

1 International Criminal Court

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

3 Courtroom 3

4 Wednesday, 12 October 2022

5 (The round table commences at 4.31 p.m.)

6 MS SEQUENSOVA: [16:31:10] 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 today. I'm pleased to welcome you to

9 the second and final session of the virtual public round tables with candidates for

10 Registrar of the International Criminal Court.

11 Again, I'd like to thank the Court, and its Registry in particular, for providing us with

12 the technical support to carry out this round table in the virtual format. The round

13 table is being streamed online and recordings will be made available

14 online afterwards.

15 Let me inform you that two candidates out of the 12 shortlisted withdrew their

16 candidature. These were Ms Kate Mackintosh from first session and Mr Amady Ba

17 from today's session.

18 As you know, we have two sessions in total, five candidates for each session.

19 The division of the candidates to the respective sessions was decided by drawing lots

20 at the last Hague Working Group meeting of 15 September.

21 I'm moderating the two sessions on behalf of States Parties. I'm also pleased to

22 welcome two representatives of civil society who are acting as co-moderators,

23 Ms Evelyn Ankumah from African Legal Aid and Ms Alejandra Vicente from Redress.

24 Today's co-moderator will be Ms Alejandra Vicente.

25 I am pleased to welcome the candidates for Registrar in today's session. And that is,

1 in alphabetical order: Mr Luis Mariano Hermosillo Sosa, Ms Gabrielle McIntyre,
2 Ms Rosette Muzigo-Morrison, Mr Ibrahim James Pam, Mr Oswaldo Zavala Giler.
3 Thank you all for being with us today.

4 Before we begin, in order to assist the interpreters with their work, I'd like to ask all of
5 the candidates to please pause for a few seconds before beginning to speak when they
6 are given the floor. This will ensure that the interpretation can run smoothly.

7 In order to minimise interruptions, we would also like to request candidates to only
8 speak when the floor is given to them by the moderators, and to mute their
9 microphone when they have finished speaking.

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

16 Now I would like to invite Mr Luis Mariano Hermosillo Sosa for the introductory
17 remarks. You have the floor.

18 MR HERMOSILLO SOSA: [16:34:42] Thank you very much. Good afternoon,
19 Madam Vice-President, and to all the participants in this round table. (Interpretation)
20 It's an honour for me to be with you here today at this round table. (Speaks English)
21 It is indeed an honour to be here to introduce you how the special combination of
22 experience and skills I have, and my passion and dedication to service outside causes
23 can made a solid contribution to the Court's ability to deliver its mandate.
24 I identify that the Court has, one, a clear diagnosis from experts, with finding and
25 recommendations; two, strategic plans for the next three years; and, three, the 2023

1 programme budget proposal. If elected, I will implement the planned actions, verify
2 their effectiveness and correct any deviation to then (inaudible) and thus achieve
3 continuous improvement of the processes.

4 The Court's increasing number of situations and cases, and the difficulty for the States
5 Parties in increasing their quotas, challenges the Court's ability to fulfil its mandate.
6 The incoming Registrar must coordinate and work very close with the ASP and CBF
7 to agree with cost efficiency criteria on the assumptions for the formulation and
8 justification of the budget proposals. Once the budget is approved, the Registrar
9 must coordinate with the other organs of the Court to implement it within
10 the financial limits, achieving the committed results.

11 For 21 years, I coordinated the planning and formulation of the programme budgets
12 of three different Mexican ministries. Being the most complex, that of
13 the Ministry of Public Education with several programmes and \$35 billion a year,
14 always finding efficiencies while meeting unforeseen needs.

15 In terms of fair and expeditious trials, I will contribute my skills to streamline
16 the work flows of the services provided by the Registry and establish service
17 standards, monitor the compliance and implement continuous improvement actions.
18 And also, to improve the functionality of the information systems for document
19 management and the logistics of the judiciary. I have led business process
20 engineering and continuous improvement, as well as management information
21 systems projects, achieving ISO 9000 standard certification for the budget processes of
22 two ministries. It is essential to further improve attracting, developing and keeping
23 the Court's officers and administrative staff productive and motivated.

