candidates had met the minimum educational, linguistic and professional experience requirements stipulated in the Vacancy Announcement.

The Presidency evaluated the qualified candidates on the basis of the requirements, preferences and additional advantages or assets specified in the Vacancy announcement and taking into account the importance of reflecting geographic representation and gender balance.² On this basis, the Presidency prepared a consolidated shortlist which was submitted to all judges, together with the full application of every candidate who applied. As a result of this consultation, the Presidency has established a shortlist of twelve (12) candidates who were deemed to best meet these criteria and requirements.

The shortlisted candidates are (in alphabetical order):³

- (a) Mr. Juan Pablo ALBÁN ALENCASTRO (Ecuador);
- (b) Mr. Amady BA (Senegal);
- (c) Ms. Fidelma Teresa DONLON (Ireland);

¹ This number excludes any applications withdrawn by the candidate.

² The Presidency notes that there were no qualified applicants from States Parties from the Eastern European geographical group.

³ In cases of dual nationality, the State listed is the one in which candidates exercise their civil and political rights and is thus considered relevant for the purpose of geographic representation.

- (d) Mr. Luis Mariano HERMOSILLO SOSA (Mexico);
- (e) Mr. Pouraogo Julien KOUDA (Burkina Faso);
- (f) Ms. Kate MACKINTOSH (United Kingdom of Great Britain and Northern Ireland);
- (g) Mr. Christian MAHR (Japan);
- (h) Ms. Gabrielle MCINTYRE (Australia);
- (i) Ms. Rosette MUZIGO-MORRISON (Uganda);
- (j) Mr. Ibrahim James PAM (Nigeria);
- (k) Ms. Marie Inger TUMA (Sweden); and
- (l) Mr. Oswaldo ZAVALA GILER (Ecuador).

Please find enclosed the candidates' curricula vitae and executive summaries of their relevant experiences, as provided by the candidates, as well as the statistical overview of geographic representation and gender balance.

It is recalled that in 2021, the ASP agreed to strengthen States Parties' participation in the election of the Registrar in 2023, *inter alia*, through the introduction of a due diligence process, as well as a public roundtable discussions with candidates open to States Parties and civil society.⁴ The Court looks forward to the present election process benefiting from this strengthened procedure. I would be grateful if Your Excellency kindly submits the names of the shortlisted candidates to the ASP for any recommendation that it may wish to make, pursuant to article 43 of the Statute and rule 12 of the Rules.

Please be informed that the election of the Registrar will take place in early 2023.

Please accept, Excellency, the assurances of my highest consideration.

(Signed)
Piotr Hofma ski

⁴ ICC-ASP/20/Res.4, 9 December 2021.

Appendix

Statistics on the selection of candidates for the purpose of shortlisting for the position of Registrar of the International Criminal Court

A. Applications received: 88¹

Representation		States Parties	States Not Parties	Total
GENDER	Female	27 (30.7%)	6 (6.8%)	33 (37.5%)
	Male	40 (45.5%)	15 (17%)	55 (62.5%)
GROUP	Africa	37 (42%)	3 (3.4%)	40 (45.5%)
	Asia-Pacific	3 (3.4%)	11 (12.5%)	14 (15.9%)
	Eastern Europe	0	7 (8%)	7 (8%)
	GRULAC	7 (8%)	0	7 (8%)
	WEOG	20 (22.7%)	0	20 (22.7%)
Total		67 (76.1%)	21 (23.9%)	88 (100%) ²

B. Applications meeting the minimum requirements: 45

Representation		States Parties	States Not Parties	Total
GENDER	Female	12 (26.7%)	1 (2.2%)	13 (28.9%)
	Male	24 (53.3%)	8 (17.7%)	32 (71.1%)
GROUP	Africa	19 (42.2%)	2 (4.4%)	21 (46.7%)
	Asia-Pacific	1 (2.2%)	4 (8.9%)	5 (11.1%)
	Eastern Europe	0	3 (6.7%)	3 (6.7%)
	GRULAC	4 (8.9%)	0	4 (8.9%)
	WEOG	12 (26.7%)	0	12 (26.7%)
Total		36 (80%)	9 (20%)	45 (100%) ²

C. Shortlisted candidates: 12

Representation		States Parties	States Not Parties	Total
GENDER	Female	5 (41.7%)	0	5 (41.7%)
	Male	7 (58.3%)	0	7 (58.3%)
GROUP	Africa	4 (33.3%)	0	4 (33.3%)
	Asia-Pacific	1 (8.3%)	0	1 (8.3%)
	Eastern Europe	0	0	0
	GRULAC	3 (25.0%)	0	3 (25.0%)
	WEOG	4 (33.3%)	0	4 (33.3%)
Total		12 (100%)	0	12 (100%) ²

¹ This number excludes any applications (5) withdrawn by the candidate.

² When added together, individual percentages may produce a slightly distorted total percentage due to the rounding up principle.

Annex II

Alphabetical list of candidates

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Annex III

Alphabetical list of candidates, with statements of qualifications

1. ALBÁN ALENCASTRO, Juan Pablo (Ecuador)

Executive summary of relevant experience

- Education: Lawyer (Pontificia Universidad Católica del Ecuador), Master in International Human Rights Law and Doctoral Candidate (University of Notre Dame Law School).
- Professional highlights: 23 years of experience as a scholar and practitioner in International Law, Criminal Law, and Human Rights matters. Current Professor of Law and Director of the Clinical Education System (Universidad San Francisco de Quito Law School). Former professional staff at the Inter American Commission on Human Rights. Former Member of Ecuador’s Council of the Judiciary.
- Skills, knowledge, and abilities: Extensive managerial experience of legal institutions and medium to large teams. Critical thinker with strong communication and organizational skills. Accomplished team leader and service oriented professional with deep understanding of the interests and necessities of stakeholders before international institutions.
- Mandates: Foreign Expert of the Special Jurisdiction for Peace in Colombia and Member of the United Nations Committee on Enforced Disappearances.
- Affiliations: American Society of International Law and Inter-American Institute on Criminal Policy.

Statement of qualifications

Education

- 2021 – 2022, Georg-August-Universität, Göttingen, Germany. Center for the Study of Latin American Criminal Law and Criminal Procedure (CEDPAL), IV German School of Criminal Sciences and German Criminal Dogmatics.
- 2017 – 2022, Center for Civil and Human Rights, University of Notre Dame, Indiana, USA. Doctorate in International Human Rights Law (Doctor of the Science of Law J.S.D. Candidate). Dissertation approval pending.
- 2002 – 2003, Center for Civil and Human Rights, University of Notre Dame, Indiana, USA. International human Rights Law Master LL.M. (Magna Cum Laude).
- 1992 – 1999, Pontificia Universidad Católica del Ecuador, Law School, Quito, Ecuador:
 - Abogado de los Tribunales y Juzgados de la República del Ecuador y Doctor en Jurisprudencia (J.D. equivalent).
 - Licenciado en Ciencias Jurídicas (LL.B. equivalent).

Professional experience

- June – October 2018, Ecuadorian National Council of the Judiciary for the Transition: Council member.
- December 2010 – August 2017, Universidad San Francisco de Quito, Law School:
 - Director of the Public Interest Law Clinics in charge of the Gross Human Rights Violations and International Crimes Clinic (August 2019 – present).
 - Former Director of the Legal Aid Clinic (December 2010 – August 2017).

- June 2003 – December 2010, Inter-American Commission on Human Rights:
 - Coordinator of the Andean Regional Section II (July 2009 – December 2010).
 - Litigation Officer before the Inter-American Court of Human Rights (December 2003 – August 2009).
 - Deputy Officer for the desks of Argentina and Peru (June 2003 – December 2003).
- July 2001 – June 2002, Inter-American Commission on Human Rights: Assistant attorney (“Rómulo Gallegos” Fellow) for the desk of Argentina.
- May 1999 – July 2001, Pontificia Universidad Católica del Ecuador, Law School:
 - Director of the Human Rights Clinic (July 2000 – July 2001).
 - Coordinator of the Criminal Law Section at the Legal Aid Clinic (May 1999 – July 2001).
- February 1998 – May 1999, independent professional practice: Constitutional and criminal law litigation.
- February 1997 – February 1998, Government and Police Ministry: Advisor to the Vice-Minister of Government.
- July 1994 – July 1996, Falconi Puig & Associates Attorneys at Law: Paralegal of the intellectual property section.
- August 1993 – June 1994, Quevedo & Ponce Attorneys at Law: Paralegal of the contentious administrative litigation section.

Teaching experience

- February 2021 – present, Pontificia Universidad Católica del Ecuador, Law School: Lecturer in Criminal Procedure and Theory of Crime and Punishment.
- January 2018 – present, Universidad Nacional de San Martín (Argentina), International Center of Political Studies: Professor and Member of the Scientific Committee, Human Rights and Democratization in Latin America and the Caribbean Master Program.
- November 2016 – December 2016, Pázmány Péter Catholic University, Faculty of Law and Political Sciences: Erasmus International Mobility Program Visiting Professor, Latin American Experiences on the Prosecution of Gross Human Rights Violations.
- December 2010 – present, Universidad San Francisco de Quito, Law School:
 - Tenured Professor of Law, courses on Criminal Law, Constitutional Procedure, International Law and Human Rights Law.
 - Professor, Administrative Law and International Litigation Master Programs.
- December 2010 – present, Universidad Andina Simón Bolívar: Professor, Constitutional Law and Human Rights Advocacy Master Programs.
- May 2010 – May 2013, Universidad Católica Santiago de Guayaquil, Law School: Professor, Constitutional Law Master Program.
- May 1999 – July 2001, Pontificia Universidad Católica del Ecuador, Law School: Professor, International Law Clinic, Introduction to Law, Legal Practice, Juridical Preparatory Studies, Legal Aid Clinic I and II.

Mandates

- Member of the United Nations Committee on Enforced Disappearances for the 2021 – 2025 term. Appointed by my colleagues as Rapporteur of the Committee in September 2021.
- Foreign Expert (*amicus curiae*) for the Specialized Chambers of the Special Jurisdiction for Peace in Colombia since December 2017.

Lectures and consultancies

Invited as lecturer and/or consultant by several Universities, National Public Institutions, Non-Governmental Organizations, and International Organizations, including:

- Ecuador: Universidad del Azuay, Universidad Central del Ecuador, Pontificia Universidad Católica del Ecuador, Universidad de Cuenca, Universidad de Especialidades Espíritu Santo, Programa Andino de Derechos Humanos, Comisión Ecueménica de Derechos Humanos CEDHU, Plataforma Feminista Ecuatoriana, Fundación Regional de Asesoría en Derechos Humanos INREDH, PROJUSTICIA, Consejo Nacional de la Judicatura, Escuela de Servidores de la Fiscalía General del Estado, Defensoría Pública General.
- Argentina: Universidad Nacional de Cuyo, Universidad Nacional de San Martín.
- Bolivia: Universidad Católica de Cochabamba, Universidad Católica San Pablo de Bolivia, Universidad Salesiana, Fundación Tribuna Constitucional.
- Chile: Universidad Diego Portales.
- Colombia: Universidad Externado, Universidad de Los Andes, Policía Nacional de Colombia.
- Dominican Republic: Universidad Iberoamericana, Escuela Nacional de la Judicatura de la República Dominicana.
- France: Coopération de la France Délégation Régionale pour les pays andins.
- Germany: Konrad Adenauer-Stiftung, Deutsche Gesellschaft für Internationale Zusammenarbeit GIZ.
- Lebanon: Saint Joseph University, Ministry of Justice.
- Mexico: Instituto Tecnológico de Estudios Superiores de Occidente ITESO, Article 19, Suprema Corte de Justicia de la Nación, Instituto de la Judicatura Federal, Procuraduría General de la República, Cámara Federal de Diputados de los Estados Unidos Mexicanos.
- Norway: Norwegian Council for Refugees.
- Paraguay: Corte Suprema de Justicia del Paraguay.
- Peru: Pontificia Universidad Católica del Perú, Ilustre Colegio de Abogados de Lima.
- Switzerland: International Service for Human Rights.
- United States of America: University of Notre Dame Law School, Cornell University Law School, American University Department of Language and Foreign Studies, University of Texas Rapoport Center for Human Rights and Justice, East West Management Institute EWMI, Western Hemisphere Institute for Security Cooperation WHINSEC.
- Venezuela: Universidad Católica Andrés Bello.
- International bodies: Inter-American Institute on Human Rights, UNICEF, UNIFEM, UNHCR, Corte Interamericana de Derechos Humanos, Inter-American Organization for Higher Education.

Publications (complete list available upon request)

- Unfinished business? Dealing with the complicity of entrepreneurs in the crimes of the military dictatorship in Argentina (research paper, May 2018), <https://bit.ly/2tbpGih>.
- Book chapter: Regulación de internet y derechos digitales en Ecuador, Juan Pablo Albán Alencastro et al., Editorial USFQ, 2016, ISBN: 978-9978-68-097-1.
- Sacramentar el abuso, in GKCity Magazine, May 13th 2018, <https://gk.city/2018/05/13/iglesia-abuso-sexual/>.

- El derecho a tener derechos, in Plan V Magazine, October 12th 2017, <http://www.planv.com.ec/ideas/ideas/el-derecho-tener-derechos>.
- Los límites jurídicos al uso de la fuerza por parte de la Policía, in Defensa y Justicia No. 19, Law Journal of the Public Defender's Office, <http://www.defensayjusticia.gob.ec/dyj/?p=1873>.
- ¿Qué es un delito de lesa humanidad?, in La República, November 30th 2015, <https://www.larepublica.ec/blog/2015/11/30/que-es-un-delito-de-lesa-humanidad/>.

Appearances as an expert witness

Inter American Court on Human Rights (4 times), Permanent Court of Arbitration, International Centre for Dispute Resolution (USA), Westminster Magistrates' Court (United Kingdom), United States District Court for the Southern District of New York, United States District Court for the Northern District of California, United States District Court for the Southern District of Texas (twice).

Awards and honors

- Kellogg Institute for International Studies Doctoral Affiliate (University of Notre Dame) since September 2017.
- Klau Center for Civil & Human Rights Doctoral Fellow (University of Notre Dame) since April 2017.
- “Jorge Zavala Baquerizo” Award, Ecuadorian Bar Federation, January 2016.
- President of the Inter-American Human Rights Moot Court Participants Association, 2006-2008.
- Center for Civil & Human Rights LL.M. Scholarship, University of Notre Dame, May 2002 – May 2003.
- “Rómulo Gallegos” Fellow, Inter-American Commission on Human Rights, June 2001 – May 2002.

Memberships

- International Associate Member of the American Bar Association since August 2021.
- Member of the Free Journalists Network since September 2020, <https://periodistaslibres.com/>.
- Member of the International Editorial Advisory Board of the Global Campus Human Rights Journal since September 2018, <https://repository.gchumanrights.org/handle/20.500.11825/29>.
- Member of the American Society of International Law ASIL since August 2018.
- Member of the Inter American Criminal Policy Institute, Mexico, since March 2011.
- Member of the Quito Bar Association and the Ecuadorian Bar Federation since May 1999.

Languages

- Spanish: Native speaker.
- English: Proficient.
- French: Intermediate level.

2. BA, Amady (Senegal)

Executive summary of relevant experience

Mr. Ba is a judge with 37 years of judicial practice, extensive experience in Courts management and administration, fund raising, budget and human resources management, and securing cooperation frameworks for investigations, prosecution and Court's operations. He possesses a profound understanding of the International Criminal Court's Registry and other organs of the Court and the Rome Statute system as a whole.

In his capacities as the President of the Court of Appeal's chambers: criminal, civil, and commercial in Senegal; Director of training centres for magistrates at both national and regional levels; Head of the French-speaking Department in charge of the training and technical assistance and principal legal adviser of the International Organization for the Development of Law (IDLO); and Head of the International Cooperation Section in the Office of the Prosecutor of the International Criminal Court (ICC), Mr. Ba has a proven track record in managing funds and large teams of staff and contractors as well as equipment and premises under his responsibility.

Thanks to his experience of approximately 15 years now at the International Criminal Court (ICC) as Head of International Cooperation in the Office of the Prosecutor, he is fully aware of the importance and the magnitude of the tasks incumbent upon the Registrar of the Court. Mr. Ba has always integrated his vision of cooperation within the framework of the overall mission of the Court – as a single and one Court and, in this spirit, he has worked hand in hand with the Registry within the framework of the activities related to cooperation, not only at headquarters level but also in the field with the Court's offices in the situation countries.

Mr. Ba oversees OTP's representation to various inter-organ initiatives including in relation to arrest and surrender of ICC suspects, ASP meetings, ICC regional cooperation meetings and other important events, and capacity building initiatives including by mobilizing resources from partners not only for the Court but also for initiatives undertaken by national jurisdictions.

Finally, Mr. Ba is a seasoned diplomat and negotiator having secured several cooperation agreements with States including for budget, resources and operational assistance; and international organizations as well as civil society groups and private entities. Mr. Ba's accumulated experience of working and interacting with the Assembly of States Parties of the ICC (ASP) and its subsidiary organs, more particularly in the process of the preparation of the OTP's annual budget and further interactions with the Committee on Budget and Finance of the ASP, his familiarity with the Rome Statute system, add to his qualifications for the duties entrusted with the Court's Registrar.

Statement of qualifications

Professional experience

- March 2008 – present: Head of the International Cooperation Section at the Office of the Prosecutor ("OTP" or the "Office") of the International Criminal Court ("ICC"):
 - From 2008 until the restructuring of the OTP in 2021, Mr. Ba participated as a member of the Executive Committee of the OTP ("EXCOM"), then the body in charge of assisting and advising the Prosecutor on the day-to-day management of the Office in making strategic and operational decisions.
 - Oversees representation of the OTP in various inter-organ initiatives, including in relation to the arrest and surrender of ICC suspects, meetings of the Assembly of States Parties (ASP), regional cooperation meetings of the ICC and other major events, as well as capacity-building initiatives, including by mobilizing resources from partners not only for the Court but also for initiatives undertaken by national jurisdictions.

