

1 International Criminal Court

2 Assembly of States Parties - Round Table with shortlisted candidates for Registrar

3 Courtroom 3

4 Tuesday, 11 October 2022

5 (The round table commences at 4.32 p.m.)

6 MS SEQUENSOVA: [16:32:41] Good morning, good afternoon, good evening.

7 My name is Katerina Sequensova, and I serve as vice-president of the Assembly of

8 States Parties, and I'll be your moderator tonight. I'm pleased to welcome you to

9 the first session of the virtual public round table with the candidates for Registrar of

10 the International Criminal Court. I'd like to show my appreciation to the Court, and

11 its Registry in particular, for providing us with the technical support to carry-out this

12 round table in this virtual format. The round table is being streamed online and

13 recordings will also be made available online afterwards.

14 Let me inform you, at the very start, that two candidates out of the 12 shortlisted ones

15 withdrew their candidatures. These are Ms Kate Mackintosh from the first session

16 and Mr Amady Ba from the second session.

17 We will have two sessions in total; one session with group of five candidates.

18 The division of the candidates into the respective sessions was decided by drawing

19 lots at the last Hague Working Group meeting of 15 September.

20 I will moderate the first two -- the two sessions on behalf of States Parties. I'm also

21 pleased to welcome two representatives of civil society who will act as co-moderators,

22 Ms Evelyn Ankumah from Africa Legal Aid and Ms Alejandra Vicente from Redress.

23 Today's co-moderator will be Evelyn Ankumah. I am pleased to welcome to this

24 round table today the five first candidates for Registrar in alphabetical order.

25 Mr Juan Pablo Albán Alencastro, Ms Fidelma Teresa Donlon, Mr Pourago Julien

1 Kouda, Mr Christian Mahr, Ms Inger Marie Tuma. Thank you for being with us  
2 today.

3 Before we begin, in order to assist the interpreters with their work, I would like to ask  
4 the candidates to please pause for a few seconds before beginning to speak when they  
5 are given the floor. This will ensure that the interpretation can run smoothly. In  
6 order to minimise interruptions, we would also like to request the candidates to only  
7 speak when the floor is given to them by the moderators and to mute their  
8 microphones when they have finished speaking.

9 For the first segment of our round table, we will give each of the candidates an  
10 opportunity to make an introductory statement outlining their candidacies and their  
11 vision for the role of Registrar. We will have these statements in alphabetical order,  
12 and candidates have been given up to four minutes each. I would kindly ask you to  
13 respect the allocated time for the introduction part, but also when answering  
14 the questions and for your closing remarks.

15 I would like to invite Mr Albán to begin. Mr Albán, you have the floor.

16 MR ALBÁN ALENCASTRO: [16:36:11] Thank you, your Excellency.

17 I would like to start by recognising what a great honour it is for me to have been  
18 included in a list of such wonderful and competent colleagues, and I truly wish them  
19 all the best in what is left of this selection process.

20 Secondly, I would like to thank the Court, the Assembly of States Parties to the  
21 Roman Statute, and civil society organisations at large, for making this a transparent  
22 and competitive process where our qualifications, merits and experience are what  
23 matters, instead of a political one where influences or proximity blow away what is  
24 important.

25 I want to take this opportunity to share briefly with you what I believe are the critical

1 aspects to enhance the efficiency of the Registry, which is fundamental for the Court  
2 to live up to its full potential in putting an end to impunity for the most heinous  
3 crimes and human rights violations all around the world, and with that, upholding  
4 peace, rule of law and democratic values. It is indisputable that managerial practices  
5 legitimise and thus sustain the institutions in which they are embedded.  
6 And although a great effort in its time, the Revision process concluded in June 2015  
7 and (indiscernible) projects to ensure a more efficient and effective work by  
8 the Registry, in my opinion, have been insufficient thus far. I identify at least four  
9 main reasons for that.  
10 Budgetary planning and execution still face important shortcomings; awareness about  
11 the Court's work and its impact is still very limited around the world and, hence,  
12 the legitimacy of the efforts of the tribunal is at stake. There is little involvement of  
13 the Court in helping develop national justice response capacity for the commission of  
14 international crimes. And, I think, a more sensible approach to the victims' situation  
15 and expectations is missing.  
16 As many other international bodies working to uphold justice and human rights,  
17 the Court lacks enough resources. That's the case also in regional systems such as  
18 the Inter-American Human Rights System. It is also the case at the universal level  
19 with the treaty body system of the United Nations. But aside from the discussion on  
20 whether the states' contributions are sufficient, I believe it is important to put on  
21 the table the question on whether the use of allocated resources is appropriate.  
22 A full revision and a comprehensive audit of the programmes being implemented in  
23 the various sections of the Court, and especially in the Registry which is the section  
24 that receives the larger amount of the budget, is necessary to move towards a more  
25 rational use of limited resources that support the Court's activities. I think it is

1 important to go forward in reviewing the practices that have been implemented in  
2 this regard inside the Court in order to, as I mentioned, rationalise the use of  
3 resources.

4 Regarding the second point that I mention, awareness about the Court's work. In  
5 my opinion, much work is still needed to communicate to the public, and in particular  
6 to the communities and the victims affected by international crimes, about the Court  
7 proceedings, about the decisions issued by the Court, the evidence presented in  
8 the different cases, the reparations that could be ordered to benefit them,  
9 the enforcement of decisions issued by the Court, among many other issues. And  
10 I believe that the success of the International Criminal Court, in a great part, depends  
11 on the dissemination of information to demonstrate that the international criminal  
12 justice system actually works, which up to this point I believe is not the perception of  
13 the public in general. And also to empower victims to reach out to the Court and to  
14 make their voices heard. And I think this, this is somehow related also to the last or  
15 the fourth point that I identified as something that needs additional work --

16 MS SEQUENSOVA: [16:41:00] Thank you.

17 MR ALBÁN ALENCASTRO: [16:41:00] -- which is a more sensible approach to  
18 the situation of the victims.

19 MS SEQUENSOVA: [16:41:07] Thank you very much.

20 Now I would like to give the floor to Ms Donlon.

21 Ms Donlon, you have the floor.

22 Ms Donlon, we cannot hear.

23 MS DONLON: [16:41:31] Madam Vice-President, Excellencies, representatives of  
24 civil society, fellow candidates, thank you for the opportunity and privilege to  
25 participate in this very important event.

1 I am deeply aware that to be a successful Registrar is to be a highly effective enabler  
2 and a constructive problem solver. For the past six and a half years, I have  
3 successfully led a registry that delivers all the services needed to enable the judges of  
4 the Kosovo Specialist Chamber manage four simultaneous proceedings involving  
5 eight accused. I also managed the preparation and negotiation of a biennial budget  
6 of €115 million with the European Commission and EU Member States. Prior to that,  
7 I served as deputy registrar of the special Court for Sierra Leone and the Bosnian War  
8 Crimes Chambers.

9 If I were to be given the honour to serve as Registrar, I will enable the Presidency,  
10 the Chambers, the Office of the Prosecutor and other participants in proceedings to  
11 focus on their complex responsibilities with full confidence that the Registry will  
12 provide the critical enabling services they require. I will enable States Parties to be  
13 confident that their hard-earned financial contributions are soundly managed.

14 I have a deep understanding of what the next ICC Registrar must accomplish. I am  
15 confident I have the knowledge, skills and commitment to succeed in the role.

16 I believe I bring a unique holistic experience to the role, including fundraising and  
17 budget management, extensive bilateral and multilateral cooperation with States,  
18 management of detention facilities, legal aid schemes, victims participation and  
19 witness protection programmes. My effectiveness will be further strengthened by  
20 my expertise in administrative law and informal disputes settlement, including  
21 disciplinary and staff appeals proceedings.

22 In my opinion, two of the critical challenges the ICC faces are, firstly, increasing  
23 the effectiveness of its core activities across the 16 situations before the Court; and,  
24 secondly, maintaining funding for an unprecedented workload, as well as optimising  
25 resources.

1 To increase effectiveness, I will use my in-depth knowledge of all aspects of Registry  
2 operations to plan and review the services provided. Under my leadership,  
3 the Registry team will implement with excellence, care and understand feedback in  
4 order to review and adapt. If there are problems, we will claim ownership of them  
5 and find innovative and effective solutions.

6 With respect to critical funding and resources, I will firstly leverage my strong people  
7 and relationship skills to work with the other organs of the Court to entrench  
8 a unified and effective approach to strategic planning and budgeting. Secondly, I  
9 will ensure transparent and constructive dialogue with the Committee on Budget and  
10 Finance and States Parties during budget negotiations.

11 And, thirdly, subject to regulatory amendments and the approval of the President, I  
12 would deploy my successful management experience of staff mobility procedures.

13 I heavily invest in tackling under-representation and maintaining a safe and inclusive  
14 work environment. This is not just a legal requirement. It is the key to unlock  
15 the full potential of a diverse, motivated and high-performing team. This year I am  
16 proud that our court achieved gender parity at expert and manager level, as well as  
17 providing bespoke training on the prevention of harassment of all staff.

18 Excellencies, I firmly believe that organisational culture must be taught by staff, not  
19 just taught through regulatory documents and trainings. People will adopt  
20 the behaviour and values of the leaders and managers with whom they work. If I  
21 were to be elected, I will do that which I have done in my current role, that is lead  
22 the Registry with integrity, and unify our staff around the values of mutual respect  
23 and honour to underpin a relentless commitment to the delivery of the highest quality  
24 services. Thank you for your attention.

25 MS SEQUENSOVA: [16:45:55] Thank you.

1 I would like now to give the floor to Mr Kouda.

2 Mr Kouda, you have the floor.

3 MR KOUDA: [16:46:16](Interpretation) Madam Vice-President, ladies and  
4 gentlemen, participants at this round table.

5 First of all, I would like to thank you for granting me the honour of presenting my  
6 candidacy to your distinguished institution. In order to do this, I would like to focus  
7 on three main elements, the first of these is procedure.