24 It is also imperative to continue advancing in achieving equitable geographical
25 representation and gender equality, as well as achieving a safe workplace free from

1 any misconduct that should not be tolerated at all.

2 As a former commissioner to the United Nations ICSC, and head of HR of two
3 relevant Mexican financial institutions, I will firmly advance on these issues.

4 My background and skills will also allow me to contribute strongly to, one, improve
5 the comprehensive process of assistance and support to victims, from communication
6 in early stages to participation in trials or reparations; and, two, strengthen
7 cooperation with the States Parties, international organisations, organised civil society
8 and other relevant stakeholders.

9 My commitment is, if I am elected -- if I have the honour of being elected, you can be
10 assured I will work with the maximum of my capacity and my passion to
11 the effectiveness and efficiency of this unique Court.

12 I thank you very much. (Speaks French).

13 MS SEQUENSOVA: [16:38:56] Thank you.

14 Now I would like to give the floor to Miss Gabrielle McIntyre.

15 You have the floor, Ma'am.

16 MS MCINTYRE: [16:39:03] Thank you.

17 I would like to thank the vice-president of the Assembly of States Parties and civil
18 society representatives for moderating today's session. I'm delighted to be here and
19 honoured to have been shortlisted amongst such stellar contenders for the position of
20 Registrar of the ICC.

21 My candidacy is motivated by my commitment to the success of the Court and my
22 belief that I can positively contribute to that success in the position of registrar.

23 The Registrar is a vital role at a time when the Court is in a process of renewal.

24 Perhaps more than ever before, the Court needs someone with integrity, commitment
25 to efficiency, willingness to confront directly the challenges faced by the Court and to

1 seek new and innovative solutions. All this to enable the Court, which plays
2 a critical role in relation to the promotion of the rule of law, the upholding of
3 the principles of international law, to carry forward with its mandate effectively.
4 My decade and a half of leadership experience at the United Nations International
5 Criminal Tribunals has given me unique perspectives on the role of the Registrar as
6 a service provider. The integrity, professionalism and other attributes required of
7 the holder of the post, and the importance of the Registrar cultivating relationships of
8 trust and transparency with the other principals of the Court.
9 This long experience has also solidified my understanding of the importance of frank
10 and constructive relationships with oversight parent bodies and with civil society
11 actors who have a stake in the success of the Court.
12 I would bring to the role of Registrar a wealth of ideas towards improving
13 the functioning of the Registry, including measures to cultivate a highly motivated
14 and creative workforce whose contributions are recognised and who are provided
15 opportunities for professional growth.
16 I would draw upon my track record in the establishment of transparent workplaces
17 where new ideas are encouraged and diversity is valued, and my long experience as
18 an advocate for gender equality and for promoting women's voices.
19 I would bring my familiarity with budgetary authorities and processes, and my deep
20 understanding of the need to effectively communicate the complex needs of an
21 international court, to fully justify its resources through the identification of expected
22 results.
23 I would draw upon my expertise in accommodating budget shortfalls through
24 creative approaches and seek to bolster the confidence of State Parties in the value of
25 their investment in the Court.

1 Related to this, I would also bring my proficiency in raising voluntary funds. And
2 with the approval of the President, I would explore creative opportunities for raising
3 additional funding from a range of sources which may also serve to raise awareness
4 of the Court among the world's populations.

5 In that regard, I would bring my extensive experience of outreach and
6 communication in justice settings, and, under the authority of the President, I would
7 continue to improve the outreach and communication strategies of the Court and,
8 specifically, with situation countries and victim communities. Through close
9 cooperation with the other organs, civil society and communication experts, I would
10 seek to strengthen --

11 MS SEQUENSOVA: [16:43:38](Overlapping speakers) Ms McIntyre. I will kindly
12 ask you (Overlapping speakers) yeah, I'll kindly ask you to close up your
13 introductory statement.

14 MS MCINTYRE: [16:43:48] Sorry. It must be my slow talking. So thank you very
15 much. I would work to reset the reputation of the ICC as an institution of which we
16 can be proud. Thank you.