- Oversees the use of funds allocated to cooperation missions and in this regards has set up mechanisms for the strict management and monitoring of resources and funds allocated to cooperation activities, including for training and capacity building initiatives undertaken by national courts.
- Supervised and provided guidance to all the Cooperation Advisers in charge of the situations under investigation, in particular with regards to the negotiation and conclusion of cooperation agreements with States, the United Nations and its agencies, international and regional organizations, as well as non-governmental organizations, while ensuring their implementation as part of the daily activities of the Office.
- Provides general and strategic management guidance on complex issues of cooperation between the Office and a variety of actors in accordance with the legal regime of the ICC and the directives of the Prosecutor.
- Oversees the work of international cooperation within the Office of External Relations, including aspects of judicial cooperation, external relations, legal advice, as well as the activities of administrative staff.
- Develops and oversees an extensive network of partners to facilitate the investigative and prosecutorial work of the Office through their cooperation, including States Parties and non-States parties to the Rome Statute of the ICC, international and regional organizations such as the African Union, European Union, Organization of American States and non-governmental organizations.
- Led various working groups of the Office of the Prosecutor, including, among others, the Working Group (established by the Prosecutor in 2014) to develop and implement strategies and actions for cooperation with the African Union and other African regional bodies, the OTP's Working Group on Sexual and Gender-Based Crimes and Crimes Against Children, and the Working Group on the Protection of Cultural Property within the Legal Framework of the Rome Statute.
- As a judicial training expert, initiates, organizes, directs and evaluates, in an inter-organ framework, regional trainings for judges, prosecutors, lawyers and other judicial professionals on the prosecution of international crimes within the framework of the mandate and activities of the Office of the Prosecutor – some of those regional trainings having taken place in Senegal (December 2009), Cameroon (October 2010), Tunisia (October 2011) and Mali (2015 and 2017).
- Oversees compliance with UN and ICC security risk management measures and security protocols in the planning of Cooperation Advisor's missions in all situations under investigation by the OTP; oversees the conduct of the Office of the Prosecutor's diplomatic relations by ensuring an excellent communication with external partners – some of whom receive on average hundreds of requests for cooperation and notifications of Office missions per year, and coordinates the transmission of various confidential documents of the Office of the Prosecutor to its external partners.
- Oversees the regime of cooperation and the process of exchange of information and evidence between the Office of the Prosecutor and national and international jurisdictions with a view to the prosecution of international crimes and serious crimes by these judicial bodies, in accordance with the strategic objective 6 of the Office (aiming at contributing to the strengthening of the capacities of national courts).
- October 2002 – March 2008: Head of the Francophone Department in charge of Training and Technical Assistance, Principal Legal Advisor, International Development Law Organization (IDLO), Rome, Italy:
 - Supervised a team of experienced legal advisers responsible in particular for preparing the Department's activity reports addressed to the Director General of the Board of Directors and to the States Parties, and managed the financial resources allocated to the Department's programmes.
 - Negotiated funds from States Parties and other partners for the implementation of the programmes.

- Supervised the activities of the Department focused on the analysis of needs and the development of training programmes on legal and technical assistance, the rule of law and good governance targeting more than 12 underdeveloped, in transition or in a post-conflict situation countries, with pedagogical objectives and an evaluation of the implementation within the framework of the deadlines.
- Has developed training programs aimed at reforming, strengthening laws and judicial institutions, promoting dignity and economic opportunities as commissioned by a network of associations of more than 18,000 legal professionals (judges, prosecutors, lawyers, government and civil society lawyers) from more than 40 IDLO Member States.
- Identified the needs, proposed and led the judicial training programmes for judges from Mali, Burkina Faso, Benin, Congo Brazzaville, the Democratic Republic of Congo, Mauritania, Chad, Bosnia and Herzegovina, Afghanistan and Niger, and implemented training programmes for judges in those countries.
- Developed and maintained relations with governments of various countries and helped establish legal training schools in Haiti, Afghanistan, Guinea and Bosnia-Herzegovina while promoting a strong partnership between France, Canada, Italy, USA, World Bank, UNDP, the International Organization of La Francophonie and IDLO Member States.
- October 1997 – September 2002: Director of the Judicial Training Center of Senegal or Regional Training Center for French-speaking countries, Dakar, Senegal:
 - Managed and supervised the Center and trained more than 292 judges, including 97 from neighbouring French-speaking countries, as well as 120 court clerks.
 - Initiated a project to develop and implement a continuous training program for Senegalese judges and prosecutors, with the financial support of the Minister of Justice of Senegal, the French government and other financial and technical partners.
 - Initiated measures to ensure transparent and accountable management of the Center and its funds and ensured coordination through regular reporting to the Board of Directors and other oversight mechanisms.
 - Negotiated and set up a partnership between the Center and other schools with the same mission in Guinea, Burkina Faso, Benin and France (Ecole Nationale de la Magistrature in Bordeaux and its international department in Paris, as well as with the National School of Registrars of Dijon).
 - Negotiated several technical and financial cooperation agreements to support justice and legal training in developing countries with several partners such as: the French Ministry of Foreign Affairs and Justice, USAID and the Department of Foreign Affairs United States Embassy in Dakar, Canadian, Italian, Belgian and Japanese Embassies in Senegal, UNICEF, UNIFEM, UEMOA, OHADA.
- October 1998 – September 2002: Member of the unit of experts supporting the Minister of Justice of Guinea (South-South Cooperation):
 - Proposed by Senegal and selected by the Government of Guinea, assisted in the creation of the National Training Center of Magistrates of Guinea as an expert in judicial reform project.
 - Helped draft reform projects for the Ministry of Justice of Guinea and set up training programs for magistrates, prosecutors and clerks, and helped draft laws in relation to the role, the function and independence of judicial actors in the Guinean judicial system.
 - Identified and established mechanisms and procedures for the management of staff members and auditors, and drafted guidelines and best practices for the management of legal matters.
 - Proposed an initiative to assess the performance of the judiciary based on the respect for legal training, judicial accountability and independence of the judiciary; thanks to

a selection from the UNDP, created a continuous training program for prosecutors, judges and other members of the judicial system of 18 African States in various fields such as business law, financial and economic rules, techniques of investigations and prosecution as well as general coordination.

- August 1992 – September 1997: President, respectively of the Criminal, Civil and Commercial Chambers Jurisdiction of the Court of Appeal of Dakar:
 - Prepared hearings on the basis of files received from the investigating judges and conducted hearings independently and impartially.
 - Issued arrest warrants, summonses to appear, listened to victims, witnesses and their lawyers in strict compliance with the rights of the defence and fair trial.
 - Ensured the functioning of the court, particularly in terms of personnel management and the execution of the budget allocated to the court.
- March 1985 – July 1992: Investigating Judge in the departmental courts of Rufisque and Diourbel, jurisdiction of the Court of Appeal of Dakar:
 - Performed the functions of: receiving complaints, denunciations and requisitions from the Public Prosecutor’s Office; investigating criminal offences, collecting evidence by hearing civil parties, witnesses confrontations; carrying out searches, visiting the scenes of crimes; compiling criminal files and sharing them with the chambers, if necessary. After issuance of summons to appear, issuing arrest warrant as necessary; conducting hundreds of criminal and misdemeanor investigations that have been closed by various reasoned orders, either total or partial dismissal according to the evidence collected and shared with the prosecution, the parties’ lawyers and in a contradictory manner; referring the accused to the Chamber with a view to carrying out fair and independent criminal proceedings.

Education and professional training

- Law Degree, Faculty of Law and Economics, Cheikh Anta Diop University of Dakar, Senegal (1982).
- Masters in Law, Faculty of Law and Economics, Cheikh Anta Diop University of Dakar, Senegal (1983).
- Magistrate diploma, National School of Administration and Magistracy (ENAM), Dakar, Senegal (1985).

Continuing education

Mr. Ba has followed continuous judicial training and completed other training programs including: Between 1992 and 1997 at the National School of Magistracy of Bordeaux within its international department in Paris (France), as well as in several national jurisdictions in France. In 1992, at the National School of Public Administration of Quebec (Canada) as a judicial trainer; between 1998 and 2002, at the International Development Law Organization (IDLO) in Rome (Italy); and in 2002 at the National Center for Legal Studies in Reno (Nevada, USA).

Awards

- Chevalier de l’Ordre du Mérite, 10 March 1997, Dakar, Senegal.
- Chevalier de l’Ordre du Lion, 28 March 2001, Dakar, Senegal.
- Gender Awards, 8 March 2008, 8 March 2012, Association des Femmes Juristes (AFJ), Dakar, Senegal.
- Officier de l’Ordre du Lion, 25 April 2014, Dakar, Senegal.
- Chevalier de la Légion d’Honneur Française, 17 October 2017.

3. DONLON, Fidelma Teresa (Ireland)

Executive summary of relevant experience

My career in, and steadfast commitment to international criminal justice has inspired me to apply for the position of Registrar of the International Criminal Court (ICC). As Registrar of the Kosovo Specialist Chambers (KSC) and previously Deputy Registrar of the Special Court for Sierra Leone (SCSL), and the Bosnian War Crimes Chambers (BiH Chambers), I believe my experience, skills and competencies will enable me to meaningfully contribute to the ICC.

By carefully considering the needs and expectations of Judges and all stakeholders, as KSC Registrar, I have cast a vision for the Registry team. I am dedicated to the delivery of high-quality services to assist Judges in ensuring fair and impartial proceedings and the safety of witnesses and victims. I instill the values of mutual respect and teamwork in the workplace whilst ensuring the sound financial management of funds.

I successfully manage diverse teams, designing and delivering services that ensure the smooth operation of complex trials. The significant experience I will bring to the role includes the management of Detention facilities, legal aid schemes, the system of appointment of Defence Counsel and Victims' Counsel, the implementation of an effective witness protection program and court management and language services. I also direct the preparation and update of regulatory and procedural documents. Examples of such documents include, Legal Aid Regulations, Detention Rules and Regulations, Practice Directions on Files and Filings, Translation and Interpretation, as well as Information Asset and Records Management.

I oversaw the development of the KSC Staff Rules and Code of Conduct and represent the KSC in staff appeals proceedings. I actively promote a safe and inclusive work environment, gender mainstreaming activities and the work of the gender focal point. As an International Gender Champion, I am proud the KSC has achieved gender parity at expert and management level posts and provided anti-harassment training to almost all staff.

By leading the organisational development of the KSC and BiH Chambers, as well as designing the Residual SCSL, I have acquired in-depth knowledge of all aspects of Registry operations. My capacity to advise staff as well as identify risks and develop control strategies is enhanced by this knowledge. I regularly appraise Registry operations to ensure the timely delivery of quality services and improvements. Before the start of trials, I oversaw the development and functioning of the KSC electronic court management system, Legal Workflow. With proceedings underway, based on feedback from all users, I have prioritised the enhancement of the system to better facilitate the disclosure of evidence and management of court filings.

My accomplishments also include successful fundraising and budget management. As KSC Registrar I am signatory to Grant Agreements on behalf of the court. I oversee coherent application of financial regulations and internal and external audit processes. I ensure the sound financial management of the biennial budget of €15,739,000. Throughout my career, I have successfully built and managed relationships with States and other stakeholders. I coordinate the KSC budget process with the European Commission and European Union (EU) Member States. I have coordinated International Donors' Conferences, securing €27,000,000 voluntary donations from States to fund the BiH Chambers. I manage Host State affairs on behalf of the KSC and coordinate regular reporting to, and briefing of EU Member States and Third Contributing States.

To maximise resource management, I define strategic priorities and give clear direction on organisational objectives to Heads of Divisions and Units. To meet demanding deadlines and changing business needs in the dynamic court environment, I engage with senior managers to guarantee resource allocation, including managing internal staff mobility. During COVID-19, KSC business continuity was achieved. By overseeing implementation of security, information technology, and an array of other services, eight accused persons were safely transferred to the court and proceedings commenced.

By participating in events with affected communities in Bosnia and Herzegovina, Sierra Leone and Kosovo, I have gained valuable insights which assist me to manage effective communication strategies. I facilitated the set-up of the KSC Court Information Network, a group of regional civil society organisations delivering regular feedback on the KSC outreach programme. The ongoing dialogue with NGOs helps shape the best outreach approach and informs tailor-made messaging to promote a better understanding of judicial proceedings.

My doctoral studies and conference presentations on accountability for grave crimes, have and continue to provide the opportunity to discuss the ICC's crucial work whilst reflecting on how best it may be communicated in the future.

I believe that my qualifications, professional experience and skills make me especially well-suited to the role of principal administrative officer. It would be a privilege to serve as head of the ICC Registry, to build on the progress achieved thus far, and lead Registry staff to deliver services of the highest standards to support the Judges of the Court and trials of the most serious crimes of international concern.

Statement of qualifications

Professional experience

- April 2016 – present: Registrar, Kosovo Specialist Chambers. Responsible for the administration and servicing of the Kosovo Specialist Chambers (KSC). Key responsibilities include:
 - Court services:
 - Ensure implementation of judicial decisions and orders and make submissions before the court, where necessary or ordered by a Panel. Oversee effective provision of all services to support simultaneous proceedings in four (4) cases and transfer of suspects and accused to The Hague. Represent the court in staff appeals proceedings.
 - Manage and implement an effective witness protection program. Manage the Detention facilities and detainee custodial visits to Kosovo.
 - Appoint Specialist Defence Counsel and Victims' Counsel. Decide on legal aid and calculate legal aid fees.
 - Supervise enhancements to the Legal Workflow court management system and oversee the court's Information Governance function to ensure secure records and archives management.
 - Funding and budget management:
 - Signatory to Grant Agreements on behalf of the court. Ensure that transparent budget planning is aligned with strategic plans. Oversee coherent application of financial regulations and sound financial management of the biennial budget of €15,793,000. Coordinate budget process with the European Commission and European Union (EU) Member States.
 - Adopt annual internal audit plan and oversee external audit process. Fundraise for the court's outreach programme.
 - Regulatory and procedural documents:
 - Direct the preparation and update of regulatory and procedural documents including the Legal Aid Regulations, Directive on Assignment of Counsel, Detention Rules and Regulations, Practice Directions on Files and Filings, Translation and Interpretation, and Information Asset and Records Management. Adopted the Staff Rules and Code of Conduct.

- Management and culture:
 - Define strategic priorities and give clear direction on organisational objectives to Heads of Registry Units and Offices to ensure staff goals are aligned with objectives. Oversee performance appraisal and improvement procedures, internal staff mobility and cooperation with other courts.
 - Implement gender mainstreaming strategies to promote gender equality and support the work of the Gender Focal Point. Uphold the Anti-Harassment Strategy, ensure anti-harassment and unconscious bias training for all 269 staff. Maintain connectivity with staff to communicate organisational goals, achievements and appreciation.
- Administration:
 - Ensure security and uninterrupted business continuity by overseeing implementation of effective information technology, procurement, security, finance, human resources, facilities management services, and COVID-19 regulations. Streamline administrative services with the Specialist Prosecutor's Office (SPO).
- External operations:
 - Manage the evolution of the communication strategy and outreach programme in parallel with proceedings. Set up and maintenance of two-way communication with the Court Information Network of regional civil society organisations. Participate in outreach events.
 - Liaise with the EU Rule of Law Mission in Kosovo and other international organisations, as required. Negotiate cooperation agreements with States and other organisations.
- Host State affairs and reporting:
 - Manage Host State affairs on behalf of the KSC and the SPO. Coordinate regular reporting to, and briefing of EU Member States and Third Contributing States.
- Nov 2014 – March 2016: Head of KSC Court Planning Team. Led, supervised and managed all aspects of the work of the Court Planning Team. Coordinated with the European Commission, the European External Action Service, the Kingdom of the Netherlands. Key responsibilities included:
 - Organisational planning and development:
 - Designed the organisational plans, timelines and regulatory framework for the set up and functioning of the KSC. Managed 17 staff and directed the implementation of the plans.
 - Oversaw the preparation of the Staff Rules, Code of Conduct, and Disciplinary Procedures. Ensured business continuity by managing the timely and effective transition of the Court Planning Team and Special Investigative Task Force to the KSC and the SPO.
 - Legal development:
 - Participated in negotiations on the development of the KSC legal and administrative framework in Kosovo, the EU and the Netherlands, including negotiations on the Host State Agreement and the Agreement with the Netherlands on housing the KSC.
 - Funding and budget management:
 - Developed the initial 5-year KSC financial plan endorsed by EU Member States. Drafted the KSC Operational Plan for adoption by EU Member States.
- June 2010 – Dec 2013: Deputy Registrar, Special Court for Sierra Leone (SCSL). As assigned by the Registrar, managed activities of the Registry. During the trial of the

former President of Liberia 192 personnel staffed the Registry. Key responsibilities included:

- Court services:
 - Under the supervision of the Registrar, assisted in the management of the court’s judicial support services in accordance with the SCSL Statute, Rules of Procedure and Evidence, judicial decisions and Judges’ directives.
- Administration:
 - Assisted the Registrar in the planning and implementation of the SCSL’s administrative and logistical support operations, and managing other matters across the Registry as assigned by the Registrar.
- Organisational planning and development:
 - Advised the Registrar on policy and legal matters concerning the SCSL, in particular the establishment of the Residual Special Court for Sierra Leone and the completion and transition of the SCSL thereto.
- External operations:
 - Assisted the Registrar in fundraising and deputized for the Registrar as required. Participated in diplomatic events, civil society forums and outreach events throughout Sierra Leone.
- Aug 2006 – May 2010: Ph.D., National University of Ireland / Independent consultant.
 - Ph.D. in Law:
 - “The Completion Strategies of the International Criminal Tribunals: The Former Yugoslavia, Rwanda and Sierra Leone. Lessons for Complementarity and Prosecution of Crimes by National Courts.”
 - Residual Issues Consultant, Special Court for Sierra Leone:
 - Led discussions with all internal SCSL organs, national stakeholders (including members of the Government of Sierra Leone), representatives of the international criminal tribunals for the former Yugoslavia (ICTY) and Rwanda (ICTR), the UN Office of Legal Affairs, the UN Security Council working group on the residual functions of the ad hoc tribunals, the International Criminal Court (ICC), and international and national civil society organisations.
 - Designed and planned the legal framework, mandate, staffing and provisional budget for the residual SCSL. Coordinated and drafted the reports “The Residual Functions and Residual Institution Options of the Special Court” and “The Residual Institution Options of the Special Court – a Response to Queries raised by the Management Committee and Government of Sierra Leone”.
- European Commission ‘Armed Conflicts, Peacekeeping, Transnational Justice: Law as Solution – ATLAS’ project.
 - Evaluated the work of EU missions in Bosnia and Herzegovina in promoting human rights, the rule of law and gender equality in accordance with the United Nations (UN) Security Council Resolution 1325. Drafted the Advisory Report and Recommendations on the integration of a human rights component and gender mainstreaming in the EU Military Operation (EUFOR-Althea) and EU Police Mission in Bosnia (EUPM).
- Jan 2005 – July 2006: Deputy Registrar of the War Crimes, Organized Crime and Corruption Chambers of the Court of Bosnia and Herzegovina (War Crimes Chambers). Under the overall supervision of the Registrar, managed 120 multi-national staff responsible for the administration of the War crimes Chambers and provision of all court services. Oversaw the transfer of the first indicted persons from the ICTY to the War Crimes Chambers and supported trials. Between 2005 – 2008, 48 cases were before the War Crimes Chambers. Key responsibilities included:

- Court services:
 - Managed and supervised the Court Management Unit, Language Services Unit, Witness Protection and Support Unit, the Detention Unit and the Criminal Defence Support Section to provide effective services in support of trials.
- Administration:
 - Coordinated the effective provision of security, information technology, procurement, finance, human resources and facilities management services.
- Funding and budget management:
 - Supervised the development of the joint Bosnian Government and International Donors' 5-year budget plan. In cooperation with the Bosnian Government and the European Commission, prepared and managed the 2006 International Donors Conference to secure funding for the War Crimes Chambers.
 - Managed external relations with 16 donor Governments, the European Commission and international organisations.
- May 2001 – Dec 2004: Head/Deputy Head of Criminal Institutions and Prosecutorial Reform Unit (CIPRU) / Office of the High Representative (OHR), Bosnia and Herzegovina. Led and supervised 25 staff to plan and establish the hybrid War Crimes Chambers. Responsible for management of CIPRU and development of Registry services to support Judges manage war crimes trials and enable the ICTY transfer 10 indicted persons for trial to the Chambers. Key responsibilities include:
 - Organisational planning and development:
 - Participated in negotiations with ICTY to finalise the joint agreement on the establishment of the War Crimes Chambers.
 - Designed the strategic organisational plans and timelines for the functioning of the Chambers.
 - Oversaw the work of multiple OHR-ICTY working groups tasked with the preparation of the transfer of accused persons, cases and evidence.
 - Management and knowledge transfer:
 - Developed strategic staffing plan, incorporating knowledge transfer and skills training by international staff, to phase out and replace international Judges, Prosecutors, Defence Counsel, Witness Protection and Registry staff within 5 years, with Bosnian professionals.
 - Legal development:
 - Coordinated with the Bosnian Ministry of Justice on drafting the laws establishing the Chambers and the Agreement between the High Representative and the Bosnian Presidency establishing The Registry as an international organization to administer the Chambers. Developed cooperation agreements with the Bosnian Police and the Prison Service. Supervised the preparation of the internal regulations of the Chambers.
 - Funding and budget management:
 - Developed the Chambers' project implementation plan and budget. Prepared the 2003 International Donors Conference seeking €38 million to support the War Crimes Chambers.
- January 1999 – April 2001: Head of Human Rights Section, Office of the High Representative (OHR), Bosnia and Herzegovina. Managed and supervised the work of staff in the Human Rights Section. Chaired a multi-agency human rights task force. Monitored and made interventions with national authorities on cases involving war crimes and serious violations of human rights. Prepared analytical reports for inclusion in Human Rights Quarterly Reports.

- June 1995 – Dec 1998: Lawyer, Eugene Davy Law Firm, Ireland. Acquired in-depth knowledge of national law and District, Circuit and High Court litigation. Managed client consultations and developed negotiation and advocacy skills by making court appearances and working on out of court settlements.

Key publications, conferences

- Articles, book chapters:
 - “Dakar Guidelines on the establishment of Hybrid Courts” (2019) – Member of the drafting team and participant in the London School of Economics and Political Science and Wayamo Foundation Hybrid Justice Project to evaluate the impact of hybrid courts on states and countries in transition.
 - “The Transition of Residual Functions from the Special Court to the Residual Special Court for Sierra Leone, Challenges and Lessons Learned for other Tribunals” (Journal of International Criminal Justice, 2013).
 - “Positive complementarity in practice: ICTY Rule 11bis and the use of the tribunal’s evidence in the Srebrenica Trials before the Bosnian War Crimes Chamber” in Prof. Stahn C., Dr. El Zeidy M. (Eds.), “The International Criminal Court and Complementarity: From Theory to Practice” (Cambridge University Press, 2011).
 - “The Judicial Role in the Definition and Implementation of the Completion Strategies of the International Criminal Tribunals” in Powderly J.C., Darcy, S. (Eds.) “Judicial Creativity at the International Criminal Tribunals” (Oxford University Press, 2010).
 - “Hybrid tribunals” in Prof. Schabas W. A., Bernaz N. (Eds.) “The Routledge Handbook of International Criminal Law” (Routledge Publishers, 2010).
 - “Rule of Law: From the International Criminal Tribunal for the Former Yugoslavia to the War Crimes Chamber of Bosnia” in Haynes D.F. (Ed.) “Deconstructing the Reconstruction – Human Rights and Rule of Law in Postwar Bosnia and Herzegovina” (Ashgate Publishing, 2008).
 - Contributor, “Combating Serious Crimes in Post Conflict Societies – A Handbook for Policymakers and Practitioners”, Rausch C. (Ed.) (United States Institute of Peace Press, 2006).
- Conferences:

Recent speaking engagements on the set-up, funding, administration and lessons learned from various courts.

 - Ukraine Center to Support Social Action, International Conference, War Aftermath: Rethinking the Future of Civil Society, “Is afterwar justice possible? What justice architecture can prevent repetition?” (2022).
 - International Accountability Platform for Belarus, meeting with the Advisory Council (2021).
 - ICC Assembly of States Parties, Complementarity – Seminar on the completion strategies across the ICC’s activities (2019).
 - Ukrainian Legal Advisory Group and International Renaissance Foundation, “Accountability for Grave Crimes: The ICC and Complementarity Options for Ukraine” (2019), (2021).
 - IBA Annual Conference on International Criminal Law, War and Justice, “Is truth the first casualty of war?” (2018).
 - Colombia conferences – Lessons from Kosovo and Bosnia for the Special Jurisdiction for Peace (2017), (2014).

Education

- 2012: Ph.D. in Law. Irish Centre for Human Rights, National University of Ireland, Galway.
- 1998: Admission to Roll of Solicitors. The Law Society of Ireland, Dublin, Ireland.
- 1992: Bachelor of Arts, Honours. History and Political Science, University College Dublin, Ireland.

Computer skills

Competent across all major applications, proficiency in Word, PowerPoint and Excel.

Languages

English, Irish, French (basic).

4. HERMOSILLO SOSA, Luis Mariano (Mexico)

Executive summary of relevant experience

- Financial private sector:
 - Chief Financial Officer of Afore XXI BANORTE, the largest private financial entity in Mexico responsible for managing, investing and safeguarding approximately 53 billion dollars for the retirement of 8 million workers. Collaborating with Afore XXI BANORTE, I was responsible for carry out operational and financial planning to ensure the achievement of financial goals; identify and implement strategies to improve financial performance; identify and manage financial risks; the management of human resources; the development of the staff engagement; planning and executing the budget; managing the facilities and providing administrative services for the operational and investment areas.
- Public sector:
 - Twenty-one years as Director General for Programme Planning, Budget and Organization (or similar positions) in 3 different Ministries of the Mexican Federal Government (Economy, Foreign Affairs and Public Education), including their coordinated decentralized agencies and state-owned enterprises, administering annual budgets of up to 35 billion USD with a clean file, having been audited every year by the internal, external control bodies and the Superior Audit of the Federation.
 - Member of control and audit committees, as well as boards of directors and other governing bodies of decentralized agencies and state-owned enterprises coordinated by the Ministries of Economy, Foreign Affairs and Public Education that allowed progress in an efficient and transparent exercise of the authorized budgets for 21 different fiscal years.
 - Accountability on the exercise of the budget and the achievement of goals, through programmatic, budgetary and accounting reports, as well as attending to the audits of the internal and external control bodies and the Superior Audit of the Federation, with a clean file.
 - Decentralization, systematization and implementation of reasonable controls for budget execution at the Ministries of Economy, Foreign Affairs and Public Education.
 - Financial implementation of the Educational Reform that allowed the Federation to regain control of the federalized teachers' payroll through centralized payment in 31 Federal Entities, guaranteeing that new hires were the result of an entry contest and promotions result of performance evaluations.
 - Redesign and certification under the ISO 9000:2000 standard, of the key processes for exercising the budget in the ministries of Economy and Foreign Affairs.
- International organizations:
 - In the capacity of member of the Board of External Auditors of OAS, along with my other two colleagues, I reviewed and issued recommendations to the Permanent Council and the Secretary General on OAS operating procedures and controls, as well as on the entities within its structure.
 - Working with the other 14 commissioners, we redesigned and kept up to date the whole benefits and compensations package for UN staff and its specialized agencies.

Statement of qualifications

Profile

I'm a computer engineer with a master's degree in public administration, diplomas in accounting and finance, results-based budgeting and Cybersecurity.

For more than 20 years, I have been the general director responsible for the budget and finances in 3 federal ministries (economy, foreign affairs and public education), as well as CFO in the largest private financial entity, in charge of managing the funds for the retirement of 8 million Mexican workers.

At the international level, I have experience as an OAS auditor, as well as a member of the UN's Committee on Contributions and International Civil Service Commission (COC and ICSC).

My skills include strong capacity of analysis, problem solving and negotiation skills. I guide my management towards the achievement of results, understanding the needs of the institutions and strictly respecting the responsibilities of each area and the financial regulations.

I promote efficiency through the use of technology and policies and procedures that do not overregulate.

Employment

Financial Sector

- 2021 – present: Various institutions/organizations. Consultant in administrative and financial efficiency.
- 2019: Fundación Dondé Banco. Deputy General Manager of Human Resources.
- 2018 – 2019: Afore XXI BANORTE. Chief Financial Officer.

Federal agencies (Ministries)

- 2020: Public Broadcasting System. Head of Management and Finance.
- 2015 – 2018: Public Education. Director General for Budget and Financial Resources.
- 2013 – 2015: Economy. Director General for Programme Planning, Budget and Organization.
- 2003 – 2012: Foreign Affairs. Director General for Programme Planning, Budget and Organization.
- 1996 – 2003: Trade and Industrial Development. Director General for Programme Planning, Budget and Organization.

International organizations

- 2012 – 2020: United Nations. Commissioner of the UN – International Civil Service Commission.
- 2009 – 2010: United Nations. Commissioner of the UN – Committee on Contributions.
- 2005 – 2007: Organization of American States. Member of the board of external auditors to the OAS.

Education

- 1981 – 1985: Bachelor of Computer Engineering, Universidad Nacional Autónoma de México.
- 2015 – 2016: Master's degree in Public Administration, Instituto Nacional de Administración Pública.
- 2001 – 2002: Diploma in Accounting and Finance, Instituto Tecnológico Autónomo de México.
- 2014: Diploma in Results-based Budgeting, Universidad Nacional Autónoma de México.
- 2017: Executive Leadership Cyber Security Training, Universidad de las Américas Puebla / Center for Infrastructure Assurance and Security of The University of Texas in San Antonio.
- 2020: Digital transformation strategies, University of Cambridge.

Note: Programs are shown in order of relevance.

Key skills

- Results oriented.
- Leadership.

- Teamwork.
- Analytical.
- Understand user needs.
- Problem solving.
- Professionalism and work ethic.
- Communication.

Languages

- Spanish: Native.
- English: Fluent.

Sports and Hobbies

- Squash.
- Bicycle.
- Chess.

Relevant Achievements

- Twenty-one years as Director General for Programme Planning, Budget and Organization (or similar positions) in 3 different Ministries of the Mexican Federal Government (Economy, Foreign Affairs and Public Education), including their coordinated decentralized agencies and state-owned enterprises, administering annual budgets of up to 35 billion USD with a clean file, having been audited every year by the internal, external control bodies and the Superior Audit of the Federation.
- Member of control and audit committees, as well as boards of directors and other governing bodies of decentralized agencies and state-owned enterprises coordinated by the Ministries of Economy, Foreign Affairs and Public Education that allowed progress in an efficient and transparent exercise of the authorized budgets for 21 different fiscal years.
- Accountability on the exercise of the budget and the achievement of goals, through programmatic, budgetary and accounting reports, as well as attending to the audits of the internal and external control bodies and the Superior Audit of the Federation, with a clean file.
- Systematization of the budget exercise and implementation of the Results-based Budget in the Ministry of Economy (former Ministry of Trade and Industrial Development).
- Decentralization of the budgetary exercise of the Foreign Ministry in its administrative units and the 154 embassies, permanent missions and consulates, through the implementation of an information system and the issuance of policies and procedures, which allowed to order and give certainty to the application of its resources.
- Implementation of a system for planning the timely exercise of the Ministry of Economy's budget which allowed to eliminate the sub-exercises through having the administrative units to plan the activities associated with the exercise of their budget, to know the regulations that they had to comply with, as well as to prevent delays.
- Financial implementation of the Educational Reform that allowed the Federation to regain control of the federalized teachers' payroll through centralized payment in 31 Federal Entities, guaranteeing that new hires were the result of an entry contest and promotions result of performance evaluations.
- Redesign and certification under the ISO 9000:2000 standard, of the key processes for exercising the budget in the ministries of Economy and Foreign Affairs.
- Redesign of the whole benefits and compensations package for UN staff and its specialized agencies.
- In my capacity as a Member of the Board of External Auditors of the Organization of American States (OAS), along with my other two colleagues, I reviewed and issued

recommendations to the Permanent Council and the Secretary General on OAS operating procedures and controls, as well as on the entities within its structure.

- Financial planning and implementation of new policies and procedures for the exercise of the budget that allowed Afore XXI – BANORTE to finance its strategic initiatives, reduce the commission to affiliates for the administration of their individual accounts and improve the commission scheme for the sales force.
- Design and execution of the strategic initiative for the management of Human Capital in Afore XXI – BANORTE, as well as implementation of a paperless information system (SuccessFactors) which contributed to improve the employee engagement by 10 percentage points, in just one year (2019 vs 2018).

5. KOUDA, Pouraogo Julien (Burkina Faso)

Executive summary of relevant experience

Professional experience

- French and Law teacher at the private technical high school of the Assemblies of God, 1998-2002:
 - Teaching French and Law.
- Chief Clerk of the High Court of Justice of Dedougou, 2002-2010:
 - Administrative organisation of the Court.
 - Management of the Court’s practical and financial issues inherent in human resources.
 - Exercise of judicial office.
- Chief Clerk of the High Court of Justice of Ouagadougou, 2010-2016:
 - Administrative organisation of the Court.
 - Management of the Tribunal’s assigned funds and revenue office.
 - Management of the Court’s practical and financial issues inherent in human resources.
 - Exercise of judicial office.
- Lecturer at the Judicial Section of the National School of Administration and Magistracy (ENAM) of Ouagadougou, since 2010:
 - Teaching the course on the organization and management of court offices to chief clerks.
 - Teaching the course on enforcement documents to clerks.
- UN mission (MONUSCO) as a Court Management Expert, September 2016 to September 2017:
 - Monitoring and mentoring of clerks and secretaries.
 - Participation in the implementation of Quick impact projects (QIPs) and Community violence reduction (CVR) of the Support Section to Justice and Penitentiary Administration (SAJAP).
- Chief Clerk of the Court of Cassation since May 2019:
 - Human resources management (clerical staff).
 - Execution of judicial functions.
 - Participation in the Finance Committee (Development of the Court’s budget).
- Chief clerk of the High Court of Justice since May 2019:
 - Secretary at the Court hearings.
 - Note-taking of the Court’s deliberations.

Statement of qualifications

Personal information

- First and last names: Pouraogo Julien KOUDA.
- Marital Status: Married.
- Age: 52 years old.
- Nationality: Burkinabe.

Membership of professional associations/groups

- Faculty member of the National School of Administration and Magistracy (ENAM) of Burkina Faso.
- Member of the Credit and Investment Committee of the Christian Microfinance Mutual, MicroAID.
- Member of the National Association for Law Clerks (SYNAG).

Areas of expertise

- Management of law clerkships.
- Training of clerks and chief clerks.
- Law teaching.

Training

- University and professional training:
 - Master’s degree in International and Comparative Environmental Law, University of Limoges (France).
 - Graduate of the National School of Administration and Magistracy (ENAM) of Ouagadougou, Specialisation in Law Clerkship.
 - Law degree, University of Ouagadougou (1993).
- Continuing education:
 - Training course for chief clerks, September-November 2001, Court of First Instance of Namur, Court of Appeals of Liège, Belgium.
 - Specialized training for court clerks and bailiffs, Regional Superior School of Magistracy (ERSUMA), February 2007, Porto-Novo (Republic of Benin).
 - Training course on the functioning of the criminal justice system, May 2012, The High Court of Justice of Senlis (France).
 - Two study trips to Rwanda on the digitization of criminal records and asset declaration in 2015.

Language skills

- | | | |
|------------|----------|-----------|
| – French: | Spoken: | Excellent |
| | Read: | Excellent |
| | Written: | Excellent |
| – English: | Spoken: | Very good |
| | Read: | Very good |
| | Written: | Very good |
| – Spanish: | Spoken: | Fair |
| | Read: | Fair |
| | Written: | Fair |

Computer skills

- Knowledgeable user of Microsoft Office (Word, Excel, Access, PowerPoint).
- Conducting legal research on the Internet.

Certification of accuracy

I, the undersigned, certify that the above information accurately reflects my situation, my qualifications and my experience.

6. MACKINTOSH, Kate (United Kingdom of Great Britain and Northern Ireland)

Executive summary of relevant experience

I have the honour to apply for the position of Registrar with a long and diverse career in international justice and human rights around the globe, spanning work in both headquarters and a wide range of precarious field situations with international governmental and non-governmental organisations, as well as with think tanks, private law firms and universities.