8 We know, of course, that form keeps substance in good condition. So, we need to  
9 make sure that procedure has the right -- the right procedure is followed to make sure  
10 that the right decisions can be taken.

11 I've been working in this field for over 20 years and I'm now the head of registry for  
12 the court of cassation in the Burkina Faso, and this is highest legal instance in  
13 the country.

14 I'm also responsible for managing trials right from start to finish. I've also had  
15 the advantage of managing funds. And I've also worked as a registrar and clerk.

16 I've also participated in the MONUSCO UN mission, where I worked as the court  
17 management expert. And in that, my role was to provide assistance and advice to all  
18 the relevant stakeholders and provide the relevant notification. And so this is an  
19 area that I have a great deal of expertise in.

20 Now, the second element I would like to focus on is the requirement for a fair trial.

21 Now this, of course, is an internationally recognised requirement and the ICC focuses  
22 on this. This involves making sure that victims receive all necessary information and  
23 advice that they need to allow them to defend their case.

24 And then, secondly, it's important to provide assistance to victims to make sure that  
25 they can be involved in all different stages of any trial or proceedings. This involves

1 providing them with support and assistance to ensure that their decisions can be  
2 followed.

3 And the third element I'd like to focus on is effective management of funds and  
4 human resources. This is absolutely vital and sometimes there can be difficulties in  
5 this field. I have managed a large amount of funding before; for example, I've  
6 managed a budget of over \$2 billion. And another of my roles, I managed a budget  
7 of over a hundred million dollars. And also, as parts of the UN, I managed sizeable  
8 projects.

9 And not only -- apart from managing large amounts of funds, I've also managed a  
10 great deal of personnel. And I think, of course, in this work it's important to make  
11 sure that anyone working within a registry is respected and they know that they are  
12 respected. And this obviously involves providing explanations, where necessary,  
13 and providing all information.

14 Now, of course, that in Burkina Faso there are over 600 people working within  
15 the registry, and my job has been to help provide orientation and guidance to make  
16 sure that everyone can carry out their activities in a professional manner.

17 So, I must say, most humbly, that I believe I have all the necessary qualities to work as  
18 the Registrar of the International Criminal Court.

19 Thank you very much for your kind attention.

20 MS SEQUENSOVA: [16:50:27] Thank you.

21 I would like now to give the floor to Mr Mahr.

22 Mr Mahr, you have the floor.

23 MR MAHR: [16:50:34] Thank you, Madam Vice-President, Honourable Judges,  
24 Excellencies, ladies and gentlemen. I greatly appreciate this opportunity to  
25 participate in this round table and to discuss my candidacy.



1 As a national of Japan, it's also a great honour for me to be the very first candidate  
2 from an Asia-Pacific State Party to be short-listed for the position of Registrar. Born  
3 to a Japanese mother and a Japanese father of Danish and German ancestry, I grew up  
4 in Tokyo. I joined the UN soon after graduating from law school. Following  
5 a 20-year career at the UN, since my arrival here in 2016, I've served as the Director of  
6 External Operations with the Registry of the ICC.

7 In my current capacity, I oversee a diverse team of over 200 staff in a division I helped  
8 to build up from scratch. Having attained one of the highest ratings among senior  
9 managers in the most recent staff survey, I'm confident of my ability to build,  
10 motivate and manage large teams. I'm in charge of a number of critical functions at  
11 the Court, such as witness protection, judicial cooperation, outreach, international  
12 cooperation, and the operations of all our field offices.

13 As the co-chair of the inter-organ Crisis Management Team on the COVID pandemic  
14 and the leader of the Registry team set up to ensure business continuity in the midst  
15 of US sanctions, I directly managed some of the biggest crises that the Court has  
16 confronted.

17 Now, as far as my vision for what I plan to do as the Registrar, my vision is one of  
18 continuity plus. Allow me to explain. The Registry, under the leadership of Peter  
19 Lewis, has spent the past five years putting in place a variety of tools aimed at  
20 enhancing its efficiency and effectiveness. This helped inject transparency and trust  
21 into our relationship with States Parties, as well as with other organs and parties to  
22 which the Registry provides services. A key feature of these enhancements involve  
23 the much needed establishment of essential metrics, such as key performance  
24 indicators and staff surveys, which allow for an objective assessment of the Registry's  
25 work when measured over time. I would thus consolidate the achievements of

1 the past five years and focus on building on the excellent progress made.

2 At the same time, challenges remain. Our courtrooms are busier than ever, so  
3 ensuring effective and efficient support for the simultaneous trials presently taking  
4 place is critical.

5 The IER process has left us with hundreds of recommendations. The focus now  
6 needs to be on implementing these recommendations. With new and high profile  
7 situations opening up, we need to find cost-efficient and flexible ways of providing  
8 operational support in entirely new parts of the world. We have a large number of  
9 outstanding warrants. We need to develop a systematic way of tracking down these  
10 suspects and securing arrests. And more needs to be done to ensure that the Court is  
11 a rewarding and safe place for all its staff.

12 Now, in pursuing these challenges, as an integral part of the plus portion of  
13 continuity plus, I want to draw greater emphasis on the need for continuous  
14 improvement, or kaizen, as we call it in Japanese. This focus on constantly  
15 encouraging incremental improvements in efficiencies in our daily work, and creating  
16 the conditions conducive for staff to be able to do so is a guarantee, in my experience,  
17 that we remain dynamic as an organisation and flexible enough to deal with  
18 the tremendous challenges which await the Court. So instead of revolution, I'm  
19 calling for steady and constant evolution as we continuously look for areas of  
20 improvement.

21 I thank you for this opportunity and I look forward to addressing your questions.

22 MS SEQUENSOVA: [16:54:42] Thank you.

23 I would like now to give the floor to Ms Tuma.

24 Ms Tuma, you have the floor.

25 We can't hear you, Ms Tuma.

1 MS TUMA: [16:55:08] Yes. Sorry for that.

2 Good afternoon, Vice-President, Madam Vice-President and Ambassador, as well as  
3 Honourable Judges and ladies and gentlemen, and participants in this round-table  
4 discussion. I'm very pleased and honoured to have been invited to this session  
5 today.

6 I will give a brief background on myself and also my vision, as I see it, regarding the  
7 Registrar.

8 I have been a leader of staff in the judiciary in Sweden as a Prosecutor, internationally  
9 as a prosecutor at ICTY, war crime judge at War Crimes Chamber in Sarajevo,  
10 criminal judge in Kosovo, and presently, as European Union expert appointed by  
11 European Union External Action Service to foster the justice reform of Albania.

12 I have had responsibilities for high profile cases in highly politicised environments.

13 I have led teams of different positions in a high team spirit. The teams are  
14 comprised of judges and prosecutors, investigators, lawyers, analysts and experts,  
15 and others, including administrative staff.

16 At all times I have delivered the expected results, made the necessary priorities, as  
17 well dealt with a wide range of different sensitive issues and matters under pressure.

18 I have a decade of experience of the gravest crimes of international concern as judge  
19 and prosecutor in post-conflict countries.

20 I am well familiar with the importance of receiving excellent court service in order to  
21 manage a court and all its activities.

22 I have also been a manager of a human rights organisation, the Raoul Wallenberg  
23 Institute, headquartered in Lund, with six field offices around the world, in Africa,  
24 Asia, Europe, Indonesia and the Middle East, funded by public funds and private  
25 donations. As a director, I had full managerial responsibility, including, but not

1 limited to, the management of the human resources, the effective and transparent  
2 budget process, safety and security of all its offices. I reported annually to a board of  
3 trustees, which yearly approved the suggested strategic plans and the budget.  
4 I successfully reviewed and improved the staff policies, including the salary scales,  
5 new strategies such as communication plan, outreach strategies, new positions,  
6 established additional field offices and secured the long-term funding by public funds  
7 and fundraising funds to the institute.  
8 To summarise, I have a long-standing, deep and extensive knowledge of a national  
9 and international judiciary systems, as well as to manage public funds and  
10 fundraising. I have years of experience of leadership. I know all  
11 the responsibilities and qualities a leader must uphold to succeed in this role. And I  
12 know that I would give my very all to the position of Registrar, should I be appointed,  
13 and I should strive to make every day count for the good of the ICC.  
14 I will seek to effectively and efficiently implement the next strategic plan with  
15 a cost-effective use of the allocated budget.  
16 I would also implement any suggested improvements by the review mechanism that  
17 are approved and considered and discussed.  
18 I would also seek to enhance the staff engagement and the contentment of the staff.  
19 Staff engagement is a key factor for the delivery of expected results. This is  
20 a continued process. However, it is a true leadership issue to engage the staff and to  
21 build trust. All managers at all levels should therefore be trained in modern  
22 leadership and, perhaps, this is already under way or has been enforced at ICC.  
23 Of course, I would apply gender and geographic balance in the recruitment process,  
24 which is of importance.  
25 Another key factor for excellent result of the Court --

1 MS SEQUENSOVA: [17:00:04] Please close -- close up your introductory statement.

2 MS TUMA: [17:00:10] Okay. Thank you.

3 MS SEQUENSOVA: [17:00:13] Thank you very much.

4 This concludes the opening statements. We'll now begin a segment with questions  
5 for the candidates submitted by States Parties. We have allocated approximately  
6 45 minutes for this segment. I'll ask the candidates three questions. I'll ask to limit  
7 the responses to a maximum of three minutes for the first question and a maximum of  
8 two minutes for the following two questions. Candidates will be called to respond  
9 to the questions in a random order.

10 The order of speakers for the first questions -- for the first question will be Ms Donlon,  
11 Ms Kouda -- pardon, Mr Kouda, Mr Mahr, Ms Tuma and Mr Albán.

12 The first question: Describe your experience managing large court or institutional  
13 budgets. Please explain the budget amount that you are responsible for executing in  
14 your current workplace.