17 MS SEQUENSOVA: [16:44:02] Thank you. Thank you very much.

18 I would like now to give the floor to Ms Rosette Muzigo-Morrison.

19 You have the floor, Ma'am.

20 MS MUZIGO-MORRISON: [16:44:13] Madam Vice-President, distinguished
21 representatives of social society -- civil society, fellow candidates and the entire globe.
22 When I attended the Rome conference in 1998, at which conference the ICC was born,
23 I acted alongside then the future registrar of the International Criminal Tribunal for
24 the former Yugoslavia, and my role was simple. It entailed demonstrating to
25 States Parties who were then UN Member States, international organisations, civil

1 society, and the entire globe how their vision, aspiration and dream for a world free
2 of criminality could be translated from words into practice.

3 (Indiscernible) later on, at a time when the Court is at crossroads and needing reform,
4 as we gather from the Independent Expert Report, I appeared before a (indiscernible)
5 audience firstly to avow my unwavering commitment and dedication to the causes
6 that we had in Rome, renewed in Kampala, where again I had the opportunity to
7 participate, and honourably offer myself to spearhead the role of delivering
8 administrative support and services for the Court as Registrar.

9 In my understanding, there are a few issues that we have to deal with in the Court.
10 The 28 years that I have spent pioneering the creation of witness, victim support
11 services, the years which I have spent creating practice directions, services at the
12 Rwanda tribunal and at the Special Court for Sierra Leone, the years that I have spent
13 investigating sexual abuse, exploitation, harassment and bullying, are the reason why
14 I applied to be Registrar, because I have the experience, practical experience, I have
15 the knowledge and the skills to do so.

16 There is an urgent need for the Court to build the trust of the people who are used as
17 vehicles to deliver service. And I speak about the staff, I speak about motivation, I
18 speak about getting rid of predatory behaviour. I speak about engaging with civil
19 society and affected communities. I speak about taking the Court to the witnesses
20 and victims, and making the participation of the people for whom this Court was
21 created and distinguished itself from its precursors to be a victim-centred Court.
22 Such participation must be achievable, accessible and meaningful. If I am appointed
23 as Registrar, this will be a top priority.

24 Gender priority --

25 MS SEQUENSOVA: [16:48:34] Ms Morrison -- Ms Morrison, I will kindly ask you to

1 close up your statement.

2 MS MUZIGO-MORRISON: [16:48:40] State cooperation, gender and geographical
3 balancing would be my priorities. I thank you.

4 MS SEQUENSOVA: [16:48:48] Thank you.

5 Now I would like to give the floor to Mr Ibrahim James Pam. Mr Pam, you have
6 the floor.

7 MR PAM: [16:49:02] Thank you, Madam President, Excellencies, dear colleagues.
8 The promulgation of the Rome Statute and the establishment of the International
9 Criminal Court was a triumph of multilateralism and a further validation by the
10 global community of the aspiration expressed in the Charter of the United Nations to
11 free succeeding generations from the scourge of war. The International Criminal
12 Court represents the triumph of a regime of laws that elevate the human aspiration
13 for justice and defend the most vulnerable in society from the terror, injustice of
14 the worst crimes known to man. This noble mission of the Court is one that deeply
15 resonates with me and is at the heart of my motivation to become the fifth Registrar of
16 the Court.

17 In my professional career I've had the privilege to serve the course of justice at both
18 national and international levels. After a 32-year career in law, human rights,
19 international criminal justice, oversight and accountability, and having worked in
20 the Office of the Prosecutor as analyst and investigator for over six years in its early
21 life between 2005 and 2012, I have a personal and professional commitment to
22 continuing to promote the cause of international criminal justice and to advancing
23 the work of the Court.