I am currently the inaugural Executive Director of the new Promise Institute of Human Rights at UCLA School of Law. This, coupled with my prior experience as Deputy Registrar of the ICTY, and previously as legal officer for judges at the ICTY and ICTR, and for shorter periods with the prosecution and the defence, has given me a uniquely rounded understanding of the functioning of an international court and the needs of the Registry's different clients.

I drew on this understanding for the successful downsizing of the ICTY and the simultaneous establishment and management of the UN IRMCT over two continents, as Deputy to the Registrar of both institutions from 2012-2017. I understood that judgements would not get delivered on time if the Chambers did not have adequate staff, despite considerable pressure on the Registry to accelerate cuts to the budget. At the same time, I streamlined working practices and restructured the Division of Judicial Support Services to enable us to maintain excellence of support with a reduced staff. I organised collaborative fora to resolve persistent issues and facilitate smooth proceedings, such as with the Chambers Support Section on transparent formulae for reduction of posts; with the Judges, detention officials and outside experts on medical confidentiality of detainees, and with legal officers in the Registry to agree on a detailed style guide to accelerate preparation of draft submissions. In this period, the ICTY ranked in the top five across the UN for integrity, staff empowerment and internal communication in a Global Staff Satisfaction Survey. And we completed the work of the ICTY and closed the institution without a single successful challenge to the downsizing being brought before the UN Dispute Tribunal.

In 2018 I was recruited to establish a new human rights institute at UCLA School of Law, which had received an inaugural \$20 million dollar gift. As Executive Director of the Promise Institute, I have developed a strategic plan and vision, recruited the core team and drawn up a multi-year budget and fundraising plan to establish a secure future. Two indicators of the success of the Institute after nearly four years are that I continue to attract new funds, and that students applying to UCLA Law now list human rights as their primary interest. The opportunity to recruit faculty, attract speakers and engage in multiple fora on human rights and international justice in the US context has been invaluable, and deepened my ties to and respect for US-based academics, practitioners, diplomats and activists working to support the Court.

In establishing the Promise Institute, and in supporting the successful completion of the ICTY mandate, I also drew upon eight years with international medical NGO Médecins sans Frontières, where I led policy and advocacy in over thirty countries around the world, and sat on the operational decision-making platform with an annual budget of 200-300 million euros. MSF's intensely mission-driven culture has been an inspiration for my leadership ever since.

I bring to the position of Registrar a track record of forging relationships in the most diverse circumstances. At MSF, I argued successfully for access to sensitive conflict-affected areas with skeptical government officials. In Rwanda after the genocide, I gained the trust of detainees in overcrowded prison cells, as well as genocide survivors, who I interviewed to report on the human rights situation. And in New York and The Hague I successfully presented our lean and realistic ICTY budgets to representatives of member states. I have learned from all of these encounters with individuals with a stake in international justice, and I would bring both that broad perspective and my relationships with many key players to bear on my work as Registrar.

Statement of qualifications

Professional chronology

- Aug 2018 – present: Executive Director; Promise Institute for Human Rights at UCLA School of Law, Los Angeles.

Recruited as inaugural executive director to establish the Promise Institute for Human Rights at UCLA School of Law, I developed a strategic plan and vision, recruited the core team and drew up a multi-year budget and fundraising plan to establish a secure future for the Institute beyond the initial 20 million USD gift. I provide strategic direction and oversee the operations of the Institute, including: enriching the curriculum with international law and human rights classes; carrying out research and driving thought leadership in our focus areas; convening symposia, conferences and speaker series; carrying out advocacy and litigation based on our research and in support of affected populations; and supporting our students and graduates into impactful careers. As executive director, I directly supervise all staff, manage the budget, interface with donors and policy makers, and represent the Institute on human rights and international justice issues in diverse national and international fora. I also teach, speak and publish in areas of interest to the Institute.

- Oct 2012 – Dec 2017: Deputy Registrar; International Criminal Tribunal for the former Yugoslavia, The Hague.

Responsible for the Division of Judicial Support Services in the ICTY (detention, court operations, language services, witness support and protection, judicial records and legal aid and defence), as well as communications and outreach and the archives of the institution, and to January 2017 double-hatted as deputy to the Registrar of the Mechanism for International Criminal Tribunals. I worked closely with the Registrar on the last two biennial downsizing budgets of the ICTY and the simultaneous scaling-up budgets of the Mechanism, and, having the same financial delegations from UN Headquarters, deputised for him over the full range of administrative, staffing, financial and diplomatic matters.

- June 2011 – Oct 2012: Independent Consultant; International Humanitarian Law, Policy and Practice, Phnom Penh.

In this period I led research into the impact of counter-terrorism laws in fourteen states on principled humanitarian action for the UN Office for the Coordination of Humanitarian Assistance and the Norwegian Refugee Council, and coordinated the work of multiple associated researchers. I believe the resulting report is still the most authoritative publication in this area. I also contributed to UNICEF's evaluation of its human rights-based approach to programming; wrote training modules for PHAP / Harvard Humanitarian Initiative, and co-authored an Overseas Development Institute policy brief on counter-terrorism and humanitarian action.

- Aug 2007 – Aug 2012: Member of Board of Directors; Médecins sans Frontières, Hong Kong.

Financial and strategic responsibility for the operations of MSF Hong Kong (annual income approximately 50 million USD).

- June 2007 – May 2011: Head of Humanitarian Affairs; Médecins sans Frontières, Amsterdam.

As head of Humanitarian Affairs in the Amsterdam Operational Centre for MSF (annual expenditure 2-300 million EU), I was responsible for the provision of legal and policy advice to MSF operations in over 30 countries around the world. I proposed and accounted for the department budget, managed a team of advisers at Headquarters and recruited Humanitarian Affairs Officers to send to the field on longer missions for legal, policy and advocacy support. I launched a number of international reports on humanitarian crises, and ensured the training of all MSF field staff in basic principles of international law, human rights, advocacy and protection. I recruited a gender expert to review MSF operations from a gender perspective, and to work with medical staff on

effective and comprehensive responses to sexual violence. I regularly visited field missions to strengthen humanitarian and legal analysis and response, and participated in the weekly operational decision-making platform at headquarters. In my final year I proposed and implemented a merger of analysis and advocacy departments in MSF's London, Toronto, Berlin and Amsterdam offices which were brought together under my overall leadership.

- Mar 2003 – May 2007: International Law Adviser; Médecins sans Frontières, Amsterdam.

In this position I delivered and coordinated legal advice to the organisation; developed policy on issues relevant to international law, human rights and humanitarian principles; visited the field to give specific legal and policy guidance and designed and delivered training to field staff in international law, protection, human rights and advocacy. I developed and implemented a policy on cooperation with international justice mechanisms, and led discussion of this issue in the wider humanitarian sector. I wrote and published papers and articles to support and explore MSF positions, and frequently represented MSF at conferences, symposia and other international fora.

- Aug 2005 – Oct 2005: Appeals Counsel, Office of the Prosecutor; International Criminal Tribunal for the former Yugoslavia, The Hague.

In this short assignment I coordinated the prosecution work on several appeals.

- Oct 2000 – Feb 2003: Legal Officer, Appeals Chamber; International Criminal Tribunal for the former Yugoslavia, The Hague.

As Team Leader in the French-speaking Trial Chamber, I supervised the work of more junior lawyers on a large multi-accused trial. Upon conclusion of this case I moved to the Appeals Chamber where I coordinated work on one major appeal and dealt with numerous interlocutory appeals in both French and English.

- Aug 1999 – Oct 2000: Associate Legal Officer; International Criminal Tribunal for Rwanda, The Hague / Arusha.

Along with my supervisor, I established a legal unit to support the judges of the ICTR Appeals Chamber based in The Hague. I undertook legal research and drafting for the judges in both English and French, and, as focal point and liaison with the court in Arusha, supervised the filing and distribution of judicial documents. I travelled with the five judges to Arusha to provide legal support during appeals hearings.

- Nov 1998 – July 1999: Senior Legal Adviser; OSCE, Sarajevo.

As the first incumbent of this position in the Human Rights Department, I developed a new focus on economic and social rights, coordinating the work of 27 Field Officers in this area. During my tenure I collaborated with international colleagues and – particularly – local Bosnian lawyers to develop a litigation strategy to support economic and social rights, making use of the newly introduced human rights legal framework. I was also the OSCE mission Gender Focal Point.

- Aug 1998 – Nov 1999: Research Associate; Overseas Development Institute, London.

In the context of an ODI research programme on human rights in humanitarian response, I researched and authored two papers: “The Agreement on Ground Rules in South Sudan” (co-author), involving field research in southern Sudan, and “The principles of Humanitarian Action in International Humanitarian Law”.

- Jan 1998 – Aug 1998: Legal Assistant to Judge Cassese; International Criminal Tribunal for the former Yugoslavia, The Hague.

As Judge Cassese's assigned legal assistant, I carried out legal research and drafting to support his work on several trials and the first ICTY appeal (Tadic). Significant elements included defining the contours of aiding and abetting in international law; the scope of jurisdiction for the purpose of preliminary motions; the element of consent in connection with rape as a war crime, and the definition of protected persons under the Geneva Conventions.

- July 1997 – Dec 1997: Senior Research Officer; University of Essex Human Rights Centre, Colchester.

I was commissioned to write the background paper for a UK Government-sponsored international conference on the Promotion and Protection of Human Rights in Acute Crisis, as part of the Government’s human rights review of foreign policy. I presented the paper at the conference and it was later published by the University’s Human Rights Centre.

- Sept 1995 – Sept 1996: Human Rights Field Officer; Office of the High Commissioner for Human Rights, Kigali.

I began this mission as member of a field team in Ruhengeri, monitoring the situation of human rights in general, and with particular responsibility for the conditions of detention. After seven months I was asked to move to the mission HQ in Kigali to coordinate detention monitoring throughout Rwanda. In this position I developed standardised detention monitoring procedures and analysed the resulting information from the field to produce a monthly mission report.

- Sept 1993 – Sept 1995: Trainee solicitor; Hodge, Jones and Allen, solicitors, London.

I completed my two-year articles of training in criminal defence, civil litigation, family, discrimination and mental health law. I drafted briefs, interviewed clients and represented them before the lower courts and at mental health tribunals.

Qualified as solicitor; admitted to the Roll of Solicitors of England and Wales.

Other professional engagements

- Memberships of various expert committees and advisory groups, including Independent Expert Panel for the Legal Definition of Ecocide (2021); Council of Advisers on the Application of the Rome Statute to Cyberwarfare (2019-2020); PHAP Committee of Experts on International Legal Frameworks for Humanitarian Action, and Applying Humanitarian Principles in Practice (2016); Chatham House Legal Expert on Legal Challenges to Engaging Non-State Actors (2016); HERE Geneva Advisory Group for Humanitarian Priorities Project; Expert meetings on Humanitarian Protection; Humanitarian Principles; Humanitarian Accountability (2015-16); ICRC Advisory Group on Professional Standards for Protection Work (2008-9).
- Guest lecturer, panellist and keynote speaker at a range of conferences, universities and law schools, including Northwestern University; Yale University; University of Pennsylvania; William and Mary; University of Georgia; University of Amsterdam; Central European University; American Society of International Law; Canadian Council on International Law; European Law Institute; International Law Association; International Peace Institute.

Education

Academic

- 1996 – 1997: LLM International Human Rights Law (Distinction), University of Essex.
- 1990 – 1992: Common Professional Exam; Law Society Finals, University of Northumbria.
- 1985 – 1989: BA (Hons) History (First Class), University of Sussex.

Executive Management / Leadership

- Apr 2017: UN Leaders “Deep Dive”, United Nations Staff College, Turin.
- Mar – Sept 2016: Executive Leadership Program, THINK School of Creative Leadership, Amsterdam.
- Apr 2013: UN Leaders Programme on Leadership and Global Challenges, United Nations Staff College, Geneva.
- May 2009: Leading and Influencing, Intelligent Action, London.

Languages

- English: Mother tongue.
- French: Fluent (UN LPE).
- Dutch: Confident.
- Spanish: Confident/Basic.

Publications

- June 2020: “The USA and the International Criminal Court: Friends or Foes?” in *LA Lawyer*.
- Mar 2016: “The Framework of Humanitarian Action in the Face of Contemporary Challenges” in *Hommage à Jean Pictet*, Editions Yvon Blais.
- July 2013: Study of the Impact of Donor Counter-Terrorism Measures on Principled Humanitarian Action, UNOCHA and Norwegian Refugee Council.
- Oct 2011: Counter-terrorism and humanitarian action: tensions, impact and ways forward, Humanitarian Policy Group.
- July 2011: “Holder v Humanitarian Law project: implications for humanitarian action: a view from Médecins sans Frontières” in *Suffolk Transnational Law Review*.
- Dec 2010: “Reclaiming Protection as a Humanitarian Goal: Fodder for the Faint-Hearted Aid Worker” in *Journal of International Humanitarian Legal Studies*.
- Mar 2007: “Beyond the Red Cross: the protection of independent humanitarian organizations and their staff in IHL” in *International Review of the Red Cross*.
- Dec 2005: “The development of the International Criminal Court: some implications for humanitarian action” in *Humanitarian Exchange*.
- May 2005: “How Far Can Humanitarian Organisations Control Co-operation with International Tribunals?” in *Journal of Humanitarian Assistance*.
- Mar 2004: “Note for humanitarian organizations on cooperation with international tribunals” in *International Review of the Red Cross*.
- Mar 2000: The ‘Agreement on Ground Rules’ in South Sudan, Humanitarian Policy Group.
- Mar 2000: The Principles of Humanitarian Action in International Humanitarian Law, Humanitarian Policy Group.
- Apr 1998: International Responses to Acute Crisis: supporting human rights through protection and assistance, University of Essex Human Rights Centre.

7. MAHR, Christian (Japan)

Executive summary of relevant experience

As the Director for External Operations, I have been running a highly complex division at the International Criminal Court (ICC) for the past six years which includes managing operations of a team of over 200 staff members based at our Headquarters and at multiple offices in three continents. I oversee the Registry's functions in the areas of cooperation, external communication, protection of witnesses and country analysis. I also supervise the operations of all country offices of the ICC located in situation countries and our liaison office in New York.

An integral part of my responsibilities is to ensure coordination within my division, and with key interlocutors within and outside the ICC, so as to provide the critical services necessary for the functioning of the Court. Securing and maintaining the cooperation of various States and organizations to enable us to continue operating in the various localities is an essential part of my responsibilities.

Prior to my position at the ICC, I worked for some 11 years with the United Nations Counter-Terrorism Committee Executive Directorate (CTED) in New York and another 10 years with the United Nations High Commissioner for Refugees (UNHCR) in multiple duty stations. I am a lawyer, and I have over 26 years of experience working in an administrative and legal capacity in the multi-cultural, multi-ethnic environment of international organizations. I was born and raised in Tokyo, Japan.

Some notable achievements during my tenure with the ICC include:

- I helped build up a new division at the ICC, which entailed, inter alia, the preparation of division-wide priorities and work programmes, recruitment of senior managers, opening new country offices, providing operational guidance to senior managers and instituting modalities to ensure effective communication, coordination and cooperation within our division and beyond.
- I am responsible for devising, managing and defending the budget of my division. I am also tasked with regularly reporting on budget/project performance, including periodic interaction with and reporting to auditors and members of the Committee on Budget and Finance. I have had administrative and/or programming responsibilities throughout my UN career.
- I led all crisis management efforts within the ICC to ensure business continuity in light of the COVID-19 pandemic. I also played a lead role in operational and political measures to mitigate against the impact of US financial sanctions against the ICC.
- I have actively undertaken key change management-related activities associated with the creation of my division. I have also enthusiastically supported and assisted with the introduction of leadership, coaching, mentoring and geographical representation and gender balance-related initiatives at the ICC.
- I frequently interact with senior officials based in The Hague and our situation countries to undertake sensitive discussions and to further the operational and policy objectives of the ICC. I also serve as the main contact for the ICC's operational relations with the host State.
- I oversee the external communications of the ICC. In this capacity, I encouraged the increased use of social media to convey the activities of the Court to the general public. I oversaw the use of creative approaches to reach out to a wider audience amongst victims and affected communities, and in securing the necessary donor funding to be able to do so.
- I have had managerial responsibilities throughout my tenure with the United Nations. Regarding my current managerial responsibilities, I directly supervise the work of 11 officials. Eight (P-5) Section and Country Office Chiefs report to me at Headquarters and our seven country and liaison offices. The latest staff survey results show that the ratings given by staff for the leadership of my division are significantly higher than the average figures for the Court.

Statement of qualifications

- 2016 – present: Director of External Operations (D-1), International Criminal Court (ICC) (The Hague, Netherlands).

Key duties

- Develop and implement a clear strategy and plan for all activities carried out by the Division of External Operations (DEO) by formulating work programmes, plans, priorities and budget for the Public Information and Outreach Section, the External Operations and Support Section, the Victims and Witnesses Section and the seven individual Country Offices and the New York Liaison Office, while allocating appropriate levels of resources. Undertake complex policy-related decisions which fall within the remit of the division.
- Devise, manage and defend the budget of the division. Report on budget/project performance, including periodic interaction with and reporting to auditors and members of our Committee on Budget and Finance.
- Ensure that country offices support the Court's mandate through effective diplomatic, logistical, administrative and programmatic activities at a local level.
- Responsible for security as well as all procurement, information technology, facilities management and logistics pertaining to country offices.
- Ensure an effective regime of witness protection through the implementation of strong witness support and protection policies.
- Oversee all victims' participation and reparation activities undertaken by country offices.
- Ensure effective diplomatic and cooperative relationships with States Parties and governmental representatives, members of international organizations, civil society representatives and other key partners.
- Serve as main point of contact for operational relations with the host State.
- Oversee the external communication of the Court to the public at large and outreach to victims' communities.
- Devise and execute arrest strategies for suspects at large.
- Serve as a crisis manager for the Registry on COVID-19, US sanctions and other scenarios as requested by the Registrar.