15 In addition, what is your assessment of the current resources available to the ICC and  
16 what measures would you take to ensure that they are used most effectively?

17 Ms Donlon, you have the floor.

18 MS DONLON: [17:01:53] Thank you very much for your question,

19 Madam President -- Madam Vice-President, excuse me.

20 In relation to the first part of the question and my experience in managing court  
21 budgets, I will firstly touch upon my experience as the deputy registrar of the War  
22 Crimes Chambers in Bosnia and Herzegovina. That was a court funded by  
23 voluntary contributions from interested States. And in terms of the overall  
24 management of those funds, a key function I carried out was fundraising upwards of  
25 \$24 million for the successful operations of the Bosnian War Crimes Chamber, and

1 subsequently directing and overseeing the work of the finance department.  
2 Next, as deputy registrar of the Special Court for Sierra Leone, another court that was  
3 funded from voluntary donations, I worked as deputy registrar. And many of you  
4 may be aware that the challenges the SCSL faced were in fact that at times  
5 the voluntary funds did not meet the needs to cover the operations of the Court.  
6 And, consequently, by application of the law of the Special Court for Sierra Leone, we  
7 could approach the General Assembly for subvention grants.  
8 So in addition to my experience from Bosnia, from the Special Court for Sierra Leone  
9 as deputy registrar supporting the Registrar of the Court, I have experience in budget  
10 management from voluntary contributions, but also circumstances involving  
11 approaching the General Assembly for subvention grants.  
12 In my current role I am responsible for the negotiation and also management of  
13 a budget, a biennial budget of €115 million with the European Commission and EU  
14 Member States. In terms of the success of securing those funds, we are extremely  
15 focused at the Kosovo Specialist Chambers on strategic budget planning and also  
16 transparent dialogue with the Member States in terms of the budget process.  
17 We are also extremely focused on the efficient management of financial and human  
18 resources, which brings me to the second part of your question, which is  
19 the -- the resources of the ICC and the effective management of such resources.  
20 In terms of my experience, I would propose, and I certainly would, if I had  
21 the honour to be elected, apply my experience not only in strategic planning of  
22 budgets and presentation of those budgets to States Parties, but also ensuring that  
23 the performance goals of all staff are connected very closely with the actual strategic  
24 plans of the Court. That is a way of ensuring that we are all singing from the same  
25 spreadsheet across an organisation and ensuring that the senior management team is

1 heavily invested with staff in ensuring performance that meets the strategic goals of  
2 the Court.

3 In addition, we have (Overlapping speakers)

4 MS SEQUENSOVA: [17:05:38] Ms Donlon, I'm sorry, I'll need to interrupt you.

5 I'm sorry, your time is up. Thank you very much for your answer.

6 MS DONLON: [17:05:48] Not at all. Thank you.

7 MS SEQUENSOVA: [17:05:50] The next, I would ask Mr Kouda. Please, you have  
8 the floor.

9 MR KOUDA: [17:06:01](Interpretation) Thank you very much, Madam  
10 Vice-President, attendees at the round table.

11 To reply to that question, I would like to mention my experience at the Ouagadougou  
12 court of which I was working at for over seven years. There are various different  
13 types of funds that the chief registrar is in charge of that body.

14 First of all, revenue, because the legal activity, of course, involves various types of  
15 revenue, which the chief registrar manages. At that point, I had to collect and then  
16 spend those resources. At that time, it was around €4 million per month that I was  
17 managing. And then alongside those revenues, there was -- there was general funds,  
18 and the funds that I managed were extremely significant.

19 And then, also, when court proceedings were carried out, there was a need to ensure  
20 that all of these amounts were managed effectively, and the cumulative amount of all  
21 of the funds that I managed was 2 billion CFA francs, which I managed for over seven  
22 years.

23 I have another type of experience managing funds, which was at the court of  
24 cassation at Burkina Faso, where I'm now. Now, in that case, the proceedings are  
25 not provided free of charge. Sometimes certain charges are made, so I'm in charge of

1 collecting and spending those funds.

2 And also, most of all, I would like to underline my experience at MONUSCO, where  
3 I've been in charge of projects such as quick impact projects. And I was in charge of  
4 setting up awareness projects, for example, and through those I was able to work in  
5 various different areas.

6 Alongside all of this, I also planned and carried out training sessions for colleagues,  
7 and we've held mobile hearings in various different regions as well. So that's what I  
8 would like to say about my experience.

9 And terms of the budget of the ICC, I think that this needs to be results-based  
10 management. Each different type of fund needs to be assigned to a certain area with  
11 specific expected results. And I think to make sure that everyone -- that  
12 the institution is accountable to Member States.

13 Thank you very much. That's what I have to say in response to that question.

14 Thank you.

15 MS SEQUENSOVA: [17:09:12] Thank you. Thank you very much.

16 The next speaker will be Mr Mahr.

17 Mr Mahr, you have the floor.

18 MR MAHR: [17:09:20] Thank you very much, Ambassador.

19 In terms of my experience managing the budget, my current budget is €21.5 million  
20 that I manage directly within my division through the three sections I have at  
21 headquarters and the seven duty stations, including our liaison office in New York.  
22 I'm also involved in the management of the overall budget of the Registry. I'm  
23 a member of the Registry management team, which is the highest forum within  
24 the Registry that convenes to decide, to advise, and informs the Registrar on  
25 the various strategic directions in terms of making the budget available. And that



1 amount for the Registry is 79.2 for the year.

2 Now, in terms of how I would manage the overall resources of the Registry and the  
3 Court, it's very clear that we're facing unprecedented amounts of workload going into  
4 2023. We have three consecutive trials, 16 situations, six cases in pre-trial, five  
5 reparations and 10 investigations. We are busy. All this in times of very high  
6 inflation rates, which is playing itself out in terms of higher salary requirements for  
7 the Court and its staff, which is making a very difficult -- making us make very  
8 difficult choices, and all this playing out when States themselves are struggling with  
9 the impact of COVID, inflation and the war in Ukraine.

10 So, in this sense, it's critically important that we make the best use of our resources  
11 and ensure value for money in terms of the funding provided to the Court by  
12 Member States.

13 The question becomes: How do we do this? I want to propose three areas where  
14 we need to work on, or expand upon where we're currently working on. One is  
15 greater transparency in the administrative workings of the Court. This has been  
16 achieved through mainstreaming measurable indicators as part of the working  
17 practices of the Court.

18 There's also now an effort, starting with the 2023 budget, to make a direct link  
19 between the strategic planning exercise of the Court and the use of KPIs in the Court.  
20 This allows us to have quantifiable and objective indicators to actually be clear that  
21 we're providing value for money.

22 The second is that we need better coordination with our internal clients, to ensure that  
23 whatever we are putting in our budget is done in terms of discussions with our key  
24 clients and that we're able to prioritise in an efficient manner so that indeed  
25 the resources allocated are done so efficiently.

1 And the third is that we need to undertake more activities to eliminate any  
2 duplication in these functions. And some of the pilot projects that I have initiated  
3 with OTP, like in terms of avoiding duplication in open source country research is  
4 a good initiative in that regard which I'd like to build on. Thank you.

5 MS SEQUENSOVA: [17:12:26] Thank you very much.

6 The next speaker on my list is Ms Tuma.

7 Ms Tuma, you have the floor.

8 MS TUMA: [17:12:34] Thank you so very much, Madam Ambassador.

9 Yeah, I have managed public funds and private donation at the Raoul Wallenberg  
10 Institute, as I said earlier, head quartered in Lund, with six field offices. It was  
11 public funds from the government and it came through the Swedish International  
12 Development Agency. And the amount at the time was about €200 million a year.  
13 I was able to be very cost effective. The institute at the time needed to be  
14 reorganised, policies need to be reviewed, but the institute needed also to seek new  
15 areas of its performances and its programmes. And I was able, with the team at the  
16 institute, to identify new areas, and also with a successful fundraising to attract new  
17 money to the institute.  
18 So that was a huge -- actually, a private donation from a Swedish private organisation  
19 and foundation that donated a substantial -- a lot of money to the institute which  
20 made the institute able to employ new staff, et cetera, and also a share of human  
21 rights, and a library as well, that could be updated to a reasonable standard. So that  
22 is what I did.  
23 And also, at the institute at the time, I work with the controller and the deputy  
24 director closely in order to have a transparent and effective budget process, which  
25 was yearly also presented to the board of trustees which approved it.

1 Regarding the use of resources at ICC, I listened to the former speakers here and I can  
2 also say that I do agree with everyone that it's important, of course, to allocate  
3 the budget wisely and to use the financial resources wisely and not to duplicate. For  
4 instance, there could be possibilities to move field staff, for instance, from one field  
5 office that should be downsized to another field office, for instance.

6 A key factor for me is staff engagement and staff content. My long experience in  
7 management, and also in the judiciary and working with teams and people, is that if  
8 the staff is content, the staff will produce, they will be effective, which I would  
9 emphasise as well as one factor to use, actually, the money wisely.

10 And, of course, has been said here before, with the indicators, the strategic plan,  
11 et cetera, which is very useful in order to -- to allocate the budget wisely.