24 My commitment is also founded on my early life experiences in the context of
25 a national conflict, that enabled me in a unique way to connect victimhood and ICC

1 purposes such that I can readily converge the realities of both. I'm prepared for
2 the challenge of becoming the Registrar of the International Criminal Court, with
3 primary responsibility to lead the provision of administrative and judicial services
4 and convening the support of States Parties, civil society and other stakeholders.
5 My vision, should I be elected Registrar of the International Criminal Court, is
6 founded on four main ambitions:

7 One, acting under the authority of the President to execute the statutory
8 responsibilities of the Registry by providing efficient support, impartially and
9 transparently, in all nonjudicial matters that are the remnants of the Registry. I will
10 be guided in this by a strict adherence to the principle of equality of arms in judicial
11 proceedings and the obligation to protect the integrity of the processes, decisions and
12 judgments of the International Criminal Court.

13 And two, maximising the efficiency of Court administration by delivering high
14 quality reliable court services, particularly information technology, translations and
15 interpretation, records management, court security, security of court processes and
16 the management of victims and witnesses.

17 Three, creating a respectful and safe workplace for all staff of the Court, in which staff
18 are self-motivated to optimise their productivity in an environment that protects their
19 physical, mental and psychological well-being. Psychological safety is of paramount
20 concern and it is essential for the Court to guarantee a workplace that is free from any
21 forms of harassment and discrimination, and one that ensures that its personnel are
22 able to exercise their full potential without fear or uncertainty.

23 And four, enhancing support towards the Court by States Parties by redefining
24 the value proposition of the Court and ensuring efficiency in its administration and
25 operations, and also generating ownership of the Court and the Rome Statute by

1 communities impacted by the work of the Court. I would seek to promote further
2 active collaboration as well with civil society. Thank you, your Excellency.

3 MS SEQUENSOVA: [16:53:08] Thank you.

4 And now I would like to give the floor to Mr Oswaldo Zavala Giler.

5 Mr Zavala, you have the floor.

6 MR ZAVALA GILER: [16:53:19] Thank you, Madam Vice-President, Excellencies,
7 colleagues.

8 My career is a testament to my dedication to the Court and its success. For 17 years I
9 have served the ICC and the Rome Statute system in different capacities. To be
10 given now the opportunity to serve as the next Registrar of the Court would allow me
11 to put to the service of the ICC the vast institutional knowledge I possess and
12 the lessons I have learned over the past years by working with the three previous
13 registrars.

14 Throughout my time at the ICC I have directly contributed to the effective
15 functioning of the Registry in all areas under its responsibility, including
16 the nonjudicial aspects of administration and servicing of the Court and the Office
17 of the Prosecutor and the effective implementation of Registry's duty to provide
18 efficient and effective services to the judges and the judicial proceeding.

19 I believe in responsible leadership. To lead responsibly as Registrar means, on
20 the one hand, to exercise authority on a decisive and strategic manner to effectuate
21 results, but it also means to be held accountable for my actions and my decisions.

22 This interrelation between authority and accountability is at its best when leadership
23 is exercised with a clear understanding of the complexities of the job, of what needs to
24 be done, and how to achieve it.

25 In addition to possessing a thorough understanding of the technical requirements of

1 the Court's operation, I bring real insight into the strategic relevance of its mandate.
2 Now, this insight is of particular value for the Registry not only in presenting
3 a coherent and cohesive vision and persuasive vision for its future, but also on
4 the practical impact it has on the effective delivery of its responsibilities.
5 Madam Vice-President, in times of shifting challenges, in times of heightened
6 expectations, I am convinced that the Court requires a Registrar that leads, with
7 energy and commitment, a reinvigorated vision into the future, but a vision that is
8 rooted on a solid technical and strategic understanding of the mandate of the Court.
9 Importantly, the next Registrar must also embody and reflect the evolving values that
10 the international community demands today of the institutions that represent it.
11 As Registrar, my calling would be to continue building on the legitimacy of the ICC
12 by ensuring its operational sustainability and by strengthening the trust and respect
13 for its justice mandate. I stand ready and able to take this important step in my
14 long-standing service to the Court by transforming into opportunities my
15 comprehensive experience in all areas of the work of the Registry to meet
16 the challenges ahead. I am guided by the vision of building a model of modern
17 public administration that ensures effectiveness, that safeguards accountability and
18 that encourages a working environment that promotes professionalism, respect,
19 diversity, equality and inclusion, values which I strive to represent myself.
20 To achieve this, I am committed to devoting to this institution and to those it was
21 established to serve, my vision, my experience, my skills, my energy, to support
22 the operational effectiveness of the Court and thus contribute to preserving its legacy
23 and strengthening its future.
24 Thank you very much, Madam Vice-President.
25 MS SEQUENSOVA: [16:57:16] Thank you.