Key achievements

- Built up a new division composed of over 200 staff members, which entailed, inter alia, the recruitment of senior managers, opening new country offices, providing operational leadership and guidance to senior managers and instituting modalities to ensure effective communication and coordination both within Sections at headquarters, and between these Sections and our country offices.
- Undertook various measures aimed at improving staff well-being and morale following a major change management exercise. Actively supported, assisted with and took part in the introduction of leadership, coaching, mentoring and geographical representation and gender balance-related initiatives at the ICC. Latest staff survey results show staff engagements levels and ratings regarding the leadership of DEO to be significantly higher than the average figures for the Registry, as well as the Court.
- As the co-chair of the Crisis Management Team, took the lead in planning and implementing the business continuity plan for all staff members of the ICC at Headquarters and in the Country Offices in relation to the COVID-19 outbreak.
- Played a lead role in planning for and executing the Court's response to mitigating the worst aspects of the US sanctions imposed against staff members of the ICC.

- Dramatically improved coordination and developed habits of cooperation between OTP and the Registry on a variety of operational issues by introducing new working methods.

- 2012 – 2016: Senior Legal Officer (P-5), United Nations Counter-Terrorism Committee Executive Directorate (CTED) (New York, USA).

Coordinator for CTED's working group on border control and law enforcement. Produced various reports and conducted briefing for the Counter-Terrorism Committee of the UN Security Council (CTC) on a range of topics involving border control and law enforcement. Took the lead in coordinating activities and policies with international organizations such as ICAO, INTERPOL, IOM, UNHCR, UNWTO and WCO, and with relevant think-tanks and academic research centres. Led task force to redesign CTED's primary assessment tool. Developed programmes in partnership with external partners and brought in voluntary funding from key donors. Led initiative aimed at developing a regional law enforcement training center in South Asia. Coordinated all aspects of a special event organized by the CTC for all Member States on the topic of new communications and information technologies. Took the lead in organizing two high-level meetings on behalf of the CTC during 2015, and in securing the necessary funding.

- 2005 – 2012: Legal Officer (P-4), United Nations Counter-Terrorism Committee Executive Directorate (New York, USA).

Monitored the implementation of counter-terrorism related Security Council resolutions through reviewing, analyzing and assessing country implementation reports submitted by States. Developed CTED's primary assessment tool used to measure the implementation of States. Took the lead in developing strategies and implementing programmes to strengthen capacities and enhance regional cooperation among counter-terrorism practitioners in South Asia. Identified technical assistance requirements for relevant States and facilitated delivery through donor States or international organizations. Served as donor focal point for CTED's relations with the European Commission. Devised and directed a media strategy to publicize the activities of the UN to improve regional cooperation in South Asia on counter-terrorism related matters. Initiated a forum which recurrently brings together South Asian civil society representatives dealing with counter-terrorism matters. Procured donor funding for all regional programmes involving South Asia.

- 2001 – 2005: Acting Deputy Representative / Legal Officer (P-3), United Nations High Commissioner for Refugees (UNHCR) (London, UK).

Assisted the UK Government in a variety of areas related to policy, operations and law regarding refugees. Drafted legal interventions to the UK Court of Appeals. Provided advice, organized conferences and conducted training on refugee law matters for UK Government officials, NGOs, universities and solicitors. Served as liaison between UNHCR and the NGO community. Supervised all administrative and financial transactions and reporting involving the office. Recruited, interviewed, hired and evaluated performance of staff members of the legal, programming and administrative units. Created and implemented a comprehensive multi-year project aimed at assisting the UK Home Office to improve the quality of its decision making concerning asylum applications. Assisted with the drafting and implementation of a tripartite return agreement between UNHCR, Afghanistan and the UK, as well as secured funding for the said project. Took the lead in negotiating policy and operational issues regarding the closure of the Sangatte refugee camp. Conducted series of high profile public speaking engagements, and interviews with print media and radio. Served as information technology focal point for the office.

- 1997 – 2001: Representative ad interim / Protection Officer (P-3), United Nations High Commissioner for Refugees (Warsaw, Poland).

Analyzed and prepared position papers and legal opinions on compliance of Polish Government with various international and regional legal instruments, including EU accession instruments. Provided training in refugee law to government officials, students and practitioners. Conducted and supervised all aspects of UNHCR Warsaw's assistance programme activities with government and NGO counterparts, including programme

design, monitoring and budgeting. Assisted in capacity-building of NGOs and government agencies. Developed effective fund-raising strategies for NGOs. Served as liaison for UNHCR's relations with the OSCE/ODIHR. Developed concept and led initiative to create human rights/refugee law clinics in Central and Eastern Europe and the Baltics.

- 1995 – 1997: Associate Protection Officer (P-2), United Nations High Commissioner for Refugees (Minsk, Belarus).

Drafted and negotiated country agreement between UNHCR and the Government of Belarus. Contributed legal advice and comments pertaining to Belarusian legislation and its applicability with international standards. Conducted and supervised all aspects of UNHCR Minsk's assistance programme activities with Government and NGO counterparts, including procurement as well as programme design, monitoring and budgeting. Monitored and commented on the general state of human rights in the country. Drafted eligibility guidelines for Belarusian asylum seekers. Organized seminars and provided training in refugee and public international law to government officials, students and practitioners.

Education and professional qualifications

- Education:
 - Visiting Fellow, Center for International Studies, Massachusetts Institute of Technology (2000 – 2001).
 - Juris Doctorate, University of San Diego School of Law (1992 – 1995).
 - Bachelor of Arts (with cum laude distinction) with a double major in History and Political Science, University of Pennsylvania (1986 – 1990).
 - Completed primary and secondary education in Japan.
- Management development courses:
 - Middle Management Learning Programme, UNHCR (2002-2003).
 - Management Development Programme, UN Secretariat (2010).
- Professional qualifications:
 - Certified Mediator, London School of Mediation (2019).
 - Member, District of Columbia Bar Association (1997).
 - Member, Hawaii State Bar Association (1995).

Languages

- English: Native.
- Japanese: Native.
- French: Currently undertaking basic language studies.

Personal information

- Date of birth: 11 August 1967.
- Place of birth: Tokyo, Japan.
- Nationality: Japanese.
- Marital status: Married, 1 daughter.

8. MCINTYRE, Gabrielle (Australia)

Executive summary of relevant experience

Executive summary

I am uniquely well positioned to understand and meet the needs of a judicial institution, with close to two decades of experience in the leadership and management of an international criminal court, including change management, in my capacity as Chef de Cabinet and Principal Legal Advisor to four consecutive Presidents, across two international criminal institutions – the International Criminal Tribunal for the former Yugoslavia (ICTY) and its successor institution, the International Residual Mechanism for Criminal Tribunals (IRMCT). I have a strong track record of achieving results through effective management and I am well versed in the myriad of budgetary, human resource and operational needs of international courts. I have a deep understanding and appreciation of the complexities of international criminal law proceedings and the critical role the Registrar plays in facilitating the smooth and efficient operations of the institution.

Administration

I am currently the Chairperson of the Truth, Reconciliation and National Unity Commission, Seychelles (TRNUC). I established the TRNUC from scratch and ensured it was operational within its three-month mandated set-up. I am personally responsible for the day-to-day running of the organization, the management and performance assessment of its staff and its financial controls. The TRNUC has limited resources and an excessive work load and operates in a difficult political environment but under my leadership has earned a strong reputation for professionalism, integrity and excellence in performance.

Previously, I led the Office of the President and advised on the management of the ICTY and the IRMCT. As the most senior advisor to the Presidents of the ICTY and IRMCT on legal and policy issues related to each President's supervisory role over the Registrar's discharge of functions, I was intimately involved in all aspects of the day-to-day running of both institutions and led the development of regulatory instruments and efficiency measures, including by ensuring optimal Registry support for the Chambers and the Prosecution in the discharge of their functions. I was also responsible for rulings on requests for judicial review of Registrar decisions across a broad ambit of administrative matters, deepening my understanding of the nuances of regulatory instruments and effective court management.

Court services

As a result of my prior roles I have in-depth experience in the full ambit of administrative functions of the Registrar, including record management, language services, indigency assessments, defence counsel remuneration, conditions of detention, enforcement of sentences, witness protection, outreach and communication strategies, capacity building, staffing and work place policies. My strong conceptual and analytical skills have underpinned my reputation for identifying issues and proposing creative solutions in all of these areas and I worked closely with the Registry at ICTY and IRMCT in implementing measures to enhance efficiencies and to promote work place well-being. As Chairperson of the TRNUC, whose operations largely mirror that of a court, I have identified and implemented numerous measures to ensure the professional management of a heavy workload with minimal resources and have nurtured and maintained a highly motivated team of staff.

External operations and reporting

I have extensive experience in effective institutional representation with external actors and in building Member State support for high-profile institutions. I also have far-ranging experience in outreach to victim communities in Europe and Africa and have led and managed communication strategies and capacity-building projects both with my roles with the United Nations, as Chair of Women's Initiatives for Gender Justice and with the TRNUC.

Statement of qualifications

- Leading expert on international criminal law and procedure, international humanitarian law, human rights and administrative law and in the management and establishment of international institutions.
- A leader in the field of gender justice and prominent advocate for gender equality and respect for diversity.
- Over 15 years of direct and wide-ranging experience in providing legal and policy oversight for the Registries of two international criminal tribunals.
- Extensive experience with victims' communities and in the implementation of transitional justice programmes in Seychelles, Democratic Republic of the Congo, Kosovo, and Uganda.
- Extensive diplomatic experience in building member state support for international and national institutions.
- Experienced leader of diverse, goal-oriented teams, adept at motivating team-members, exercising sound judgment, designing and executing solutions to novel problems and achieving results in the context of sensitive and fast-paced work.
- Highly effective communicator and collaborative team-player.

Education

University of Cambridge, Faculty of Law

- October 1999 – July 2000, LLM:
 - Focus on public international law.
 - First Class Honours.
 - Tutorial Prize for Outstanding Achievement, St. Edmund's College.
 - British Chevening Scholarship.
 - Pegasus Scholarship.

University of Adelaide, Faculty of Law

- March 1997 – November 1997, Honours Degree in Law:
 - Dissertation: Bayes Theorem and the Presumption of Innocence.
 - First Class Honours.
- March 1991 – November 1995, Bachelor of Laws:
 - Automatic Honours (top 10%).
 - The Thomas Gepp Prize 1995 (Conflict of Laws).
 - Dean's Certificate of Merit (Family Law).
- March 1991 – November 1995, Bachelor of Arts (jurisprudence).

Experience

The Truth, Reconciliation and National Unity Commission, Victoria, Seychelles

- May 2019 – present, Chairperson:
 - Serve as Chairperson of the Truth, Reconciliation and National Unity Commission (TRNUC), responsible for its establishment from scratch, its management and its day-to-day operations and for the discharge of its mandate in full conformity with its establishing Act.
 - Mentor, guide and empower the National Commissioners and Seychellois staff in the work of the TRNUC to ensure national ownership.
 - Draft all regulatory instruments, including Rules of Procedure and Evidence, Codes of Conduct for Commissioners and Staff, Standard Operating Procedures, Practice

Directions and Memoranda of Understanding and train National Commissioners and staff in their application.

- Draft all management instruments, including job descriptions, staff contracts, risks assessments and performance indicators and regularly measure operational progress towards meeting mandated objectives.
- Conceptualise operational resource needs by reference to identified functions and anticipated outputs and prepare and defend performance-based budget before the Ministry of Finance.
- Oversee procurement and asset management and ensure full compliance with procurement procedures and financial rules and regulations; oversee and monitor expenditure; supervise the preparation of financial and audit reports.
- Establish a witness protection unit and mentor staff in the provision of witness support to increase public confidence in the work of the TRNUC.
- Establish a perpetrator support unit and mentor staff in the provision of support to perpetrators to increase perpetrator trust in engagement with the TRNUC.
- Coordinate, plan, schedule, preside over and manage hearings of over 350 individual complaints.
- Lead the smooth and efficient examination of complainants, witnesses, suspects and perpetrators in public televised and private hearings, demonstrating full respect for principles of due process and natural justice.
- Draft determinations in over 350 cases in accordance with international human rights standards.
- Lead the determination of applications for amnesty consistent with international law and the treaty obligations of Seychelles.
- Lead the drafting of a reparations policy in consultation with victims to underpin TRNUC recommendations for reparations that meet victims' needs and expectations.
- Regularly engage with the media to promote understanding of the mandate of the TRNUC and build and maintain the support of the community for the work of the TRNUC.
- Establish cooperative relationships with the national police, judiciary and other relevant institutions in order to build voluntary support for the work of the TRNUC as a measure to streamline operations.
- Conceptualise and promote the preservation of the work of the TRNUC through outreach and communications and design of an Information Centre.

Women's Initiatives for Gender Justice, The Hague, Netherlands, and Amolatar, Uganda

- December 2014 – present, Chair of the Board of Directors:
 - Supervise the execution of the mandate of leading international women's human rights organisation responsible for advocating for gender justice through the International Criminal Court and through various mechanisms at the national level, including peace negotiations and transitional justice processes, in collaboration with grassroots partners, victims' groups and advocates.
 - Oversee and ensure resolution of internal audits and inquiries regarding reconciliation programmes conducted by Women's Initiatives in the Democratic Republic of the Congo and Uganda.

International Residual Mechanism for Criminal Tribunals, Arusha, United Republic of Tanzania, and The Hague, Netherlands

- January 2019 – April 2019, Chief Judicial Advisor:
 - Served as principal senior advisor to the remote judges of transcontinental institution responsible for completing the judicial work of the International Criminal Tribunals for Rwanda (ICTR) and the former Yugoslavia (ICTY).
- July 2012 – January 2019, Chef de Cabinet / Principal Legal Advisor:
 - Served as principal legal and policy advisor to the President of transcontinental institution responsible for carrying out essential residual functions of the ICTR and ICTY, while continuing to serve in the same capacity with the ICTY until the separation of the Presidency in November 2017.
 - Provided legal and policy advice to the President in his capacity as Presiding Judge of the Appeals Chambers of the ICTY, ICTR and IRMCT and President of the ICTY and the IRMCT with supervisory authority over the Registry.
 - Managed and provided oversight for the work of Chambers of the ICTY and the IRMCT in general and coordinated the work of the Presidency and Chambers and court proceedings at the appellate level in both institutions.
 - Drafted and oversaw the drafting of all interlocutory appeal decisions and appeal judgments on which the President presided as well as all orders and decisions of the President for the ICTY and IRMCT.
 - Conceptualised and developed regulatory instruments, internal policies and practice directions for the work of Chambers and supervised the drafting of regulatory instruments in the Registry for both the ICTY and IRMCT.
 - Developed and operationalised strategies and policies relevant to the leadership and management of the IRMCT and the ICTY.
 - Allocated resources for the completion of outputs and their timely delivery and provided programmatic, managerial and administrative guidance for the functioning of the Office of the President, Chambers Legal Support Section and the Registry of the IRMCT and the ICTY.
 - Drafted and reviewed draft budget submissions and provided clear and compelling budget narratives for both the ICTY and IRMCT.
 - Led and implemented review exercises aimed at identifying efficiency gains and budget savings for both the ICTY and IRMCT.
 - Provided supervisory oversight to the work of the Registry and reviewed communications, press releases and external relations activities and provided general guidance and supervision to the Registry on external communications for both the ICTY and IRMCT.
 - Provided supervisory oversight to the enforcement of sentences and provided general guidance and supervision to the Registry on sentence enforcement and conditions of detention for ICTY and IRMCT.
 - Liaised with member states enforcing Tribunal sentences and coordinated supervision of sentence enforcement with the International Committee of the Red Cross for IRMCT.
 - Facilitated judicial monitoring of transferred cases and sentence enforcement in Africa and Europe for IRMCT.
 - Provided supervisory oversight of the United Nations Detention Centre and guidance to the Registry on policies, procedures and conditions of detention for ICTY and IRMCT.
 - Drafted and oversaw the drafting of requests for judicial review of decisions of the Registry related to assessments of indigency, rights in detention, remuneration of

defence counsel and other alleged abuses of administrative power for ICTY and IRMCT.

- Liaised with the diplomatic community, non-governmental organisations, victims' groups and the broader international community on the work of the IRMCT and ICTY.
- Served as the Focal Point for Gender and the Focal Point for Sexual Exploitation and Abuse for ICTY and IRMCT.
- Served on the Advisory Panel mandated to provide advice to the President and Registrar on matters relating to defence counsel for the IRMCT and ICTY.
- Served as Alternate Chair of the Joint Negotiating Committee's Review Board for the IRMCT.
- Served as Chair of the Advisory Committee to the Sarajevo Information Centre of the ICTY.
- Drafted and reviewed draft reports to the Security Council and the General Assembly for the IRMCT and ICTY.

International Criminal Tribunal for the former Yugoslavia, The Hague, Netherlands

- July 2004 – November 2015, Chef de Cabinet / Principal Legal Advisor:
 - Double-hatted my post as Chef de Cabinet/Principal Legal Advisor for IRMCT with that of the ICTY following their commencement of mandates on 1 July 2012 and 1 July 2013 respectively and carried out all functions identified above for the ICTY.
 - Led and coordinated the conceptualisation and institution building of the IRMCT and drafted and supervised the drafting of all regulatory instruments for the new institution.
 - Oversaw the development, fundraising for and implementation of ICTY legacy projects.
 - Conceptualized, and represented the ICTY on the board of, the War Crimes Justice Project, a multi-million Euro funded initiative directed towards building national judicial capacity in the adjudication of war crimes cases.
 - Oversaw communications and external relations and developed and managed outreach events with victims' groups raising awareness and understanding of the ICTY and ICTR's transition to the IRMCT.
 - Liaised with the diplomatic community, non-governmental organisations and the broader international community on the work of the ICTY, including support for national truth-and-transparency transitional justice initiatives such as the establishment of dedicated War Crimes Chambers, reparation programs and information and memory centres.
 - Served as a member of the Disciplinary Panel, adjudicating claims of misconduct by counsel appearing before the ICTY.
 - Served as a member of the Performance Assessment Rebuttal Panel, rendering decisions on allegations of procedural unfairness in performance reviews.
- February 2010 – February 2011, Acting Head of Chambers:
 - Double-hatted my post as Chef de Cabinet/Principal Legal Advisor.
 - Oversaw and coordinated the work of Chambers in general.
 - Provided legal support and supervision to trials and ICTY and ICTR appeals.
 - Conceptualised budgetary needs and negotiated additional budget allocations for ICTY.
 - Represented the Chambers in cross-organ meetings.
 - Supervised and managed the performance of 70 staff.