12 So that is what I have to say for this question. Thank you.

13 MS SEQUENSOVA: [17:15:58] Thank you very much.

14 The next speaker will be Mr Albán.

15 Mr Albán, you have the floor.

16 MR ALBÁN ALENCASTRO: [17:16:10] Thank you, Madam Vice-President.

17 In this regard, probably the most relevant experience I had was as a member of  
18 the council of the judiciary in my country. This is the highest administrative and  
19 financial body of the judicial branch, with a staff of over 12,000 persons nationwide,  
20 and enormous resources to guarantee the functioning of the courts, the prosecutor's  
21 office and the public defender's office. And from the beginning I deem essential to  
22 design processes to guarantee efficiency in the use of resources and accountability.  
23 Further, during my career, I have managed private, public and international legal  
24 organisations and institutions with medium to large teams. At the moment I  
25 manage the whole team of the public interest clinics at the university where I teach,

1 which is over 150 people, comprising professionals with very different backgrounds  
2 and experiences. And in this regard, I believe it is important to highlight that in  
3 those settings I worked with result-based budgeting systems, both at the  
4 Inter-American Commission on Human Rights and at the university where I'm  
5 currently teaching, the University San Francisco de Quito, and I have great success.  
6 Since you are asking for our proposal, as I mentioned in my introductory remarks,  
7 I am aware that the Court lacks enough resources. And if I am elected, my strategy  
8 in this matter would be to promote a full revision and a comprehensive audit of  
9 the programmes being implemented by the different sections of the Court, and in  
10 particular the -- in particular by the Registry. And further, to rationalise spending,  
11 to cut unnecessary expenses. This to guarantee the proper distribution of resources  
12 to the different areas and projects of the International Criminal Court, to be discussed,  
13 and promote a culture of efficiency in the use of resources and, of course, of absolute  
14 transparency.

15 That's my response to this first question, Madam Vice-President.

16 MS SEQUENSOVA: [17:18:09] Thank you very much.

17 This wraps up the first question.

18 Now we'll move to the second one, and here the order of the speakers will be  
19 Mr Kouda, Mr Mahr, Ms Tuma, Mr Albán and Ms Donlon. You will have two  
20 minutes for the second questions to respond.

21 The ICC is both a court and an international organisation with large international staff.  
22 This constitutes a managerial challenge. Do you have concrete experience with  
23 difficult managerial situation in an organisation or an office under your supervision?

24 Mr Kouda, you have the floor.

25 MR KOUDA: [17:19:11](Interpretation) Thank you,

1 Madam President -- Vice-President, rather.

2 In response to that question, I would like to make reference to my experience at  
3 the Supreme Court of Ouagadougou, where I worked for almost seven years. There  
4 we have around 50 registrars. And at the moment, at the court of cassation in  
5 Burkina Faso, that's the highest legal body in the country, that's where I work at the  
6 moment and we have around 20 registrars. And I'd just like to clarify that,  
7 according to our legislation, the court of cassation functions as the president of  
8 the council of discipline for all of the registrars, so I'm often called upon to find  
9 solutions to various different issues that arise, which there are many.

10 So this, of course, involves making sure that registrars carry out their responsibilities  
11 effectively. Or, for example, a registrar might bring up an issue about unequal  
12 distribution of tasks, or a female might mention a lack of respect from her male  
13 colleagues. And at this time, when these issues come up, often letters of  
14 explanations are provided, and sometimes people are referred to disciplinary  
15 hearings. I think it's important to communicate and exchange information in all  
16 cases. And often difficulties arise, and if we talk about them we could find solutions.  
17 But, of course, necessary sanctions can be also necessary at certain times, when  
18 appropriate.

19 So that's what I have to say about various different difficulties that have been  
20 encountered in my work and the solutions I found. Thank you.

21 MS SEQUENSOVA: [17:21:13] Thank you.

22 The next speaker is Mr Mahr.

23 Mr Mahr, you have the floor.

24 MR MAHR: [17:21:21] Thank you very much, Madam Vice-President.

25 Yes, my experience would very much be that of the culture I currently encounter at

1 the ICC. There, clearly, the Court would benefit from a change in its culture. What  
2 I personally notice most is that of the culture of fear, fear of making mistakes, fear of  
3 speaking up, fear of standing out, and these are destructive tendencies that can lead  
4 to an inefficient organisation if left unaddressed. It also hardly creates an  
5 environment that's conducive for continuous improvement where, at the very least,  
6 staff feel comfortable and free to be able to bring ideas up.

7 A number of things need to be done and are currently being done, but I've a number  
8 of ideas. Clearly, one is that there needs to be a clear disciplinary measure to be put  
9 in place for individuals who are indeed found to be guilty of the most egregious  
10 forms of harassment, in the sense there have to be consequences for those who are  
11 the harassers.

12 We also need to put in place an alternate dispute mechanism. And steps are being  
13 taken to put in place an ombudsperson, which would be wonderful, because being  
14 able to deescalate these problems at an early stage is critically important.

15 I believe that staff also need to have avenues where they feel safe to report behaviour.  
16 And most importantly, they need to know that -- these kinds of behaviours will be  
17 acted upon and there will be an investigation launched within a short period once it is  
18 released.

19 Above and beyond, I believe that managers need to be trained more so that they're  
20 aware of these issues, they're on the look out, and they also know how to provide  
21 guidance to people that come to them. And principals, needless to say, need to lead  
22 by example.

23 One or two more points, I believe we need to have greater partnership with the Staff  
24 Union Council. I see them as part of the solution. They need to be made a genuine  
25 stakeholder in this.

1 And finally, I do believe the Court needs to focus on also looking at ways on  
2 rewarding good behaviour, not just negative behaviour. Thank you.

3 MS SEQUENSOVA: [17:23:36] Thank you.

4 The next speaker is Ms Tuma.

5 Ms Tuma, you have the floor.

6 MS TUMA: [17:23:42] Thank you very much, Madam Ambassador.

7 Yeah, I can say a little about a situation I have had and that was eventually successful  
8 solved. When I started as a manager at a specific workplace, the staff, including  
9 the management group, lacked trust into the leader, the manager. So  
10 the -- the participants in the management group did not have trust in the manager, so  
11 I started from scratch one can say. I noticed this quite early, at an early stage, and I  
12 understood that this needs to be addressed, but with sensitive hands.

13 So I talked with the management group in order for them to explain to me what  
14 the difficulties are and how to solve that, and to give me examples and to give me  
15 also suggestions.

16 It ended up with I -- I had a training done by external experts to train  
17 the management group in management, and also in different issues, in order to build  
18 trust not only amongst the participants in the management group, but also to the  
19 manager and to the other staff members in that workplace.

20 Also a culture of fear, in a way. As the previous speaker said, this is important not  
21 to spread, absolutely not, but is a management issue that needs to be addressed  
22 forcefully, but also with gentle hands, so to say.

23 So this was a difficulty that I encountered, but with hard work, and also from my side  
24 to be personal and to see that the people that was in this management group also  
25 were persons and had their difficulties at different levels and different ways.

1 So also to be as a person, as a matured leader, need to be able to listen to the group or  
2 manager in this setting.

3 MS SEQUENSOVA: [17:26:04] Thank you very much for your answer.

4 I'll move to the next speaker.

5 Mr Albán, you have the floor.

6 MR ALBÁN ALENCASTRO: [17:26:14] Thank you, Madam Vice-President.

7 As I pointed out in my previous response, throughout my career I had  
8 the opportunity to manage large teams, and I also have the responsibility to ensure  
9 their -- their well-being -- the well-being of all the members of those teams. And to  
10 be completely frank, in those settings I have had very few confrontational situations  
11 within my teams, and even fewer workplace harassment, bullying, or abuse of  
12 authority situations among my supervisees.

13 I believe that, to a large extent, this is due to the fact that I try to create a friendly  
14 work environment. And if I am elected, I will for sure implement a modality of  
15 work, a culture of respect and accountability where everyone is recognised and heard,  
16 where we are all generous with our knowledge and support our colleagues and  
17 where each worker has the confidence to approach their supervisors and the Registry  
18 authorities to report situations that bother them or affect them or their colleagues,  
19 with the certainty that they will be addressed transparently and will be resolved  
20 expeditiously. And always, of course, giving the other person, the person allegedly  
21 responsible, the chance, the opportunity to defend him or herself and express their  
22 own point of view.

23 But abuses, bullying, harassment, will not be tolerated inside the Registry of the Court  
24 if I am elected.

25 MS SEQUENSOVA: [17:27:52] Thank you very much.



1 The last speaker for this question is Ms Donlon.

2 Ms Donlon, you have the floor.

3 MS DONLON: [17:28:02] Thank you very much.

4 As registrar of the Kosovo Specialist Chambers, I am deeply committed and invest in  
5 creating a work environment that is inclusive and based on teamwork. That said, as  
6 is the case in any institution, problems can arise.

7 My functions include acting as the final administrative authority in staff appeals cases  
8 and also disciplinary proceedings. I represent the Court in staff cases before the staff  
9 appeals judge, and, pursuant to the staff rules, my authority includes, after a final  
10 investigation and recommendations from a disciplinary board issuing decisions,  
11 including if prohibited conduct reaches the level of serious misconduct, dismissal,  
12 fines or other sanctions.

13 I also actively promote the use of informal settlement. I have used coaching,  
14 together with mediation, to encourage teams to find understanding and work  
15 together. In a large organisation, I'm very proud that we have tackled gender  
16 under-representation in areas traditionally under-represented, for example, security  
17 and witness protection.

18 And due to our proactive measures, including outreach to suitably qualified  
19 candidate and strong work with our gender focal point, we have successfully  
20 increased the number of women in posts that were previously under-represented.

21 Thank you very much.

22 MS SEQUENSOVA: [17:29:48] Thank you.

23 This wraps up the second question.

24 I'll move to the third question, and the order of speakers there will be Mr Mahr,  
25 Ms Tuma, Mr Albán, Ms Donlon and Mr Kouda.

1 So the third question will be for you to answer in two minutes maximum. And  
2 the question is:

3 The findings of the Independent Expert Review indicated that the Court appears to  
4 suffer internally from distrust and a culture of fear. How would you promote  
5 a respectful and professional working culture at the ICC?