1 That concludes the opening statements.

2 We will now begin the segment with questions for the candidates submitted by
3 the States Parties. We have allocated approximately 45 minutes for this segment.

4 I'll ask the candidates to limit their responses to a maximum of three minutes for
5 the first question and a maximum of two minutes for the following two questions.

6 The candidates will be called to respond to the questions in a random order.

7 For the first question, the order of the speakers will be as follows: Ms McIntyre,
8 Ms Muzigo-Morrison, Mr Pam, Mr Zavala and Mr Hermosillo.

9 Describe your experience managing large court or institutional budgets. Please
10 explain the budget amount that you are responsible for executing in your current
11 workplace. In addition, how would you address the liquidity issue that the ICC is
12 currently facing?

13 Ms McIntyre, the floor is yours.

14 MS MCINTYRE: [16:58:56] Thank you.

15 So with respect to the first part of the question, describe your experience of managing
16 court institutional budgets, my experience really derives from my role as chef de
17 cabinet, principal legal advisor to the president with supervisory authority over
18 the Registrar at the International Criminal Tribunals, a position that I held for some
19 15 years.

20 In that role, the registrar was effectively the person responsible for the budget, but
21 budget preparation was a collaborative effort. It involved all section chiefs
22 preparing their budget, justifying their needs, and then it was subject to review by
23 the president. Budgets were \$120-\$150 million.

24 My role would be to prepare the president's needs for that budget, as well as
25 justifying narrative, as well as reviewing and assisting the Chambers in

1 the preparation and identification of their budgetary needs - the chambers falling
2 under the authority of the President - and also reviewing overall the budget being
3 presented by the registrar, and making sure that the president agreed with those
4 budgetary items and they were justified.

5 The day-to-day management of the budget was in the hands of technical staff that
6 were employed for that purpose, but there were reporting obligations to the president
7 and there were many occasions where the president and the registrar, and other
8 principals or section chiefs of the tribunal, would meet together to try and meet
9 invariably unforeseen budgetary costs that arise through identifying measures that
10 we could take to reduce costs elsewhere to meet those needs.

11 The budget in the place that I'm currently working is a fraction of the budget of
12 the ICC. It's a very small budget. It's less than a million US dollars. However, in
13 that capacity I am responsible, as the principal administration officer, for
14 the identification, justification of that budget, for full compliance with all financial
15 rules and regulations in the country in which I am situated, procurement and tender
16 processes, audit processes. And I have drawn upon my experience from
17 the tribunals and I believe that the managerial principles that apply are the same.

18 With respect to liquidity issues facing the ICC, I think we really need more assistance
19 from the ASP. The Independent Expert Review identified some measures that could
20 be taken, but also bilateral engagement by the Court should continue, payment plans.

21 Anything we can to address those issues, they need to be explored further. Thank
22 you.

23 MS SEQUENSOVA: [17:01:54] Thank you.

24 Ms Muzigo-Morrison, the floor is yours.

25 You are muted, Ma'am. You have to put your microphone on.

1 MS MUZIGO-MORRISON: [17:02:15](Microphone not activated) had the
2 opportunity and the privilege of working in the immediate office of the registrar of
3 the International Criminal Tribunal of Rwanda at the time of its inception. It was
4 a time when the registry opened with a zero budget, so the registrar literally had to
5 take out a begging bowl and ask friends of the Rwanda tribunal to provide the money
6 to start.

7 Over the years, in my capacity as assistant, I participated in the discussions and
8 the putting together of budgets, different budgets from the different sections, and that
9 continued when I was mandated to start from scratch the registry office for
10 the Rwanda tribunal in The Hague. And the experience was once again repeated
11 when I had to establish a satellite office for the Special Court for Sierra Leone for
12 the trial of the former president of -- Charles Taylor.