- October 2003 – July 2004, Deputy Chef de Cabinet:
 - Served as a senior legal and policy advisor to the President with primary responsibility for the management and conduct of all judicial proceedings in which the President presided and the oversight and management of the work of the Chambers more generally.
- February 2001 – October 2003, Associate Legal Officer:
 - Served as legal advisor to a Judge and managed pre-trial and trial proceedings.
 - Drafted legal opinions, decisions and judgements.

United Nations Mission in Kosovo, Pristina, Kosovo

- September 2002 – March 2003, Legal Officer, Department of Justice:
 - Trained international jurists in the domestic application of international humanitarian law within the domestic civil law legal framework of Kosovo.
 - Assisted international prosecutors in the preparation and presentation of war crimes cases for trial in the civil law jurisdiction of Kosovo.

Crown Solicitor's Office, South Australia, Australia

- April 1999 – September 1999, Solicitor to the Crown Solicitor:
 - Served as legal advisor on Constitutional issues.

Lectures and presentations

Expert lecturer and featured speaker

- Co-Coordinator, African Legal Aid, A Gender Sensitive Approach to Mentoring ICC Judges and Judges of the International Courts and Tribunals (on-going).
- Served as a featured speaker at events held in conjunction with successive sessions of the Assembly of States Parties of the International Criminal Court (ICC), addressing themes such as the development of a comprehensive situational completion strategy for the ICC, modes of liability in international criminal courts, benchmarking the efficiency of international criminal courts, gender sensitive budgeting and the treatment of sexual and gender-based crimes.

Publications and professional qualifications

- *Defining Human Rights in the Arena of International Humanitarian Law: Human Rights in the Jurisprudence of the ICTY*, July 2003, G. Boas & W. Schabas (eds.), International and Criminal Law Developments in the Case Law of the ICTY; *Equality of Arms – Defining Human Rights in the Jurisprudence of the ICTY*, Leiden Journal of International Law, Vol. 16, 2003; *The International Residual Mechanism and the Legacy of the International Criminal Tribunals for the former Yugoslavia and Rwanda*, Goettingen Journal of International Law, Vol. 3(3), 2011; *Expert Initiative on Promoting Effectiveness at the International Criminal Court*, May 2014; *Performance Assessment Cannot Take Place in a Vacuum*, May 2017, ICC Forum, Invited Experts on Performance Question, available at <http://iccforum.com/performance#McIntyre>; *The Pace of Progress: Addressing Crimes of Sexual and Gender-Based Violence in the Generation After Rome*, AJIL Unbound, Vol. 112, 2018; *The Impact of a Lack of Consistency and Coherence: How Key Decisions of the International Criminal Court Have Undermined the Courts Legitimacy*, QIL, Zoom in 67 (2020) 25-57; *The ICC, Self-created Challenges and Missed Opportunities to Legitimize Authority over Non-State Parties*, Journal of International Criminal Justice (2021) 1-31.
- July 2014: Admitted to the List of Counsel practicing before the ICC.
- February 1997: Admitted as a Practitioner of the Supreme Court of South Australia.

9. MUZIGO-MORRISON, Rosette (Uganda)

Executive summary of relevant experience

My judicial, legal, communications, administrative, diplomatic, and managerial experience, spanning a 26-year period in the UN common systems, make me the ideal candidate for the position of Registrar – someone who will ensure that the Court continues to fulfil its mandate; maintains its global reputation of excellence and reliability; and implement its mandate. I have a proven track record of success in creating international administrative legal mechanisms; organisational structures; protocols and policies; and programmes that support and compliment the Office of the Registrar.

As a Legal Officer in the immediate Office of the Registrar, I was part of the Team that pioneered the establishment of the International Criminal Tribunal for Rwanda (ICTR) in Arusha, and I subsequently spearheaded the setting up of the ICTR Office in The Hague and the Special Court for Sierra Leone Office in The Hague and enabled them to function efficiently, in accordance with their respective mandates. I was part of the Team to negotiate letters of exchange and adopt them to the Tribunal's needs leading to the concluding of host country agreements and service providers' agreements. This experience and 20 years of representing the Registrar and working with the host country is vital to the role of Registrar.

I have significantly contributed to the development of Court Administration, and Court management, having drafted pioneering Court management protocols and practice directions. As a Registrar's representative for 17 years, I appeared for the Registrar in court; and managed all Registry matters, including; human resources, recruitment, budgeting, resource management and negotiated cooperation arrangements with the host state and other UN Member States for service delivery. I excelled in providing support to the Appeals Chamber Judges of the ICTR and was commended for it.

I established and designed from scratch pioneering witness/victims support and protective mechanisms and protocols, negotiated pioneering cooperation agreements on witness movement, relocation and support during and after testimony, which have since been adopted in international courts and tribunals.

I was on the Team to negotiate the setting up of the first UN Detention Facility in Arusha, and worked with the ICRC to design rules governing the detention of accused persons in UN facilities. This was done hand in hand with the development of Defence Counsel Services, experience vital to the Registrar role.

As a member of the first sexual and gender-based crimes' committee I bring to the role experience in investigating and preventing bullying, harassment, sexual abuse and exploitation at work and would be keen to see the establishment of an ombudsman office at the Court to minimise litigation that is very costly.

Having worked in the United Nations (UN) and numerous other organisations over the years, I have my pulse on current UN policy and practice; on newly emerging trends and developments (especially in terms of the Office's core legal mandate and human resources requirements); and on innovative practices to effectively evaluate the efficacy of an organisation's current programmes.

My communications and organisational skills have enabled me to raise the profile of the organisations I have worked for and to enhance their global reputations.

Statement of qualifications

Competencies and skills

- Legal expert in public international/humanitarian/criminal/human rights law; gender studies; and peace-and-security issues.
- Established International Criminal Courts/Tribunals Administrator.

- Gender Expert and UN Women/Justice Rapid Response Senior Sexual and Gender Based Crimes Investigator.
- Expert in victim/witness support and protection programmes.
- Knowledgeable in creating legal mechanisms enabling international organisations to fulfil their mandates.
- Highly experienced and successful negotiator and diplomat.
- Experienced manager and administrator.
- Mentoring and coaching other professionals, especially women, to operate in international organisations.
- Empowering leader and excellent team player.
- Experienced UN manager and Human Resources administrator.

Employment (work experience) overview and summary

- September 2021 – to date: Director; Mazima Community Development Initiative, Jinja, Uganda/Almere NL:
 - Developing programmes and projects aimed at increasing girls, teen mothers and women’s meaningful participation in formal, and informal activities to improve their wellbeing.
 - Promoting women’s participation in decision making roles, income generating activities, planning, women’s economic empowerment, and the establishment of gender responsive institutions to sexual and gender-based violence.
 - Developing sustainable mechanisms for ending impunity domestic sexual and gender-based violence.
 - Developing programmes to promote a gender-sensitive approach to preventing and countering violent extremism.
- 2020 – August 2021: Consultant; Office of the Prosecutor of the International Criminal Court, Legal, The Hague, Netherlands:
 - Spearheaded the drafting of the policy on cultural heritage.
 - Represented the Prosecutor to present papers at high level seminars and round tables; UN, NATO.
 - Coordinated the implementation of the policy on sexual and gender-based crimes.
 - Negotiated and drafted cooperation agreements with States Parties and other organs of the court.
 - Assisted in implementing the policy on crimes against or affecting children.
 - Reviewed commercial contracts for service provision to ensure legal adherence to terms of procurement and legally protecting the court from disputes and conflicts of interest.
- 2016 – 2021: Legal Adviser; Office of the Prosecutor of the International Criminal Court, Legal Advisory Section, The Hague, Netherlands:
 - Applied legal expertise to analyse draft briefs and memoranda.
 - Conducted legal research/investigations, and drafted position papers related to emerging complex issues.
 - Prepared conference papers and represented the Prosecutor, internally and externally.
 - Drafted oral and written briefs/presentations that were delivered by Principals at the United Nations.

- Delivered lectures to universities, groups, and visiting experts.
- Prepared policy papers and operational manuals.
- Trained fellow staff members and created training materials for the Office of the Prosecutor.
- As Operations Officer; Managed operations, budget and logistics related to staff and witnesses.
- Investigated incidents of staff misconduct and managed funds for field offices.
- Managed witness protection, including vulnerability/threat/risk assessments.
- Coordinated and supervised operational expenditures; wrote expenditure reports and prepared budgets.
- Prepared manuals, standard operating procedures, and other critical operational materials.
- 2000 – 2015: International Criminal Tribunal for Rwanda (ICTR), Legal Officer, The Hague, Netherlands:
 - Established, from scratch, the ICTR office in The Hague (Duty Station).
 - Created and managed all registry functions, including all judicial and managerial roles; human resources sections; witness/victim support and protection; defence counsels and detention facility management; language services, and external relations.
 - Acted as focal point for coordinating all aspects of the work of the ICTR.
 - Coordinated all legal and administrative support services to the Appeals Chamber and with host country government ministries and other UN entities.
 - Established mechanisms for international cooperation and negotiated protocols with host state.
 - Negotiated and drafted cooperation agreements for the Tribunal’s work in Europe, Canada, and North America.
 - Appeared for the Registrar as Court Management Coordinator; prepared practice directions and Registry submissions; presided over witness depositions; presided over Witness Statement Certification procedures.
 - Conducted research into international criminal law and judgements relevant to the ICTR’s work.
 - Supervised and undertook recruitment, performed all human resources aspects for the Hague Office.
 - Researched and prepared legal memoranda, briefs; and other administrative/legal documents.
 - Litigated before the United Nations Administrative Tribunal.
 - Prepared and supported Judges Plenary session.
- 1997 – 2000: International Criminal Tribunal for Rwanda, Immediate Office of the Registrar:
 - Worked as special assistant to the Registrar.
 - Instrumental in establishing the duty station.
 - Drafted notes verbales, cooperation agreements, and Host Country agreements/letters of exchange.
 - Drafted the pioneering protocols on witness management in relation to the rights of victims who testified before the ICTR; made provisions for the reimbursement of lost wages for witnesses and victims appearing before the Tribunal.

- Drafted and represented the Registrar during negotiations involving the memoranda of understanding on the movement and relocation of witnesses, and the serving of sentences for those convicted by the ICTR.
- Conducted preliminary investigations into allegations of misconduct and provided reports to the Registrar to assist in his decision-making processes on whether instances of conduct warranted being fully investigated.
- Assisted the Registrar in the preparation, review, and oversight of a large category of documents including drafted correspondence to the Office of Legal Affairs; to high level officials of Member States; speeches; reports; policies; press statements; and press releases and keynote addresses for international conferences.
- Prepared draft responses and submissions on behalf of the Registrar in relation to matters involving the ICTR before the UN Administrative Tribunal.
- Served as official rapporteur of all Judges' plenary sessions, recording the minutes and performing all related administrative activities (1997 to 2000 and 2012 to 2015).
- Conducted research and drafted written submissions and memoranda on emerging complex legal questions related to cases that required a response from the Registrar.
- Represented the Registrar on the Appointment and Promotion Board, 1997 to 2000.
- Represented the Registrar at seminars, official meetings, and international conferences, including preparatory committees and the Rome Conference for the establishment of the ICC. Coordinated the Internship Programme/Gratis Personnel/Junior Professional Officers' Programmes on behalf of the Registrar.
- Negotiated agreements with the Host States of Tanzania and Rwanda with service providers, such as airlines.
- Represented the Registrar on the Rules Committee and was part of the group that drafted the Registry Practice Directions and manual for Court Management.
- 1996 – 1997: Legal Officer/Witness Victims Support Unit: ICTR:
 - Set up and established from the ground up the first ever Witness/Victims' Protection and Support Unit for the International Criminal Tribunal for Rwanda.
 - Selected, recruited, and trained the initial group of Witness Support Assistants and Protection Officers: Created posts, wrote job descriptions, and conducted job surveys; followed up on these tasks by submitting them for classification and fulfilling the procedures related to the established UN system.
 - Coordinated the establishment of safe houses.
 - Provided strategic advice and guidance to the Registrar for all services relating to witnesses and victims appearing before the Tribunal, including the establishment of policies and the creation of standard operating procedures; defined witness/victims' rights, which included specifying their benefits and defining the responsibilities of witnesses and victims.
 - Liaised with Host Country authorities and negotiated cooperation protocols/agreements for the management and movement of witnesses and victims, including immigration waivers and the provision of protection for the safe houses and for movements to and from the Court.
 - Pioneered the establishment of policies and international provisions of human rights instruments to translate them into practical application for the benefit of witnesses and victims.
 - Drafted, reviewed, and revised, as necessary, standard operating procedures intended to support the protective measures in place, a novel, and unprecedented initiative.
 - Represented the Registry in court on matters relating to the Witness Victims Support Section issues; drafted and prepared motions, briefs and legal memoranda for

submissions related to WVSS issues; and coordinated and ensured the implementation of protective measures handed down by the Court.

- 1995 – 1996: Associate Legal Officer/Investigator: ICTR:
 - Acted as part of the pioneer prosecution team in Kigali, which prosecuted ground-breaking cases.
 - Prepared indictments and defended them before the review committee prior to their filing.
 - Appeared for the Prosecutor in the Prosecutor vs Jean Paul Akayesu; and the Prosecutor vs Georges Anderson trials.
 - Conducted witness interviews and gathered evidence.
 - Conducted legal research, prepared motions, responses to defence motions, legal memoranda, and research on various elements of crimes.
 - Served as a member of the first sexual violence committee for prosecution of sexual based crimes.
 - Selected, prepared, appeared for the Prosecutor in the first two cases and supported the movement of all prosecution witnesses in the first four cases at the ICTR.
 - Drafted and reviewed filings and briefs before their submission to Chambers or to the Registry.
 - Prioritised the investigation and compiling of evidence for sexual crimes and crimes against children.
 - Contributed to the nurturing of an environment conducive to staff well-being in a “No Family Duty Station”.
 - Designed and established the first witness/victims support programme for OTP witnesses and victims, including negotiating their movement and the waiving of immigration procedures with the Host Country.
- 1988 – 1995: Human Rights Programme Officer/Deputy Director: Church of Uganda Planning, Development & Rehabilitation Office:
 - Deputised for the Director in relation to training/personnel management and organisational development, thus ensuring the competence of 35 staff members.
 - Demonstrated strong conceptual and analytical skills in developing a programme to assist conflict resolution in a divided nation.
 - Spearheaded the training of Senior Church officials, including Bishops and their spouses on human rights awareness and the emancipation of women.
 - Researched and conducted investigations into human rights violations and prepared reports that challenged government authorities; offered pro bono legal aid to the less privileged (mostly very poor women and children).
 - Oversaw the management of all funded training projects within the Anglican Church of Uganda.
 - Participated in the evaluation of the 10-year country programme to assess the effectiveness of centralised, development-aid partnerships.

Other Relevant Short-Term Loans/TDY to other UN agencies 2006 to 2008 & 2010 to 2012

- Headed investigations on gender-based violence for the Independent Commission of Inquiry on Libya.
- Prepared investigation plans; liaised with other non-governmental organisations, humanitarian agencies, and other UN specialised agencies to identify potential witnesses and victims.

- Conducted investigations, recorded witness statements, and prepared reports on the situation of refugees and other vulnerable people.
- Identified the needs of witnesses and victims, and pinpointed support mechanisms for victims locally and internationally.
- Provided witness support/protection training to Commission staff.
- Contributed critical input to the final report of the Commission of Inquiry on the findings of the investigations.
- Trained other investigators in interview techniques; conducted security-risk, threat, vulnerability, and situational analyses for the purpose of developing appropriate protection-and support mechanisms for witnesses and victims of crime.
- Prepared a witness and victims’ support/protection programme.

Witness Expert: UNHCR, 2010

- Acted as panel member on sexual exploitation and abuse crisis related to the Eastern Democratic Republic of Congo (on loan from the UNHCR).
- Established a witness/victims/whistle-blower support/protection programme for Staff and for refugees cooperating with the Office of the Inspector General on an investigation relating to sexual abuse and sexual exploitation.
- Carried out investigations into sexual exploitation and abuse by UN Staff and other humanitarian staff working with refugees in Eastern Congo and Western Rwanda.
- Conducted security assessments for victims and witnesses and made recommendations for appropriate support and protection to be offered by the UNHCR.
- Established local and international contacts to partner with the UNHCR in the implementation of the support and protection programme.

Special Court for Sierra Leone, 2006 to 2008

- Established a duty station in The Hague for the trial of Charles Taylor (on loan from the field office for the Special Court for Sierra Leone).
- Set up and managed the Registry; negotiated and concluded host country agreements with the Dutch government; and drafted internal arrangements related to movements of judges, staff and witnesses and all Court activities with BENELUX countries and the ICC.

Internship at the International Criminal Tribunal for the Former Yugoslavia (ICTY), The Hague, Netherlands, 1995

- Legal clerk/intern with the Office of the Prosecutor.

Internship with Survival International, London, United Kingdom, 1994

- Legal intern.

Educational and language qualifications

- PhD Candidate (in progress), Human Rights Law, National University of Ireland, Irish Centre for Human Rights, Galway.
- LL.M, Master of Laws, 1994, International Human Rights Law, Summa Cum Laude, University of Notre Dame, USA.
- M.A, Master of Arts, 1993, International Peace Studies, University of Notre Dame, USA.
- LL.B, 1998, Bachelor of Laws, Makerere University, Kampala, Uganda.

Awards

- Distinguished Alumni Award (2011), University of Notre Dame for Contributions to Peace-Building and Human Rights.
- Recipient of a Ford Foundation Scholarship Award (1993).
- International Peace Scholar, Joan Kroc Institute of International Studies, USA (1992).
- Recipient of the Busoga Local Administration Scholarship for Distinguished Students (1975).

Languages

- English: Excellent skills, written and oral.
- French: Level 7, B2.