6 Now I'll ask Mr Mahr to answer the question.

7 Mr Mahr, you have the floor.

8 MR MAHR: [17:30:47] Thank you very much, Vice-President.

9 In a way I will go back, because my previous answer addressed many of these  
10 elements of addressing the recommendation coming out from the IER  
11 recommendation, but really to indicate that, to indicate that many of the measures  
12 that the Court needs to put in place truly needs to be to be of a top-down measure.  
13 As I've indicated, there needs to be a clear disciplinary procedure in place and staff  
14 need to see this work through, so that individuals who are found guilty of the most  
15 egregious forms of harassment are indeed properly disciplined and held to account.  
16 And also, but the most important thing is that, above and beyond just the discipline  
17 aspect, which we've had to a certain extent, but is the importance of having an interim  
18 measure where we are able to deescalate by the arrival of an ombudsman.  
19 But the whole framework also in which managers are trained so that they care about  
20 the issue and they have the means of providing proper guidance to staff when they're  
21 approached in these instances is also very important as well.  
22 And really, as I mentioned previously, one of the important factors is to have a great  
23 partnership with the Staff Union Council so that they could work on developing  
24 initiatives together with the management, together with the Registrar on seeing how  
25 we could change the overall culture and give them, as genuine stakeholders in this

1 outcome, a voice and also a role in getting this done.

2 And the important thing, I believe, is having regular surveys that we can measure  
3 progress in terms of how we do in terms of a culture. We can have frequent pulse  
4 surveys to measure where we are above and beyond the major staff survey which  
5 takes place every three years.

6 So these would be some of the suggestions I would recommend. Thank you.

7 MS SEQUENSOVA: [17:32:53] Thank you.

8 The next speaker is Ms Tuma.

9 Ms Tuma, you have the floor.

10 MS TUMA: [17:32:59] Thank you very much, Madam Ambassador.

11 I do agree with Mr Mahr, his suggestions here, and I have also read the report with  
12 sadness, I must say, that it shouldn't exist a culture of fear in an organisation or in  
13 a court, or discrimination, et cetera. It's a sad reading actually. But, anyhow, it  
14 happens and it can happen and that's why it's important to address these issues, of  
15 course.

16 I would also add to what Mr Mahr mentioned here, again, that as I said earlier, it's  
17 a leadership issue. Even though there could be tools, et cetera, and disciplinary  
18 measures, et cetera. And also absolutely to have a partnership with the Staff Union,  
19 surveys, et cetera. But at the end, it is a true leadership issue.

20 So a leader, the Registry in this case, or any other leader of divisions, et cetera, they  
21 need and must go -- show with good examples how to be a good leader and how to  
22 show respect to each staff member.

23 It's about gender balance, it's about not to discriminate anyone, it is to observe and to  
24 see the staff and to be present as a leader. Not only to have leader courses, to have  
25 trainings, to have surveys, et cetera, of course that is a tool to be used by the true

1 leader in order to engage and to enhance the staff contentment. But at the end it is  
2 for the leaders to take on a true leadership rule. And to do that as a leader, there are  
3 different ways, avenues. As I mentioned earlier, I had difficulties, actually, which I  
4 approached by having discussions with the management group, serious discussions,  
5 and to do that with the rest of the staff to see where the problems are and start there.  
6 But to be a present leader and to be a leader that listens to the staff. If it's health  
7 issues or balance issues, et cetera, it is truly important for me.

8 MS SEQUENSOVA: [17:35:27] Thank you very much.

9 MS TUMA: [17:35:28] And I would (inaudible) I have my own experiences, so I  
10 would seek to do that as well as Registrar. Thank you.

11 MS SEQUENSOVA: [17:35:35] Thank you. Thank you.

12 Now I'll ask Mr Albán to answer the question.

13 Mr Albán, you have the floor.

14 MR ALBÁN ALENCASTRO: [17:35:46] Thank you, Madam Vice-President.

15 The findings of the independent review should be taken seriously. Once again, I  
16 have to point out the relevance of a culture of transparency in the whole Court but, in  
17 particular, in the Registry. The perception by the staff at large, and the affected  
18 persons in particular, about the inutility of internal accountability can affect their  
19 performance and, with that, the efficiency and effectiveness of the Registry and,  
20 ultimately, of the Court.

21 So considering privacy issues, I nevertheless believe that inside a criminal tribunal  
22 impunity should not have a place and transparency should be the rule. So  
23 the complement of the culture of respect and accountability, where everyone is  
24 recognised and heard, that I referred to before, should be a simplified, effective and  
25 transparent disciplinary procedure which imposes the consequences necessary for

1 those responsible for creating this culture of fear that is referred to in the findings of  
2 the independent review.

3 The tools, in order to apply these consequences and to simplify the procedure and to  
4 basically instil a culture of complaining, of telling what's going on, could be discussed  
5 and could be mediation. It could be, I don't know, enquiries, or it could be regular  
6 meetings of the staff in different sections. But at the end of the day, the important  
7 outcome should be that effective consequences are imposed.

8 MS SEQUENSOVA: [17:37:25] Thank you.

9 The next speaker is Ms Donlon.

10 Ms Donlon, you have the floor.

11 MS DONLON: [17:37:34] Thank you.

12 One of the excellent outcomes from the IER report, I believe, is the adoption in April  
13 by the International Criminal Court of the administrative instruction addressing  
14 harassment, sexual harassment and abuse of authority. In my court at the moment  
15 we have successfully ensured the roll out of training to all staff by the end of this year  
16 of anti-harassment training. And in terms of promoting a culture in the ICC that is  
17 free from harassment, I would give my full backing to training for all staff on  
18 the administrative instruction, but also the training that's referenced in the instruction,  
19 which is the training to managers and others on how to deal correctly with  
20 individuals who may be affected by prohibited behaviour.

21 I would also demonstrate my full commitment to harmonious work environment by  
22 encouraging an open discussion about the values of the Court and a safe environment  
23 in the event people and staff feel those values are not upheld.

24 I would make use of staff surveys and also pulse surveys to hear and understand  
25 what staff think about leadership and whether values are being upheld.

1 In addition, working closely as I do with our gender focal point, I would also give my  
2 full backing to the excellent gender focal point in the International Criminal Court.  
3 And lastly, I would mention that in the event there is prohibited conduct reported, I  
4 would respond to that in a timely, and also very sensitive way, to ensure that  
5 the person reporting is comfortable and given all the support needed to deal with any  
6 formal process before the Court.

7 Thank you.

8 MS SEQUENSOVA: [17:39:36] Thank you.

9 And now I'll ask Mr Kouda.

10 Mr Kouda, you have the floor.

11 MR KOUDA: [17:39:49](Interpretation) Thank you, Madam Vice-President. Thank  
12 you very much to all the participants of the round table. I believe that the IER report  
13 needs to be taken very seriously and it's necessary to work towards finding solutions.  
14 People are afraid of what they don't know. If there's something you don't  
15 understand, then you cannot really adopt it and take ownership of it and there will be  
16 distrust among people.

17 I would like to just share experience -- an experience of mine we had at the court of  
18 cassation in Burkina Faso. We created a mutual fund for people working at the court  
19 of cassation, and everyone is involved in that. And the objective of this mutual fund  
20 is to pay visits to people and also to celebrate events, and both positive and negative,  
21 to make sure that people can work together.

22 I think it's very important to establish communication among people and support  
23 people whenever they have a need. And if people are isolated, then they sometimes  
24 withdraw into themselves and they end up being afraid of others. It's very  
25 important to understand that the better we know each other and the better we express

1 solidarity with one another, the better the working environment functions. So if  
2 people cooperate, then difficulties at work are reduced.

3 I think everything must be put into action to make sure that people can communicate  
4 with one another and understand one another, to make sure that they can collaborate.

5 And it's important for everyone to understand that there are various different  
6 activities we can set up to make sure that people do understand one another better.

7 Thank you.

8 MS SEQUENSOVA: [17:41:52] Thank you.

9 We now turn to the second segment of today's session, questions submitted by civil  
10 society. We have allocated approximately 30 minutes for this segment.

11 I would like to give the floor to our co-moderator representing civil society,

12 Ms Evelyn Ankumah.

13 Ms Ankumah, you have the floor.

14 MS ANKUMAH: [17:42:19] Thank you very much, Ambassador. Excellencies,  
15 distinguished candidates, observers. All formalities hereby fulfilled, I am pleased to  
16 moderate this segment on behalf of civil society, ensuring a fair, inclusive, and  
17 transparent process for the election of the next Registrar of the International Criminal  
18 Court.

19 Without further ado, the first question is: The Court's distance from affected  
20 communities creates challenges of access and engagement with victims. How would  
21 you enhance the presence and visibility of the Court and ensure effective outreach to  
22 victims and affected communities? Please mention one or two key priority actions  
23 you would take.

24 Each candidate has two minutes to answer this question. I will first start with

25 Mr Albán Alencastro and then Ms Donlon, Mr Kouda, Mr Mahr, and then Ms Tuma.

1 Mr Alencastro, you have the floor.

2 MR ALBÁN ALENCASTRO: [17:44:02] Thank you very much.

3 I believe that international institutions, in general, are designed and created to serve  
4 the people. And sometimes bureaucracy make us miss the point of what exactly is it  
5 we are doing. I think, indeed, the Court is at this point distant from the communities  
6 and victims it is serving, and I think it is important to set up, and I was mentioning  
7 that in my introductory remarks, to set up a process where, you know, the current  
8 outreach mechanisms in place by the Registry of the Court are reviewed and, you  
9 know, more advantage of new technologies and, you know, all the channels that  
10 the Registry and the Court have to disseminate what they are doing are used in order  
11 to inform the people.

12 But aside from informing the people, that I believe is not enough to cut this distance  
13 to the communities and victims that the Court right now has. So I believe it is very,  
14 very, very important to review the -- the logic that the Court right now uses to  
15 address the situation, the suffering, the expectations of the victims.