13 Global justice is highly expensive, and this is something that we all agree on. One of
14 the techniques that was used and was successful, and I would seek to use if I am
15 appointed Registrar of the ICC, considering the increasing number of situations and
16 the narrowing of budgets, which have been effected because of the current
17 circumstances - there is COVID, there is the war - I would use a technique of
18 transparency and productivity.

19 One, the Registrar is transparent about issues, explaining why changes are needed,
20 adjustments are needed. Once the Registrar engages with the States Parties ahead of
21 time, before the CBF meeting - in the case of the UN, the Fifth Committee - and
22 explain the complications, the needs, States Parties are inclined to support certain
23 budgets, as I will explain.

24 Secondly, I will use productivity. States Parties like to see evidence, result of where
25 their money is going. I will make sure that I change the work environment that

1 enables staff members to participate to their maximum.

2 Thirdly, I would draw upon Article 116 to engage with international cooperation and
3 other sources, universities, and all those who are willing to work together to stamp
4 out the evils of criminality. This aspect needs to be handled carefully,
5 because (Overlapping speakers)

6 MS SEQUENSOVA: [17:05:26] Ms Morrison, Ms Morrison.

7 MS MUZIGO-MORRISON: [17:05:31](Overlapping speakers)

8 MS SEQUENSOVA: [17:05:33] I'm sorry, your time is up. Thank you very much
9 for answering the question.

10 MS MUZIGO-MORRISON: [17:05:36] Thank you.

11 MS SEQUENSOVA: [17:05:38] Next speaker on my list is Mr Pam.

12 Mr Pam, you have the floor.

13 MR PAM: [17:05:45] Thank you, Excellency.

14 Well, currently, I work at the Green Climate Fund and the annual budget of
15 the institution is just short of \$84 million, the administrative budget. I am
16 responsible, as head of the independent integrity unit, and interim head of
17 the independent redress mechanism, for a budget that's -- a combined budget slightly
18 under \$5 million.

19 Essentially, I think budgeting is an annual iterative process. Therefore, it starts at the
20 very beginning with a strategic vision and a strategic plan. Deriving from
21 the strategic planning, then operational plan and activities can then be costed and
22 then budgeted. My approach has always been to engage in early discussions over
23 the strategic vision and the strategic plan of the institution. Clearly, strategic
24 planning could be over three years, but in relation to an annual budget, once those
25 early discussions have been initiated, then the consultations that need to happen

1 would be undertaken with the budgeting authorities.

2 With the ICC, I think clearly there is a need to deepen those engagements at the early
3 stages of budget planning in order to more clearly articulate what exactly
4 the -- the objectives and planning of the budget are and the essential elements of
5 the activities that would be funded by the budget.

6 Clearly, there is a funding gap in the ICC. I think that is very well acknowledged.
7 Civil society makes the case about the cost of international criminal justice, compared
8 with the cost of conflict. I think this clearly illustrates that a budget of under
9 \$170 million for the ICC is very much inadequate.

10 What the challenge of the Registrar would be is to articulate exactly what
11 the constraints of this sort of budget is. In other words, to engage early with
12 States Parties, but also to engage with the heads of organs, the other principals of
13 the Court, as well as internally with staff members, to generate a budget that more
14 adequately addresses the requirements of the Court.

15 I think what this implicates is a -- an extensive discussion with States, but very
16 importantly the support of civil society in driving the agenda. The current state of
17 conflicts globally suggests to us that the States Parties need to assign far more
18 resources to this Court as an accountability, global accountability mechanism.

19 Therefore, that's what I will commit to, early planning, to articulating a results-based
20 budget, but also the other element of accountability, by ensuring that there is proper
21 budget execution. So, for example, reducing vacancy rates within the Court, making
22 sure that we go well below - currently I think it's about 21 per cent vacancy rate - and
23 driving that down substantially so that at the end of the budget cycle we can report
24 a high level of budget execution in order to generate further support for increased
25 budgeting in the year to come.