10. PAM, Ibrahim James (Nigeria)

Executive summary of relevant experience

In my current role as the pioneer Director and Head of the Independent Integrity Unit at the Green Climate Fund since 2016, I have responsibility for safeguarding the \$37 billion total portfolio value of the institution, managed through 103 accredited entities, in 158 projects across 176 developing countries. I recruited staff and drew up workplans and budgets each year, which I negotiated before the Budget Committee, the Ethics and Audit Committee and the full Board of the GCF. I created an integrity policy framework for safeguarding GCF operations, and I also implement the policies on ethics and conflicts of interest. I participated in designing the internal grievance mechanism of the Fund. I also created a training module on procurement fraud risk management in GCF operations. I established operational working relationships and memoranda of understanding with over forty investigations offices of counterpart institutions, including UN offices and multilateral development banks. I have also created strategic partnerships and built peer networks around critical safeguarding issues.

From 2005 to 2012, I worked as an Associate Analyst, and later on as Investigator and Trial Coordinator, in the Investigations Division of the Office of the Prosecutor of the ICC, where as a senior member of the investigation team I led the investigation of complex cases and supported the presentation of cases before the Judges. I led extensive cooperation with intelligence and law enforcement agencies, military and civil authorities of member States, and conducted investigative activities in multiple jurisdictions of both civil and common law traditions. A substantial part of my responsibilities was in establishing cooperation with States as well as international state- and non-state organizations relevant to the work of the OTP. This also involved working closely with colleagues in the Registry, and trial and defence attorneys in managing victims and witnesses, and ensuring their adequate legal representation.

As Chief Investigation Officer in the African Development Bank 2012-2015, I had responsibility for ensuring the protection of the Bank's \$18 billion risk asset. I developed the annual work plan and budget for the Investigations Division, and negotiated the resource requirements with the Budget Department, drafting and presenting the budgets and work plans for approval by the Board of the Bank. I also managed a team of ten investigators and three support staff.

As Resident Investigator/Investigation Team Leader in the Investigation Division of the Office of Internal Oversight Services (OIOS) in the United Nations Mission in South Sudan (UNMISS) 2015-2016, I was part of a team with concurrent responsibility for three UN Missions with a total estimated manpower size of about 52,000 personnel and a total estimated budget of about \$3.3 billion.

Altogether, my broad experience in international justice, criminal and administrative law, financial and procurement fraud investigations, crime analysis and fraud risk management, acquired in over twenty-one years of exceptional experience in national and international institutions provides me with a unique skillset that is invaluable in the context of institutional governance and internal oversight. This is underscored by my superior education in social policy, criminology, crime prevention, international criminal law and human rights law from the London School of Economics and Political Science, and sound knowledge of the rules and procedures of public international institutions, and the ethics of public international civil service. I am therefore honoured to present myself for consideration for the position Registrar of the International Criminal Court.

Statement of qualifications

Professional summary

Accomplished international lawyer and criminal investigator, with strong leadership experience and specialization in investigation of mass crimes, human rights abuses, as well as fraud and financial crimes, and with a broad experience in administrative and criminal

investigations in multiple jurisdictions around the world, on behalf of national and international investigative offices. Proficient in the use of analysis, visualization and evidence management tools such as i2Analyst Notebook, CaseMap, RingTail and GoCase. Excellent oral and presentational capabilities, as well as highly competent numerical and interpretative skills. Works well under high pressure with tight deadlines and is comfortable with multinational and multicultural teams.

Professional experience

- November 2016 – present: Head of the Independent Integrity Unit; Green Climate Fund, Songdo, Republic of Korea:
 - Established, led and managed the Independent Integrity Unit, including the authority to make appointments and manage staff of the unit.
 - Investigated high-profile incidents of integrity violations, including misconduct, harassment, fraud and corruption, involving any Fund activity (including actions by its staff members), corporate procurement by the Fund, and activities (including projects and programmes) using Fund resources directly or indirectly.
 - Developed policies, procedures and controls to mitigate the opportunities for integrity violations and to address anti-corruption and counter the financing of terrorism in the Fund’s activities.
 - Developed innovative machine-learning data analytics tool for detecting integrity red flags in the Fund’s projects portfolio of over USD33bn across 197 countries.
- June 2015 – October 2016: Resident Investigator, UN Mission in South Sudan (UNMISS) [with concurrent accreditation to the United Nations Interim Security Force in Abyei (UNISFA)]; Office of Internal Oversight Services (OIOS, Investigation Division), United Nations, Juba:
 - Conducted complex sexual exploitation and abuse, procurement, misconduct and fraud investigations covering three United Nations field missions in South Sudan, Abyei and Central African Republic.
 - Deputy Leader of a sexual abuse investigation team that conducted the largest ever investigation of sexual exploitation and abuse committed by UN peacekeepers in the history of the United Nations, in Central African Republic in 2016.
 - Created an integrated searchable risk management database in Microsoft Excel, as a repository for information and as an analysis tool for “hotspot-mapping”, as well as predictive and prescriptive analysis.
- April 2012 – April 2015: Chief Investigations Officer; Integrity and Anti-Corruption Department (IACD), African Development Bank, Tunis/Abidjan:
 - Led and managed a team of eleven investigators with different specializations in financial crimes, fraud, procurement and corruption investigations.
 - Conducted the most complex and most sensitive cases of fraud and corruption either relating to projects financed by the African Development Bank or involving serious misconduct, such as sexual harassment, abuse of authority and misuse of Bank resources.
 - Prepared the annual work programme, managed the investigations budget (with oversight by the Director), liaised with other Bank departments, and established cooperation with regional and national accountability institutions.
- December 2005 – March 2012: Analyst and Investigator/Trial Coordinator; Office of the Prosecutor (OTP), International Criminal Court, The Hague:
 - Team Leader for the Darfur Situation investigation; conducted over fifty interviews of victims, suspects, experts and other witnesses in different parts of the world and produced over twenty analytical reports on various thematic areas relevant to the

- investigations, along with audio-visual aids generated using various analytical software.
- Sourced and managed important intermediaries who acted as conduits for reaching critical witnesses, and managed relationships with credible non-governmental organizations and academic institutions that provided important links to witnesses and other sources of evidence.
 - Responsible for and developed the knowledge of the OTP in the rebel groups in Darfur and eastern Chad. Led the investigation into the crimes committed by rebel groups in Darfur that was the first case brought by the Prosecutor in the Darfur Situation.
 - September 2005 – November 2005: Program Coordinator; PACT Nigeria, Abuja:
 - Coordinated the solicitation and selection process for recipients of USAID grants administered by the Project.
 - Developed the annual work plan and budget for activities, and ensured the timely implementation of training program activities, as well as adapted and developed training manuals for local consultants.
 - Conducted policy research, analysis and documentation in support of project activities, and developed a long-term advocacy support plan for the guidance of on-going technical assistance to project activities.
 - July 2001 – September 2005: Chief Legal Officer; Independent Corrupt Practices and Other Related Offences Commission, Abuja:
 - Conducted sensitive high-level investigations into public sector corruption.
 - Head of the Special Unit in the Office of the Chairman with responsibility for sensitive investigations, liaison with international development partners and civil society, negotiation of international legal instruments, strategic planning and staff development.
 - Represented Nigeria as lead delegate to the *ad hoc* committee for the drafting of the African Union Convention on Preventing and Combating Corruption in Addis Ababa in 2001, and the *ad hoc* committee on the drafting of the United Nations Convention Against Corruption in Vienna, 2001-2002.
 - April 2000 – July 2001: Special Legal Assistant; Human Rights Violations Investigation Commission, Abuja (“Oputa Panel”):
 - Undertook the legal and factual analysis of over four hundred petitions of human rights abuses in order to classify the allegations, conduct a preliminary verification of facts, identify alleged perpetrators, and recommend an investigation plan.
 - Organized investigation teams and led the of conduct investigations to verify the allegations contained in the petitions and presented the investigation findings before the Commission in its public hearings.
 - Assisted with legal and logistical support to organize the public hearings of the Commission, and organized the daily caseload for the public hearings.
 - October 1995 – April 2000: Senior Counsel; J. Y. Pam & Co. (Legal Practitioners), Jos:
 - As Senior Counsel participated in case preparation, analysis of legal claims and evidence, collection of rebuttal evidence, preparation of witnesses, examination of witnesses and presentation of arguments.
 - Provided legal and secretarial services to clients, including a social sector philanthropic Foundation registered under the Trustee’s Law and providing charitable services.

- February 1991 – October 1995: Senior Supervisor; Continental Merchant Bank Nigeria Plc, Lagos:
 - As Supervisor in the Credit & Marketing Department assigned to the Trade Finance function as relationship officer on the Export Credit desk, managed relationships with a number of export clients, processed clients’ export credit requests by preparing credit facility reports that analyzed the viability of the proposed credit along standard parameters that examined profitability, management, liquidity and marketability of the proposal.
 - Received management commendation for creditably managing an up-country escrow account of N1.5 million.
 - Processed applications for additional export credit and foreign exchange allocations through the export credit guarantee scheme of the Nigerian Export-Import Bank (NEXIM) and the Central Bank of Nigeria respectively.
- September 1989 – February 1991: Junior Counsel; F. O. Fagbohunge & Co. (Legal Practitioners), Lagos:
 - As Junior Counsel undertook first-stage treatment of briefs for clients with criminal matters.
 - Processed probate matters before the High Court for the admission of intestacy claims and issuance of letters of administration.
 - Drafted legal conveyances and contracts related to land transactions for both commercial and non-commercial transactions.

Education / Training

- Master of Science in Criminal Justice Policy; London School of Economics and Political Science (2005).
- Barrister at Law (BL); Nigerian Law School (1989).
- Bachelor of Laws (LL.B., Hons); University of Jos, Nigeria.

Affiliations and assignments

- Member of the Independent External Oversight Advisory Committee of the United Nations Joint Programme on HIV/AIDS.
- Chair of the Ad Hoc External Advisory Panel on Work Culture for the Office of the Prosecutor, International Criminal Court, 2021.
- Conference Chair, host of the 19th Conference of International Investigators (CII) 2018.
- Member, Advisory Board of the African Association of International Law (March 2013 – present).
- Lead Expert for Nigeria at the African Union Ad Hoc Committee for the Negotiation of the AU Convention on Preventing and Combating Corruption, Addis Ababa, Ethiopia (November 2001 and September 2002).
- Member, National Coordinating Committee on Justice Sector Reform (NCCJSR) (December 2002 – July 2004).
- Head, Legal Team and Delegate for Nigeria to the United Nations Ad Hoc Committee for the Negotiation of the UN Convention Against Corruption, Vienna, Austria (June/September 2003).

11. TUMA, Inger Marie (Sweden)

Executive summary of relevant experience

I currently, since 2018, serve as an EU Expert appointed by the European External Action Service, European Commission, to the International Monitoring Operation in Albania, to oversee and monitor the political sensitive vetting process of national judges and prosecutors with the aim to establish a justice system free of corruption and incompetence. The process is an integral and vital part of the country's accession to the European Union. In this position I lead mixed teams of investigations, monitor different proceedings and take various actions according to the Constitution of Albania.

Prior to my tenure with the International Monitoring Operation I served as an EULEX Criminal Judge in Pristina, Kosovo, mainly as presiding judge but also as pre-trial judge and panel member. I worked together with local counterparts in mixed executive panel of judges to ensure that various cases of organized crime, war crimes, and highly sensitive corruption cases were correctly adjudicated, and judgements were properly enforced. The most far-reaching main trial I adjudicated as the presiding judge was a corruption case against the then deputy Prime Minister of Kosovo and others. In addition, I was involved in assisting Kosovo judicial authorities in their quest to develop and strengthen an independent, multi-ethnic justice system. I also mentored and monitored local colleagues as well as sharing my skills and experience in peer-to-peer discussions. I supervised and led the trial teams in order to ensure and maintain an effective administration of justice. I also served upon request as the focal point of the unit and as well as the chair of the Discipline Board.

Before taking up my position as a Criminal Judge with EULEX I served as the Director of the Raoul Wallenberg Institute of Human Rights and Humanitarian Law, Lund, Sweden. I had the overall managerial responsibility for a large-scale multi-cultural organization funded by mainly public funds through the Swedish International Development Cooperation Agency. The Institute carried out several capacity building projects and programs in the field of international human rights, humanitarian law and rule of law as well as different research programs. The capacity building programs were managed by the Institute's headquarters in Lund and its field presence in Amman, Cambodia, China, Indonesia, Jordan, Kenya and Turkey. The international programs targeted mainly state agencies with the administration of justice systems or prison authorities. My responsibilities required significant program planning and initiatives as well as the responsibility to ensure their timely and effective implementation. I was responsible for employments, to manage the budget, to coordinate the work of the field offices, to attract funding, to re-organize the Institute, to introduce and implement new policies including framework for improving staff motivation, responsible for the safety of the six field offices and the facilities, introduced totally new communication platforms, webpage, and other tasks. I managed to obtain long-term satisfactory funding for the Institute. The responsibilities included regular interactions with high-level diplomatic representatives, governments, ambassadors, stakeholders as well as representing the Institute at international conferences and in the global media.

Prior to my tenure with the Raoul Wallenberg Institute, I served as an International Appeal Judge assigned to major war crime cases in Bosnia and Herzegovina at the State Court of Bosnia and Herzegovina (mixed court). I implemented new policies and new strategies and I was responsible for the referred cases from ICTY in the Hague and as such I was also responsible for warrants of arrest, summons to appear, requests for freezing assets and all other forms of required cooperation such as different bar associations and ensuring the proper legal aid. I supervised both legal and administrative staff. Before taking up this position I served as the prosecutorial attorney at ICTY in the Hague with supervisory responsibility for investigations and trial teams which were comprised of investigators, lawyers and experts in various technical teams. The most important case I was assigned to was the prosecution of Slobodan Milosevic. Working within the United Nations common system my leadership responsibilities required strong leadership skills and effective communication, management and team building in office and out in the field. An important task was to secure key witness safety. While serving as a Prosecutor in Sweden for a long period of time, before taking up my position in the Hague, I had the sole responsibility to investigate, to indict and to present the different criminal cases in court at both first instance

and appeal level. I managed the police force and investigators in all the investigations and main trials in an effective successful manner.

Statement of qualifications

Relevant experience 1985 – ongoing

- December 2017 – ongoing: European Union Expert.

I uphold a position as an EU Expert, appointed by European Commission (European External Action Service), Brussels, to the International Monitoring Operation in Albania, in order to oversee and monitor the political sensitive vetting process of the members of the judiciary in the Republic of Albania in order to establish public trust and confidence of a justice system free of corruption and incompetence. The operation is a cooperation with the United States of America and is a vital part of the justice reform for Albania's accession to the European Union. I work together with eight other experts, deployed in Tirana, and with a support staff of lawyers and analysts in mixed teams. The aim is to oversee and to engage in the decision-making process by national bodies and court to dismiss or confirm judges and prosecutors in office on the ground of investigation of financial resources, proficiency elements and a background check. The operation has until now reached satisfactory result. I lead my own teams in this operation and report to the International Monitoring Board comprised of representative of EU and USA.

- 2014 – 2017: International Criminal Judge, EULEX, Kosovo.

My duties as an EULEX Criminal judge, Pristina, Kosovo, were to retain certain executive responsibilities by working with local counterparts in mixed panel of judges to ensure that cases of war crimes, corruption, organized crime and other grave criminal offences were properly investigated, prosecuted, adjudicated and enforced. I was the Presiding Judge in most cases and as well as a pre-trial judge and at times as a panel member. The most far-reaching criminal case I adjudicated as the Presiding Judge was the high-level corruption case against the then deputy Prime Minister of the government. I successfully managed and adjudicated and managed and supervised teams of lawyers and administrative staff. My responsibilities were to administrate the cases in an effective and fair manner including but not limited to requests of arrest warrants, summons to appear in front of the court, requests of freezing of assets, assign defence counsels, manage the legal aid when necessary, manage the records, manage the translation service of the main trials and custody hearings and all other procedural matters of the cases both as a pre-trial judge or presiding judge. Apart from this, I was regularly involved in assisting the Kosovo judicial authorities in their quest to develop and strengthen an independent justice system. Such duties also entailed mentoring and advising local judges and sharing my skills and experiences in peer-to-peer discussions. I was as well the Chairperson of Discipline Board in delicate staff issues. I also served on panels in various issues related to the Executive branch of the mission and upon request I served as the focal point of the department. Occasionally I taught national judges international humanitarian law including war crimes.

- 2010 – 2014: Director of Raoul Wallenberg Institute, Sweden.

Prior to my tenure with EULEX, Kosovo, I served as the Director of the large-scale human rights organization, Raoul Wallenberg Institute headquartered in Lund, Sweden, with six field offices around the world. The Institute is funded primarily by public funds through the Swedish International Development Cooperation Agency, and I reported to a Board of Trustees and The Swedish International Development Cooperation Agency. The Institute carried out several capacity building programs and research projects in the field of rule of law, human rights and international humanitarian law. The international programs targeted mainly state agencies within the administration of justice systems in developing countries. The field presence was organized in Cambodia, China, Indonesia, Jordan, Kenya and Turkey. As the Director I was responsible for the management, organization and administration of all the Institute's affairs. I successfully managed the human resources by employing new staff and positions to the Institutes, managed the annual budget, managed the six field offices, the safety and the management of the

facilities of both the headquarter and the field offices. I introduced new policies, new positions to ensure and develop the information of the work of the Institute including fundraising strategies and outreach policies. I ensured judicial and administrative cooperation with the host countries of the located field offices. I also successfully managed to ensure the safe funding of the Institute of public funds for a significant period ahead as well as attracted donor for the establishment of the new position Raoul Wallenberg Chair of Human Rights and Humanitarian Law. I also frequently interacted with high level diplomatic representatives including ambassadors, foreign ministers and heads of state as well as I represented the Institute in its outreach activities by holding presentations and speeches in different continents of the world. During my term I successfully attracted new funding, I employed a vast of new staff, opened two new field offices, in Amman and Phnom Penh, developed new projects and programs and introduced and as well a new webpage and logo and all other actions that were required to move the Institute into the future. Occasionally I lectured in international humanitarian law for the Swedish Military Forces, for students and diplomats at different universities such as at Peking University and other institutes and organizations. I hold speeches at a number of international conferences or at specific occasions such as visits in Middle East organized by the Swedish government.