16 And the Registry should have a more sensible approach to the victims' situation.

17 The ICC was never meant to deal with each and every case. Rather, its competence  
18 was designed with the idea of enhancing the capabilities of national authorities to  
19 address international crimes. But in order to do so, probably the first step is to  
20 empower the victims, is to empower the communities where these crimes happen, in  
21 order for them to request the authorities to do something, to act. And to do so, a lot  
22 more -- more presence in the -- in the ground is needed. So I think, if I am elected --

23 MS ANKUMAH: [17:46:13] Thank you very much. Your time is up.

24 Thank you.

25 Ms Donlon, you have two minutes.



1 MS DONLON: [17:46:25] Thank you very much for this very important question.  
2 In terms of setting key priorities, I would draw on my outreach experience from  
3 the War Crimes Chambers in Bosnia, the Special Court for Sierra Leone, which had an  
4 excellent outreach programme, and, also, my work in the Kosovo Specialist Chambers.  
5 Key priorities I would identify, firstly, would be establishing and enhancing  
6 the outreach work of the ICC by facilitating a two-way communication with affected  
7 communities and victims. That would entail receiving feedback and ensuring that  
8 the messages that the communities are receiving are, in fact, on point and that they're  
9 receiving in a way that is helpful for them.

10 Secondly, in terms of bridging the gap between The Hague and situation countries, I  
11 would focus on strengthening field office presence, and in that regard I would look  
12 for synergies and also endeavour to have a very holistic plan to field offices,  
13 particularly with the Trust Fund for Victims and also the VPRS, so that we are  
14 connected with communities and victims in the country and in terms ensuring that  
15 the connectivity spreads not only from field offices, but back to headquarters in  
16 The Hague.

17 Thank you.

18 MS ANKUMAH: [17:47:57] Thank you very much.

19 Mr Kouda.

20 MR KOUDA: [17:48:06](Interpretation) Thank you very much, Madam  
21 Vice-President.

22 I would say that, indeed, the International Criminal Court can sometimes seem  
23 isolated and far away from the litigants. But it could also -- it also needs to expand  
24 its reach, and I think we need to make sure that we focus on the courts in different  
25 areas and regions and communicate with them. And, as well, we need to carry out

1 awareness-raising activities with different populations. Various different activities  
2 could be developed among different communities. For example, we developed  
3 some activities in Congo with various different populations. The aim was to provide  
4 awareness-raising activities through radio and through holding meetings and  
5 gatherings to explain what the Court is doing. And this helps people to feel closer to  
6 the courts and tribunals that they're dealing with, because those are the people they  
7 serve and the victims are the ones that need to be assisted by the ICC.  
8 And in my opinion, it's also necessary, and I believe I mentioned this already in one  
9 of the questionnaires or documents I submitted already, I think that we need to deal  
10 with the Court in Rwanda and the specialised courts in the CAR, for example, and  
11 communicate with those different courts. For certain very critical regions we should  
12 set up institutions and bodies locally to allow people to have close contact with these  
13 different bodies, and this will help the ICC to become better known itself.

14 Thank you very much.

15 MS ANKUMAH: [17:50:20] Thank you.

16 Mr Mahr, you have two minutes, please.

17 MR MAHR: [17:50:25] Thank you very much, Ms Ankumah.

18 I fully agree that there's no doubt about the important role that outreach plays in  
19 terms of reaching out to victims, as well as securing their confidence and the support  
20 of their communities in situations where the Court operates.

21 Now, now in an ideal world, one of the biggest priorities would be the allocation of  
22 more resources, that we can also use. But having said that, there is a limit, as we've  
23 discussed already, with the budget difficulties. From my experience, I think that  
24 then the priorities becomes on relying on partnerships so that we can find ways of  
25 stretching our limited resources and, at the same time, also relying on highly creative

1 ways of tailoring a message to suit local conditions, cultural sensitivities and  
2 languages.

3 Just to give you an example. We had a project in 2017 called the Access to Justice  
4 project we started in Uganda. It had public screenings of videos from the trial. We  
5 had a popular common radio programme where we had 14 million listeners. We  
6 had listening hubs, where people who were listening on these call in programmes  
7 were able to discuss within their communities. And also we invited community  
8 leaders and religious leaders from their communities to come to The Hague, witness  
9 the trial firsthand, go home and talk about it.

10 So, really, this interactive movement from just people receiving information, to  
11 feeding back and making it a far more dynamic process. So this is something I  
12 certainly have been supporting over the past few years. And these examples, like  
13 the example I gave you, has spawned off additional projects in our other country  
14 offices, that have taken some of the best practices from many of these ideas, which are  
15 not necessarily high cost but very high in terms of creativity, and we've been able to  
16 replicate it in many different settings as a result.

17 Thank you very much.

18 MS ANKUMAH: [17:52:32] Thank you very much.

19 Ms Tuma.

20 MS TUMA: [17:52:39] Thank you very much for the opportunity.

21 Yes, of course, this is a very important issue to raise awareness for the victims and  
22 witnesses and to reduce the gap between the headquarter in The Hague and also  
23 the witnesses in situation countries as well.

24 I have my own experience in this field, and that is from my work at ICTY, at  
25 (inaudible), and working out in the field and meeting victims and witnesses. Really,

1 I understood the need for the victims and the witnesses to be aware of the possibilities  
2 to be taught what would happen to them if they became at ICTY a witness in -- in  
3 the hearings.

4 The usage of a field office is excellent, actually. To have field offices in -- in, of  
5 course, in the situation countries, and at the field office perhaps to have a devoted  
6 local staff member from that specific country who knows the culture, who knows  
7 the language, et cetera, and can also be the messenger between the field,  
8 the victims -- victims and witnesses and The Hague, I think that would be a useful  
9 tool.

10 As well as also to raise awareness, communication, and use technical means in  
11 different ways. As a judge at the Sarajevo War Crimes Chamber, the courtrooms  
12 were full of listeners to the trials, and so I really realise that the communication out to  
13 the population of what the Court did, and the hearings, and the result of the hearings  
14 was essential. So to do that in ICC context, using workshops, inviting civil society,  
15 not only at the field offices but also in different seminars at the (Overlapping  
16 speakers)

17 MS ANKUMAH: [17:54:52] Thank you very much.

18 MS TUMA: [17:54:54] Thank you.

19 MS ANKUMAH: [17:55:02] Next question: What measures would you take to  
20 increase gender and geographic diversity, particularly in senior management  
21 positions?

22 Each candidate has two minutes to answer this question. I will first give the floor to  
23 Ms Tuma and then Mr Mahr, Mr Kouda, Ms Donlon and then Mr Albán Alencastro.  
24 So, Ms Tuma, you have the floor again.

25 MS TUMA: [17:55:41] Thank you so much.

1 Yeah, this is an important issue, as I am also aware that from the position of P-4 and  
2 the manage -- up to the management level, not so many females are having those  
3 positions, and I think it's important during the recruitment process that to have -- to  
4 seek to have a gender balance, as we can see here today, actually. But also for -- for  
5 female in lower, if I may say so, positions to see that it's a -- it's worthwhile to strive to  
6 be -- yeah, to be productive in the work in order to have possibilities to be promoted.  
7 Recruitment is important, and also the persons or the staff who is handling  
8 the recruitment process, it's of course important for them to have a view of gender  
9 balance. That is one thing. And for the staff to, especially the female staff, and also  
10 the male staff, to apply for positions. This is also important, and that's worthwhile to  
11 apply for positions.

12 I saw in one reading that there are mentor programmes for women, which is very  
13 awardable and a good action, I really believe in that. But also why not to have  
14 a mentor programme also for the male staff members, in order for some male staff  
15 members to understand that females can absolutely contribute to an effective work  
16 result as well.

17 And geographic balance, as is done here, for instance, to have applicants and  
18 candidates from -- short listed from different parts of the world, and then at the end  
19 to have a balance from different parts of the world, different positions. To have  
20 a reasonable geographic balance is of course in order for the credibility of the Court  
21 and working to strive to enhance the member --

22 MS ANKUMAH: [17:58:11] Thank you very much.

23 MS TUMA: [17:58:12] -- the number of Member States here in Court.

24 MS ANKUMAH: [17:58:14] Thank you very much.

25 MS TUMA: [17:58:20] Okay. Thank you.

1 MS ANKUMAH: [17:58:21] Mr Mahr.

2 MR MAHR: [17:58:22] Thank you very much, Ms Ankumah.

3 Given that we only have two minutes, and I will be a bit hard stretched to be very  
4 specific in terms of solutions for both gender and geographic, because I think there  
5 are different solutions required for both, but I'll be a bit general in my answer.

6 I think steps that we take to proactively encourage people, both from a geographical  
7 standpoint as well as gender, at particularly the P-4 and above levels, to apply is quite  
8 important, because we see in our statistics that there's a very direct correlation  
9 between the low number of applicants and the number of positions that ultimately we  
10 end up with in the Court. So we need to start with proactive ways. We've been  
11 using social media to reach out to people who otherwise wouldn't have even  
12 considered the Court as a career option. So that's something we definitely need to  
13 work on.

14 Having a gender observer for -- on the gender standpoint, from a geographical  
15 standpoint as well. Having observers in recruitment panels that focus on these  
16 issues, I think it's something that we definitely should put in place. The use of  
17 generic rosters, which ideally allocates a certain percentage, or both taking gender  
18 into account, as well as geographical representation into account, I think will certainly  
19 help address some of these concerns that we have.

20 But I just want to illustrate that there is no easy fix. It will require a number of  
21 efforts that we need to do. We've already started a number, but we will have to keep  
22 building on these, like the JPO programme for the geographical -- increasing  
23 geographical representation.

24 Contact with universities, that I've been personally involved in, to try to get more  
25 students to apply so that eventually they apply as staff members.

1 And, likewise, there are quite a number of steps that we need to take to improve  
2 the representation of women, particularly, once again, from the P-4 and above. And  
3 there are quite a few interesting approaches that the UN has implemented as early as  
4 last year, that we should also incorporate as a court, which will allow us to make  
5 some of the changes.

6 One last point I want to make is really that there needs to be accountability on both of  
7 these for hiring managers. Right now there are no consequences for not hiring on  
8 the basis of gender or geographical representation. We need to change that  
9 paradigm. Thank you.