1 But, essentially, we need to show a better value proposition in order to encourage
2 States Parties to provide more resources, which, currently, \$170 million for the Court
3 is slightly less than the budget for the police in the city of Minneapolis, for example.
4 Really inadequate. And that would be my goal, to generate more resources by
5 providing a better value proposition and also to show accountability for the use of
6 the funds.

7 MS SEQUENSOVA: [17:10:15] Thank you very much.

8 Now I'll ask Mr Zavala.

9 Mr Zavala, you have the floor.

10 MR ZAVALA GILER: [17:10:22] Thank you very much, Madam Vice-President.

11 Madam Vice-President, I have a deep understanding of the budget process of the ICC,
12 in particular, its connection to the policy and strategic aspects of the Court's
13 operation.

14 As chief of budget, I oversee the overall implementation of the ICC budget, which
15 currently stands at €151.3 million, and I provide control to the resources throughout
16 the Court through sound management and good practices.

17 In regards to the Registry's budget in particular, which right now stands at
18 €79.2 million, I am directly responsible for its strategic implementation, for ensuring
19 the proper prioritisation of resources, especially in order to address a changing
20 operational developments and judicial needs. In this capacity, I also analyse data
21 regarding its implementation in order to identify redundancies or deficiencies. I
22 manage also the overall budget process for its budget proposal for the ICC, including
23 the creation of objectives and the alignment with strategic priorities and risk
24 management.

25 Now, with regards to your question about liquidity, I think there's two aspects to this,

1 one of them is a structural mechanism aspect, and the other one is a strategic
2 component.

3 The first, structural mechanisms, the first solution needs to be to have the working
4 capital fund, so necessary precautionary reserves at the appropriate level that
5 demand the standards of practice today.

6 As you know, both Committee on Budget and Finance, but also auditors, have
7 recommended that the working capital fund of the Court stays at a level that
8 represents at least one month of its operations. Currently right now that level is
9 insufficient.

10 Other possibilities have also been put in place, like the creation of payment plans and
11 offering this to States that can and will enter into them.

12 Now, the issue of arrears, and outstanding contributions more particularly, is, of
13 course, a shared responsibility with the Assembly of States Parties. In this regard,
14 the Registrar provides support to the efforts of the Assembly, The Hague Working
15 Group facilitator, for example, and this support is through the provision of
16 information creating open channels of communication, mostly.

17 The issue of outstanding contributions must be looked at on a case-by-case basis.

18 First of all, we need to understand the context and we need to provide clear
19 information and transparent information to the States in question and engage with
20 them through active listening, where we are honest in providing the transparent
21 information and they explain to us the possibilities and how to support the Court
22 with their financial contribution.

23 Thank you very much, Madam Vice-President.

24 MS SEQUENSOVA: [17:13:24] Thank you.

25 And now I'll ask Mr Hermosillo.

1 You have the floor, sir.

2 MR HERMOSILLO SOSA: [17:13:31] Thank you very much, Vice-President.

3 I think budget management is one of my best skills. My experience includes 21 years
4 as director general for programme planning project and organisation in three
5 different ministries of the federal Mexican government, economy, foreign affairs, and
6 public education, as well as having been CFO of the largest private fund, pension
7 fund in Mexico.

8 I currently advise on budget matters to the Mexican government agency responsible
9 for coordinating the implementation of the national policy on gender equality.

10 During those years, I coordinated the planning and execution of the programme
11 budgets of the ministries, I kept the accounts, redesigned procedures. I
12 implemented information systems, and also quality management systems, based on
13 the standard ISO 9000. I resolved a large number of situations. I was member of
14 boards of directors and of committees on control and audit. As well, I was
15 accountable to audit bodies, and also to the chambers of deputies of my country,
16 always with a clean record.

17 However, I believe the -- that the importance of a budget begins with the planning of
18 the scenarios and the assumptions that will be considered for its formulation. So it is
19 not only about managing efficiently a budget, it's about having the skills of planning
20 the programme and the assumptions that are going to be considered in
21 the formulation of the budget.