- 2006 – 2010: International Appeal War Crime Judge at the War Crime Chamber at the Court of Bosnia and Herzegovina, Sarajevo.

I served as an Appeal International Judge assigned to war crimes and other large-scale cases in Bosnia-Herzegovina, Sarajevo, in mixed panels comprised of international and local judges. The main trials were focused on different war crime cases occurring during the Balkan war. In addition to in-court judicial responsibilities, I was also involved in the sensitive process of establishing reforms to the judicial branch, enabling it to meet international rule-of-law standards. I was successfully able to analyze sensitive political and personal situations and engage in constructive dialogue with people representing a variety of ethnic, religious and political background which is essential in order to find solutions to the problems confronting conflict and post-conflict countries. During my two terms I was responsible for the cases referred to the War Crime Chamber by the UN ICTY (International Criminal Tribunal for the Former Yugoslavia). I was the responsible judge to handle the ICTY cases as well as deciding on special request by the Office of the Prosecutor of extraordinary measures such as freezing of assets and all other procedural matters such as assigning defence counsels, legal aid protocol, deciding upon the request of the prosecutor to grant protective measures regarding sensitive witness. Working in a culturally diverse, multi-ethnic environment, I supervised legal officers and delegated tasks relating to the main trials or appeal procedures. I also introduced legal concepts applied by ICTY which were a novelty for the appeal judges at the time such as joint criminal enterprise, plea agreements or cross-examination of witnesses. I also when the cases requested liaised with the Office of the High Representative of Bosnia and Herzegovina, UN ICTY and NATO.

- 2001 – 2006: International Prosecutor/Trial Attorney at the International Tribunal for the Former Yugoslavia, the Hague.

As an international prosecutor at the UN International Criminal Tribunal for the Former Yugoslavia at the Hague, I successfully managed several complex and high-level war crime investigative and trial teams such as the investigation against Slobodan Milosevic or the Vukovar case and other cases. I supervised and coordinated team of investigators, lawyers, analysts, experts and support staff in order to effectively and timely and successfully fulfill the tasks vested on the teams. All the indicted were followed by successful convictions. I instructed and supervised the teams, provided substantive leadership and supervised the activities, I formulated and implemented strategies for the teams and formulated applicable procedures as well as positions to be taken before the Chambers. My familiarity with both the civil and common law legal systems were specifically useful in the administration of the cases as well as my knowledge of international criminal law and procedure and international humanitarian law. I have extensive depth-knowledge of understanding of the relevance, credibility and admissibility of evidence, to apply all possible means to protect witness participation in the main trial and apply the sensitiveness required to the witnesses during the

investigation phases and the importance of meeting deadlines in a demanding environment. At all times to plan and to establish priorities. I was also selected to provide legal advice to the Senior Management of the Office of the Prosecutor including the Chief Prosecutor on a diverse range of highly complex or novel substantive and procedural issues. I also was responsible to coordinate and manage the team on the regular filed missions in the Balkans. On occasion I interacted with defence counsels and appropriate Bar Associations and as well representatives from the governments in the region in order to get access to vital evidence in the investigations.

– 1985 – 2000: Swedish Prosecutor.

For fifteen years I served as a national Swedish prosecutor, working in mixed multi-cultural high-crime areas. In this capacity I was responsible for managing investigation and main trials as well as custody cases at all phases in complex criminal cases. I also functioned as the lead counsel in the prosecution in both first and higher instances. During the investigations I managed, supervised and instructed all the investigators and supervised the activities of the teams, formulated the methods of work and supervised its' implementation, analyzed evidence, made submissions to the Chambers, decided the different investigative actions, decided upon arrests, searches and all other measures during the investigation and the main trial stage as well as prosecuted and writing the indictments. Other prosecutorial functions included regular interaction with courts and defence counsels as well as the generation of briefs, pleadings and all other relevant legal issues to be submitted to the Chambers. At times I also trained younger police officers how to administrate successful investigations and main trials. During my service as a national prosecutor, I demonstrated the skill required to reach convictions of all prosecuted cases.

Education and Professional Training

- Faculty of Law at Lund University, Sweden, LL.M.
- Master Studies in Human Rights and International Humanitarian Law, Raoul Wallenberg Institute, Lund, Sweden.
- Security in the Field Education and Crisis Management, Swedish International Development Cooperation Agency, Sweden. Security in the Field training at UN ICTY and EULEX, Kosovo.
- UN Management Course, UN ICTY, the Netherlands.
- Swedish Management Course, TRUST, Malmoe, Sweden.

Languages

- Swedish: Mother tongue.
- English: Fluent.
- German: Moderate.
- French: Basic user.

Miscellaneous

- Nomination of the Swedish Foreign Office to UNHQ, Senior Appointment Section, ASG position.
- Nomination by UNHQ to ASG position as Head of UNITAD.
- Member of the International Criminal Justice Expert Advisory Group, Washington.

12. ZAVALA GILER, Oswaldo (Ecuador)

Executive summary of relevant experience

With over sixteen years of progressive experience on the work of the International Criminal Court, as well as working under and reporting directly to three different Registrars, I have extensive institutional expertise and a profound understanding of the functioning of the Registry, the management and operations of the Court, and the work of the Assembly of States Parties.

Administration

I have significantly contributed to the effective functioning of the Registry and the non-judicial administration of the Court for over eleven years. I possess first-hand experience on the internal decision-making process on complex policy, operational and strategic matters in all areas of the Registry's activities impacting on the Court, such as on its finances, efficiency, operational effectiveness, and legitimacy. As the ICC Chief of Budget, I am fully proficient on the budget life cycle and its intrinsic connection to the strategic and operational context of the work and mandate of the Court. Moreover, I have an in-depth understanding of the Court's working culture, as well as on the efforts needed to address the challenges faced by the staff and by those working within the Court. My institutional knowledge and communication skills have positioned me to play leading roles for the Registry in a number of Court-wide review, development and reform processes, including in the more recent Independent Expert Review. I have developed good direct inter-organ rapport with Court's Principals, high-level officials and other key colleagues in the different organs and offices, which are critical for the Registrar to operate effectively in a collegial way and as part of the One-Court principle.

Court services

I have supported the Registrar's responsibilities in providing effective and efficient services to the judicial proceedings from a legal, technical, strategic and financial angle. Effective and efficient judicial support services are a key priority for the Registry and essential to the legitimacy of the Court. In this regard, I have been directly involved in many complex negotiations related to the role of the Registry in providing court services, including the legal aid policy, the implementation of the intermediaries guidelines, the development of the Court-wide victims strategy, the shaping of the Defence and Victims' Representation functions, the development of performance indicators for judicial support functions, as well as in the design of focused solutions to sustainably resource Registry's judicial services. My longstanding experience with the judicial work of the ICC from the Registry's perspective uniquely positions me to understand its evolving complexity, which in turn requires the formulation of adaptable forms of support progressively more attuned to the Court's developing judicial context.

External operations

I have taken part in a number of efforts, reviews and discussions concerning strategic and policy discussions on communication and outreach towards victims and affected communities, as well as the evolution and establishment of Registry's country offices. In particular, I clearly understand the factors to be considered when assessing the best way to provide external support to judicial and prosecutorial activities, including to the parties, participants and other relevant actors. Effective external operations are underpinned by consistent and strong cooperation from States Parties, as well as by engaged and open collaboration with civil society, and I have participated in numerous efforts to facilitate cooperation between the Court and States and civil society, including the negotiation of Cooperation Agreements, and supporting efforts at the national level to adopt legislation implementing the Rome Statute provisions regarding cooperation and judicial assistance. I have represented the Court in a number of national, regional and international fora, including with high-level States representatives.

Reporting and liaising with the Assembly of States Parties

I have been involved in the work of the Assembly of States Parties since its very early stages. I have represented the interests of the Registry before the Assembly, its Working

Groups and subsidiary bodies, as well as represented the Court before different United Nations' bodies as the Head of the ICC Liaison Office in New York, during a challenging political period. I am a skilled communicator, with a strong diplomatic sense, able to convey the complex and sensitive organisational positions of the ICC in a trustworthy manner with clarity, tact and precision. I also possess a genuine understanding of the key role played by the Registrar in the discharge of the statutory managerial oversight responsibilities of the Assembly by ensuring an open dialogue based on trust, efficiency, sustainability and transparency.

Statement of qualifications

Employment history

- February 2022 – present: Chief of Budget Section; International Criminal Court, The Hague, the Netherlands.

Key responsibilities:

- Manage the annual budget process for the Court through the creation of guidelines and yearly objectives for budget holders, devising policy implications and ways to effectively prioritise budgetary requirements with a view to ensuring business continuity, coordinating and preparing budget submissions in cooperation with budget holders, maintaining financial data and documentation of changes on budget proposals, preparing final documents, including Assembly resolutions, coordinating production of supplementary budget proposal documents and production of Contingency Funds notifications.
- Align the budget process more clearly with strategic planning and risk management.
- Ensure the strategic communication and representation of the Court's budgetary policies, strategies and plans vis-à-vis States Parties and external stakeholders, in particular in the context of the budget cycle with the Assembly of States Parties.
- Provide control to Court resources and related programmes by ensuring sound management practices through policies, procedures, standards, strategies and plans relating to the control of budget implementation and developing refinements to Court-wide Integrated Management information system through a panel of certifying officers. Ability to reprogram the budget to meet changing priorities and developments.
- Review and analyse reports to identify deficiencies or redundancies in the Administration of the Court and encourage remedial action and enhancements to ensure the best economical use of resources.
- Provide budgetary control to all Court resources and related programmes by ensuring adherence to the Financial Regulations and Rules and sound management practices through advice to the Director of Management Services (the Director), other Senior Leadership and Section Chiefs in dealing with major events and activities.
- Provide high level authoritative advice and guidance to senior management with regard to budgetary practices, prioritisation of resources, and represent the Organisation before governing bodies and at external meetings when required by the Director.
- June 2016 – February 2022: Senior Special Assistant to the Registrar; International Criminal Court, The Hague, the Netherlands.

Key responsibilities:

- Provided policy, legal and strategic advice to the Registrar on a large spectrum of complex issues pertaining to the Registry's mandate across all three Registry's Divisions, including notably in the areas of budget and administration, court services, field operations, state cooperation and external relations.

- Provided substantive support to the Registrar in his external relations functions and represents the Registrar in various internal Registry or inter-organ working groups; represented the Registrar in contacts with external stakeholders such as Host State authorities, representatives of States, intergovernmental organisations, NGOs, academia and others.
- Ensured the preparation for and implementation of decisions by the Registrar by liaising closely with the offices of the Directors of the three Registry Divisions and/or relevant Section Chiefs, served as a direct and primary operational link between the Registrar and the relevant Division(s)/Section(s), as well as the focal point for special assistance to the Registrar generally.
- Supported the Immediate Office of the Registrar on executive management related matters.
- Supported and advised the Registrar in establishing the Immediate Office's priorities and action plans by identifying the need for and developing new proposals for policies, projects or processes for Registry or Court-wide application.
- Represented the Registry in the context of the work of the Assembly of States Parties, including vis-à-vis its authorities, working groups, subsidiary bodies and States representatives.
- Prepared and reviewed a broad range of strategic and policy documents, including budgetary documents, policy documents, legal documents, reports to the Assembly of States Parties, reports to the United Nations General Assembly.
- August 2018 – June 2019: Head of Office, Liaison Office to the United Nations; International Criminal Court, New York, United States of America.

Key responsibilities:

- The Head of the Liaison Office to the United Nations in New York supports the work of the International Criminal Court through facilitating interaction between the ICC and the United Nations offices, bodies and its agencies, as well as the representatives of ICC States Parties.
- Arranged for the collection, analysis and appropriate distribution of information relating to events and developments at the United Nations of interest to the Court.
- Advised on the United Nations position concerning the Court in the context of ongoing discussions and developments at the United Nations.
- Acted as a channel of communication between the Court, the United Nations Secretariat and the various United Nations programmes, funds, offices and specialized agencies.
- Established formal contacts and informal networks to enable the Court to keep abreast of developments at the United Nations.
- Provided support for visits of Court officials to the United Nations; Manage the New York Liaison Office.
- Coordinated and responded to operational issues and demands, on request from the Court, including issues arising from situation-specific requirements, as well as processing of requests for cooperation and assistance.
- Assisted in servicing and providing technical support to the Assembly of States Parties, including its bureau, subsidiary bodies as well as intersessional meetings.
- November 2010 – June 2016: Special Assistant to the Registrar; International Criminal Court, The Hague, the Netherlands.

Key responsibilities:

- Provided legal, policy or strategic advice to the Registrar, the principal administrative officer of the Court, on diverse and complex questions in relation to the Registrar's

statutory responsibilities, including administration, court services, field operations, states cooperation and external relations.

- Conducted extensive research and analysis and prepares background information, memoranda, speaking notes, speeches etc. for various internal and external fora.
- Assisted and advises in the daily management of the Registry, e.g. advice on matters that are submitted to the Registrar for decision making, follow-up on projects.
- Coordinated with the different organs and offices attached to the Registry on aspects of mutual interest.
- Reviewed and provided input to Registry-wide and/or court-wide documents, reports and decisions.
- Safeguarded the overall interests of the Registry in various internal working groups.
- Assisted in improving proper communication within the Registry and the other organs.
- Participated in meetings and liaises with representatives of governments, international organizations or non-governmental organizations, including Heads of State, Ministers, Ambassadors and other State representatives; President and Vice Presidents of the Assembly of States Parties, as well as Ambassadors in (co)facilitating or (co)chairing roles on specific issues and delegates to the ASP; members of the Committee on Budget and Finance; representatives of international organisations; representatives of NGOs; representatives of academia.
- February 2009 – October 2010: Legal Adviser / Liaison Officer to the United Nations; Coalition for the International Criminal Court, New York, United States of America.

Key responsibilities:

- The position was based in the CICC New York Office as part of the Legal Section of the CICC Secretariat and provided general legal and coordination support for CICC programmes through research, analysis and information sharing and facilitation of CICC-wide consultations.
- Coordinated the work of the CICC Teams on matters pertaining to the work of the New York Working Group, the Review Conference, including the Crime of Aggression and the Stocktaking Exercise.
- Advised the Convenor of the CICC on legal and institutional issues relating to the functioning of the ICC.
- Monitored ICC/ASP related activities in New York, particularly at the United Nations, including the work of the UN Security Council, and communicate to CICC staff, members and the public.
- Liaised with ICC, ASP and United Nations officials.
- Supported the campaigns of the CICC through coordination and facilitation of information sharing and consultation with members, including organizing CICC meetings.
- Liaised with the diplomatic community in New York on ICC and ASP related issues.
- April 2006 – April 2009: Legal Officer; Coalition for the International Criminal Court, The Hague, the Netherlands.

Key responsibilities:

- The position was based in the CICC office in The Hague as part of the Legal Section of the CICC Secretariat and provided general legal and coordination support for CICC programmes through research, analysis and information sharing and facilitation of CICC-wide consultations.

- Monitored ICC related activities, including trial monitoring, and activities and discussions in relation to the work of the Assembly of States Parties, and communicated to the public.
- Advised CICC member organizations on legal and institutional issues in relation to the functioning of the ICC.
- Coordinated, in particular, the following thematic issues: Review Conference, policy issues in relation to judicial cooperation and assistance to the Court, ICC budget and finance, and prosecutorial strategy and investigations.
- Liaised with the diplomatic community in The Hague on ICC and ASP related issues.
- July 2000 – April 2003: Legal Assistant; Zavala Baquerizo Abogados, Guayaquil, Ecuador.

Key responsibilities:

- Assisted the work of the law firm on a wide range of legal services and different areas, including criminal law, civil law, national and international corporate law, banking and finance law, intellectual property law, and tax law.
- Provided support to the work of partners and associates in the firm including through the preparation of legal filings, reviewing legal documents and carried out administrative and judicial procedures.

Languages

- Spanish: Native / Proficient.
- English: Fluent / Proficient.
- French: Working knowledge.

Education

- February 2004: Abogado de los Tribunales y Juzgados de la República (Law degree); Universidad Católica de Santiago de Guayaquil, Guayaquil, Ecuador.
- November 2000: Licenciado en Ciencias Sociales y Políticas (Bachelor of Social and Political Science); Universidad Católica de Santiago de Guayaquil, Guayaquil, Ecuador.
- January 1997: Bachiller en Ciencias Filosóficas y Sociales; Unidad Educativa Javier, S.I., Guayaquil, Ecuador.

Professional Associations

- Foro de Abogados del Ecuador, Professional Lawyer License No. 09-2004-336.

Academic publications

- *Zavala, Osvaldo, 2018, The Budgetary Efficiency of the International Criminal Court, International Criminal Law Review, volume 18, number 3, pages 461 – 488. BRILL.*
- *Gasparian, B., Pereira de Sousa, A. & Zavala, O. (2022, in print), “Las solicitudes de cooperación: órganos de los tribunales encargados de transmitir y recibir comunicaciones relativas a la asistencia judicial, canales nacionales de comunicación e idioma de las solicitudes de cooperación”, in: Olasolo, H., Freydell Mesa, F. & Sánchez Sarmiento, A. (eds.) Las respuestas a la corrupción en el Derecho internacional penal.*

Honours and Awards

- Exemplary Citizen Award (December 2021), Mochica Sumpa: Human Rights, Eco-Environmental and Cultural Corporation, Santa Elena, Ecuador.

- President of the Law School Student Body Association (2003 – 2004), Universidad Católica de Santiago de Guayaquil, Guayaquil, Ecuador.
- First Place Award (May 2002), International Moot Court Competition “Victor Carlos García Moreno” Procedure before the International Criminal Court, First Edition, México City, México.
- Finalist and Best Oralist Awards (May 2001), Inter-American Human Rights Moot Court Competition, Sixth Edition, Washington College of Law, American University, Washington, D.C.
- Semi-finalist Award (October 2000), Inter-American Human Rights Moot Court Competition “Eduardo Jiménez de Aréchaga”, San José, Costa Rica.

Other memberships

- ICCQ – The Sexual and Gender Diversity Network at the International Criminal Court, Founding member (2018 – present).
 - Staff Union Council of the International Criminal Court, Contributing member (2012 – present).
-