10 MS ANKUMAH: [18:00:51] Thank you very much.

11 Mr Kouda.

12 MR KOUDA: [18:00:58](Interpretation) Thank you very much, Madam  
13 Vice-President, participants of the round table.

14 Indeed, the issue of parity is very important and geographical representation is  
15 crucial. And I think that this is an issue which relates to justice and, therefore, it  
16 should be held high by the ICC. I would just like to mention three or four  
17 possibilities.

18 First of all, we can engage in positive discrimination. For example, in the USA or  
19 South Africa, measures are taken to promote certain categories, such as women or  
20 people from certain geographic areas.

21 So for one position, for example, could we try to really place an emphasis on people  
22 from a certain geographic area? I think that could help to contribute to successful  
23 outcomes.

24 Secondly, we need to ensure that information is provided. A few days ago, I was  
25 also trying to implement such programmes and projects where I work. Sometimes

1 it's not effective. I think we need to have a long-term vision and take small steps  
2 along the way.

3 Thirdly, we need to make sure that we clarify procedures for applying for  
4 international positions. So, for example, if you want to apply for international jobs,  
5 then you have to have international experience, and so sometimes it's difficult to have  
6 the right experience. I think that perhaps we should allow people to apply that have  
7 various different types of experience. Thank you very much.

8 MS ANKUMAH: [18:03:04] Thank you very much.

9 Ms Donlon.

10 MS DONLON: [18:03:12] Thank you very much.

11 Due to proactive management and mainstreaming activities this year at the Kosovo  
12 Specialist Chambers, the court reached parity at expert and management levels. If  
13 I were successful and elected, I would also apply extremely proactive management  
14 strategies to counteract under-representation, both geographic as well as gender.  
15 They would include ensuring gender and geographic diversity on recruitment panels,  
16 unconscious bias training for all recruitment panels and also all staff. In addition, I  
17 would give my full backing and support to the activities of the gender focal point to  
18 ensure that, as head of Registry, I support her endeavours in terms of improving  
19 representation.

20 In relation to geographic representation, I would carry out outreach to States that are  
21 under-represented. I would be very keen to identify where the resource pools are in  
22 countries that are under-represented currently in the Court, and also devise strategies  
23 on how to reach those resource pools. That could include online events with staff  
24 from the Court speaking to resource pools about their experience and work in the ICC,  
25 as well as other methods mentioned by Christian, that is, reaching universities, as



1 well as perhaps promoting more internship programmes to bring the Court closer to  
2 qualified individuals in countries that are currently under-represented.

3 Thank you very much.

4 MS ANKUMAH: [18:05:00] Thank you.

5 Mr Albán Alencastro.

6 MR ALBÁN ALENCASTRO: [18:05:09] Thank you very much.

7 Indeed, one of the main areas where work is needed, not only at the ICC but in  
8 international organisations in general, is under-representation of women, minorities  
9 and certain nationalities in managerial and decision-making positions. I strongly  
10 believe that when hiring staff or appointing officially, it is essential to promote an  
11 adequate balance of gender, race, geographical origin. For instance, this is the first  
12 time that three Latin Americans are in the shortlist for the election of the Registrar.  
13 This is in order to ensure that all candidates will be valued for their merit, for their  
14 track record, not for their personal conditions. And also to make sure that those who  
15 have been at a disadvantage to access a job at an international organisation because of  
16 their gender, their race, their geographic origin, or any other personal condition, will  
17 not be discriminated against. And, on the contrary, that affirmative action criteria  
18 and standards will be applied in the process.

19 Once again, I believe it is a matter of transparency and accountability, which are  
20 fundamental to ensure diversity and to make sure that standards such as those  
21 proposed by GQUAL campaign, for instance, or the independent expert on sexual  
22 orientation and gender identity from the UN, as well as national good practices are  
23 implemented and that the promotion and mentoring processes are put in place to  
24 reach more potential candidates and, with it, a more diverse managing staff.

25 MS ANKUMAH: [18:06:42] Thank you.

1 Last question: The ICC, like other international courts and tribunals, has been  
2 criticised for its expense and purported lack of efficiencies. How would you address  
3 this criticism in implementing the broad mandate of the Registry?

4 Each candidate has two minutes to answer this question. I will start with Ms Donlon,  
5 and then Mr Kouda, Mr Mahr, Mr Albán Alencastro and Ms Tuma.

6 Ms Donlon, you have the floor.

7 MS DONLON: [18:07:34] Thank you very much.

8 To pick up on a recommendation from the independent expert report related to  
9 the use of key performance indicators, the report recommended using raw data based  
10 on qualitative indicators and improving to make the key performance reports more  
11 user friendly. I feel the Court has taken major steps in that direction, particularly  
12 with the 2021 key performance report, and that is something that is an incredibly  
13 valuable tool moving forward, because this is the report that shows the results, this is  
14 the report that shows how many victims have been contacted, how many witnesses  
15 are receiving welfare and well-being support, as well as protection, as well as  
16 the ongoing essential work in the courtroom and measuring key judicial decisions  
17 against what are in -- deadlines in the Chambers Practice Manual. It is an essential  
18 tool in communicating the critical work and the achievements of the Court.

19 To do so, again, a broader scheme of outreach to the States, the Assembly of  
20 States Parties, as well as the broader international community. This could be done  
21 by promoting the website of the Court, ensuring that all of its proceedings are being  
22 streamed and people are aware so that they can actually watch the proceedings and  
23 come closer to the critical work and understanding why the hard-earned  
24 contributions of States are really absolutely used in the most efficient way to support  
25 trials of the most serious crimes of concern to the international community.

1 Thank you.

2 MS ANKUMAH: [18:09:34] Thank you very much.

3 Mr Kouda.

4 MR KOUDA: [18:09:47](Interpretation) Thank you very much, Madam

5 Vice-President, distinguished members of the round table.

6 To answer this question, I would say that often -- people don't often understand why  
7 reductions have been made in certain cases, so I think we need to make sure that we  
8 approach litigants themselves and explain everything to them and make sure that  
9 we're transparent. It's important to communicate on all of these matters.

10 And I want to just take the example of what we do here every year. We have an  
11 open door session where we allow people to visit our workplace and to show them  
12 exactly what we do, because people often misunderstand what it is that we do and  
13 they often have the wrong information. So I think it's very important to explain all  
14 of this to them. And if they don't understand this, it means they don't engage.

15 And I think when it comes to cost reduction, I think people need to understand what  
16 would happen if the ICC wasn't there, to understand that if too much costs were  
17 reduced, then it could be damaging. So I think we need to, in general, increase  
18 the visibility of the Court and raise awareness about the Court, provide people with  
19 information so that they can understand that the ICC is doing good work.

20 And then, lastly, I think we need to think about accountability. People need to be  
21 informed to ensure that they can understand what their contributions are working  
22 towards, their financial contributions, and I think with that understanding we'll make  
23 progress in that regard. Thank you.

24 MS ANKUMAH: [18:11:48] Thank you very much.

25 Mr Mahr.

1 MR MAHR: [18:11:55] Thank you very much.  
2 For me, once again, it really boils down to how we communicate this to our key  
3 interlocutors, namely, our States Parties and, likewise, to our -- the public at large in  
4 terms of how the resources that we receive are being spent, why it costs the money it  
5 costs in order for us to be able to carry out our activities.  
6 And once again, looking at our internal working procedures, I think we've taken steps  
7 to ensure greater transparency into how we work as a court. The measurable  
8 indicators that have been put in place is a major direction so that we have indicators.  
9 It's not that we're just telling us we're making good use of your money, these  
10 are -- the quantifiable measures to be able to establish this. It's a fact.  
11 Likewise, starting with the '23 budget, we've made a very direct link between  
12 a strategic planning exercise and the use of KPIs. So, once again, the strategy and  
13 the outputs and the money that's required to drive the outputs is very clearly linked.  
14 This message is primarily towards States Parties and the governments that keep us  
15 funded.  
16 But, at the same time, we need a parallel dialogue with public. And we do, but this  
17 is something we can always expand upon, which is the public information being very  
18 clear about how the Court operates, and an essential part of that is -- are the resources  
19 and why and how we do things, and why it's not as simple as it may seem, why it  
20 seems very expensive to do -- to initiate a new situation.  
21 All these need to be explained, especially when we're getting more and more  
22 instances where others have a vested interest in explaining it otherwise. So we need  
23 to be on the forefront in explaining the resource needs and how value for money is  
24 being obtained by the taxpayer money we receive at the end of the day. Thank you.  
25 MS ANKUMAH: [18:14:08] Thank you very much.

1 Mr Albán Alencastro.

2 MR ALBÁN ALENCASTRO: [18:14:12] Thank you for the question.

3 I believe we have to acknowledge the elephant in the room. An international court  
4 that after 20 years of operation has only addressed 31 cases is not precisely effective  
5 and efficient. And in this regard I believe that the criticism to the -- to the Court, to  
6 the system is justified, in the sense of the lack of efficiency. Not so much in  
7 the excessive expenditure, considering the complexities of the work of the Court,  
8 considering the resources that should be invested in fulfilling its duties, particularly  
9 considering the distance of the Court to the places where the international crimes are  
10 committed. And, also, the different approaches to cooperation that States where  
11 situations and investigations are open have with respect to the Court.

12 So, once again, I have referred to this key aspect in my five previous answers, and  
13 once again I will say that transparency is key. Administrative rationalisation,  
14 the identification of priorities in order to build a programme of work that uses wisely  
15 the resources allocated.

16 But, also, outreach is key to overcome this partially false perception that the Court is  
17 not working or does not fulfil its purpose. And I think this is due to the lack of  
18 information about what the Court does and the success it has had in the particular  
19 instances where it has intervened.

20 But, in particular, I believe that a more victim-centred approach is key. Because if  
21 the victims, if the communities affected by international crimes are happy with  
22 the results of the actions of the Court, it is likely that the credibility of the Court,  
23 the legitimacy of the Court will grow, and hence these false perception that the Court  
24 is inefficient, that the Court is expending too much, will also be gone.

25 So thank you very much. That's my response.

1 MS ANKUMAH: [18:16:17] Thank you very much.

2 Ms Tuma.

3 MS TUMA: [18:16:23] Thank you so much.

4 Yeah, I've listened to the former speakers, and, yes, we have seen that there is a lack  
5 of communication, and also there is also a criticism against the performances of  
6 the Court. So that's why, of course, it's important to explain, both for the State  
7 Parties and the stakeholders, as well as the public at large, what the mandate is for  
8 ICC, what the ICC is actually doing, what kind of organs it has, the staff, et cetera,  
9 divisions, and so on.

10 Communication outreach is very important. And how to do that? It can be used by  
11 the web page, as has been mentioned here, but I also would use the field offices and  
12 also with contact with the civil societies. That could be seminars, it could be  
13 workshop groups, workshops in The Hague or in the field offices, individual  
14 meetings with representative of the different State Parties. Also very useful to use  
15 universities as a platform as well for the future. Also, I have had my own experience  
16 in that and universities is a very, very useful tool, actually, to spread information and  
17 awareness of a global court that ICC is. And, of course, to use the facts that has been  
18 mentioned here from different reports, et cetera.

19 But, at the end of the day, it is to communicate what the Court is doing and how  
20 the money is spent. And that can be done, for instance, by the examples that I just  
21 mentioned. Thank you very much.

22 MS ANKUMAH: [18:18:23] Thank you very much.

23 Ambassador.

24 MS SEQUENSOVA: [18:18:28] Thank you very much, Ms Ankumah.

25 We will now give candidates the opportunity to make concluding remarks. We will

1 have these statements in reversed alphabetical order and candidates have been given  
2 up to two minutes each.

3 I would like to invite Ms Tuma to begin.

4 You have the floor, Ms Tuma.

5 MS TUMA: [18:18:57] Thank you very much.

6 I will be very brief and just say it has been a truly honour for me to be invited to this  
7 round-table discussion and, of course, to listen to all the answers that the fellow  
8 colleagues has presented here to the important questions that have been raised from  
9 the panel.

10 Yeah, how to do -- how to go from here to into the future with ICC and the Registrar.  
11 Issues that has been touched upon and the answers that have been given can be part  
12 of the solution, actually. But, as always, when there is a big court or institution or  
13 organisation, things need to be addressed by step by step. Rome was not built on  
14 one day. It will take time to address gender balance, geographic, or the criticism of  
15 the Court, et cetera. But it's absolutely doable. I am convinced of that.

16 A global court that addresses the most grave crimes of the world, international crimes,  
17 is here to stay. And that all of us in different -- our different positions, even if we  
18 will not be elected as a registrar, can foster in different ways.

19 If I would be appointed as the Registrar, this would be a continuation of all what I  
20 have done in my life for international justice as a judge, a prosecutor, et cetera, and  
21 working in different workplaces. And I would truly commit to do my very best to  
22 advance international justice with the highest international standard that is possible.  
23 Thank you very much for the floor.

24 MS SEQUENSOVA: [18:20:54] Thank you.

25 Now I would like to --

1 MS TUMA: [18:20:58] And I take the opportunity to say good evening to all of you  
2 as well. Thank you.

3 MS SEQUENSOVA: [18:21:04] Thank you.

4 I would like to invite Mr Mahr now.

5 Mr Mahr, you have the floor.

6 MR MAHR: [18:21:11] Thank you very much, Madam Vice-President, and thank  
7 you for giving me this opportunity to discuss my vision for the Court and to address  
8 your questions.

9 I believe that my vision for continuity plus, or continuity with important  
10 enhancements of Registry services, strikes the right balance between continuing to  
11 build on the very positive trajectory within the Registry and in creating the conditions  
12 conducive towards ensuring steady and consistent improvements and efficiencies in  
13 our daily work. Only by doing both of these things in parallel will we be ready to  
14 take on the tremendous challenges which await the Registry and the Court in  
15 the coming years.

16 As someone who has worked very closely with the last two registrars over the past  
17 six years, I've gained tremendous insight into two things, the role of the Registrar  
18 within this large and highly complex organisation, and the importance that trust  
19 plays in the Registrar's ability to successfully engage with a wide range of  
20 interlocutors that rely on Registry services.

21 I have led the Registry's efforts in times of most serious crises, combining this with  
22 my experience of building up a new division from scratch and running a highly  
23 productive team of over 200 staff spread out across multiple duty stations, I'm  
24 confident that I will be able to skillfully and successfully lead the Registry of the ICC.  
25 I look forward to working with other organs, States Parties and civil society in being



1 a reliable and trustworthy partner in addressing together the challenges of the future.

2 I thank you for your attention.

3 MS SEQUENSOVA: [18:22:58] Thank you.

4 Now I would like to give the floor to Mr Kouda. You have the floor, sir.

5 MR KOUDA: [18:23:10] Thank you very much. If I am allowed to conclude in

6 English.

7 I will say that I have more than 20 years of practice and experience at a national and

8 (inaudible) level in procedure informs, the right of the defence, and the assistance of

9 victims and witnesses. And I really think that I can do something, I would help ICC

10 to go forward.

11 But I think that the most important thing -- or, let's say, the biggest challenge of ICC

12 nowadays is the cooperation of the State Parties -- or, let's say, the cooperation with

13 the States, because you know that they play a very important role, from the beginning

14 of the procedure to the end.

15 Even the countries who are not party yet, when crimes -- when crimes are committed

16 on their territories, we need their contribution from the beginning to the end. And

17 in order to, as for the other concerned, concerning the States, the biggest oppressor

18 (phon) -- the biggest oppressor are seldom. We have to use explanation, diplomacy,

19 (inaudible) when to proceed through accountability in order to convince them that the

20 same situation that is benefit (inaudible) that is only one situation that is helpful for

21 all the being is the rule of law.

22 MS SEQUENSOVA: [18:26:00] Thank you. Thank you very much. Thank you

23 very much.

24 Now I will turn to Ms Donlon.

25 Ms Donlon, you have the floor.

1 MS DONLON: [18:26:09] Excellencies, ladies and gentlemen, throughout my career I  
2 have successfully led teams to deliver excellent services to enable judges and other  
3 participants in proceedings to conduct fair and expeditious trials. My work in  
4 countries where atrocities occurred and participation in events with civil society and  
5 affected communities has given me an understanding of the different perspectives of  
6 victims and the critical need to build connectivity with them. Every day this  
7 experience inspires me to do the best job I can to lead a Registry that meaningfully  
8 communicates with victims and enables them to safely participate in proceedings.  
9 It would be an honour to apply this experience and contribute to the ICC's efforts to  
10 bridge the gap between The Hague and situation countries. Of course, no matter  
11 how much we plan and manage risk, it is inevitable that crises will arise. I am well  
12 equipped to deal with tough challenges, be that ensuring business continuity and  
13 detainee well-being during the pandemic, urgent matters that impact the security of  
14 witnesses are challenges to the effective functioning of a court. When unforeseen  
15 problems arise, I remain steady and exercise good judgment that is informed by my  
16 22 years' experience in the field of international criminal justice.  
17 On the upcoming 25th anniversary of the adoption of the Rome Statute, I would relish  
18 the opportunity to contribute to the ICC and enable the Court to realise its ambitions  
19 and full potential in the coming years. My candidacy offers the reassurance of direct  
20 experience, the evidence of results delivered and the commitment to always adapt  
21 and grow for the future.  
22 Excellencies, it will be a privilege to serve as head of the ICC Registry and lead staff to  
23 deliver services of the highest standards to support the judges of the Court and trials  
24 of the most serious crimes of international concern.  
25 Thank you have for the privilege to address you today and answer your questions.

1 MS SEQUENSOVA: [18:28:22] Thank you very much.

2 And now I would like to ask Mr Albán to take the floor.

3 MR ALBÁN ALENCASTRO: [18:28:34] Thank you, Madam Vice-President.

4 In these final remarks, I would like to emphasise that the professional, academic, but,  
5 above all, human experiences that I have accumulated over 24 years of distinguished  
6 career in international justice and human rights, both in local as well as in  
7 international contexts, place me in a privileged position to be the catalyst element and  
8 coordinate the efforts of all stakeholders to promote institutional change that  
9 the Court, and especially the Registry, require to live up to the expectations of  
10 the world, and especially of the victims, to be the last bastion of justice in the face of  
11 what the Statute rightly calls "unimaginable atrocities".

12 New blood is required to face such a challenge. Institutional change is unlikely to  
13 happen without new leadership ambition. In understanding that the Registry is  
14 mostly an administrative and financial organ, in fulfilling my mandate I will always  
15 bear in mind the unwavering respect for human dignity and the commitment of  
16 the State Parties and the civil society organisations with the tireless fight for truth,  
17 justice and reparation in face of international crimes, as well as the fundamental role  
18 that the Registry can play in fulfilling the promise of justice that the ICC represents  
19 for the world.

20 Thank you very much for listening to my points of view and responses.

21 MS SEQUENSOVA: [18:29:56] Thank you.

22 And thank you very much to all of you. This concludes this first session of  
23 the round table.

24 I would like to thank all of our candidates for their contributions in this very  
25 interesting discussion.

- 1 I thank my co-moderator, both on behalf of States Parties and civil society. I would
- 2 like to thank the States Parties and civil society for their comprehensive questions
- 3 provided to us.
- 4 And last but not least, my thanks go to the interpreters for their very good job.
- 5 Tomorrow, we will continue with the second session of the round table with
- 6 the remaining five candidates.
- 7 Thank you very much to all of you. This session is adjourned.
- 8 (The round table ends at 6.30 p.m.)