22 In the case of the Court, the Registry must work more closely with ASP and CBF to
23 strengthen the confidence that the proposed budget is essential for the fulfilment of
24 the Court's mandate. I think this is very important, that the ASP is confident that we
25 are proposing a budget which considers cost efficiency criteria, that there is a rational

1 austerity and expenditures, and that, above all, the States Parties have difficulty in
2 achieving increases from the legislative bodies that limit them to finance incremental
3 budgets.

4 My academic background is also a strength when it comes to carrying out planning
5 and budgeting tasks. I studied a master degree in public administration, as well as
6 diplomacy in accounting and finance and results-base budgeting, among other
7 studies. Without prejudice to finding operational and financial efficiencies, I am
8 implementing budgetary rationality measures I consider imperative through
9 the diplomatic channels with the help of the ASP, so that their national authorities
10 cover their quotas in a timely manner, probably permissions to present the work of
11 the Court and the challenges it faces and to agree on a payment plan for countries in
12 arrears. Or, I don't know, we have to look at where a good, a good approach.

13 Thank you very much.

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

15 Now I will turn to the second question. Now the order of the speakers for
16 the second question will be Ms Muzigo-Morrison, Mr Pam, Mr Zavala, Mr Hermosillo
17 and Ms McIntyre. I'd like to remind you that you have two minutes for the second
18 question.

19 The ICC is both a Court and an international organisation with large staff. This
20 constitutes a managerial challenge. Can you give us an example of a situation when
21 you, as a manager, addressed an unexpected development through an innovative
22 approach.

23 So this is a two-minute question and I'll ask Ms Muzigo-Morrison.

24 You have the floor, Ma'am.

25 MS MUZIGO-MORRISON: [17:18:05] Thank you, Madam Vice-President.

1 As registrar, as the person delegated the responsibility to establish the registry for
2 the trial of former Liberian president of the Special Court for Sierra Leone, I
3 encountered a challenge of having to bring staff members who otherwise in the UN
4 system would be recruited as field service, but I had to bring them to headquarters
5 where there is no such provision.

6 The measures that I took entailed developing procedures that created what did not
7 exist in the UN, something like a paraprofessional, whereby these staff could be
8 brought to perform their duties, they could be given some of the benefits that accrue
9 to field service staff that are not given to general service staff and yet they were
10 brought here as general staff. That was fundamental.

11 The other problem that I had to solve entailed bringing staff -- bringing witnesses and
12 victims from one continent to another. It required cooperation with the States, it
13 required management skills that looked at what needed to be done, and it required
14 a whole overhaul of the process and the manner in which the Court was being
15 managed. I believe that the same is required for the ICC. There is a need to
16 overhaul the entire recruitment process, for example, selection process, that is
17 currently opaque, unfair, and it has resulted in a huge gap and disparity in gender, in
18 geographical balancing. And these are issues, if elected as Registrar, that I would
19 address. I would bring the experience that I have in creating policies to create
20 policies that would act across boards so that the one-court principle applies to all
21 staff.

22 And I believe that we require the oxygen mask example, we help ourselves and then
23 we are able to (Overlapping speakers)

24 MS SEQUENSOVA: [17:20:39] Thank you very much, Ms Morrison. Thank you
25 very much for your answer.

1 And I'll ask now Mr Pam.

2 You have the floor.

3 MR PAM: [17:20:46] Thank you, Excellency.

4 The work of the International Criminal Court, having a dual character as both a court
5 and a public international institution, creates the necessity to manage both and
6 to -- and to provide the support and assistance that creates efficiencies for both -- both
7 characters of the Court.

8 Currently, at the Green Climate Fund, I had the challenge and the responsibility to
9 create an internal -- to support the creation of an internal regress mechanism in order
10 to face the challenge that arose out of a -- the problems that came out of complaints of
11 harassment, discrimination, et cetera, including racism. And what that challenge
12 meant was we had to adopt a system of adaptive management to create an internal
13 grievance system that includes an ethics function, a dispute resolution function, an
14 ombuds function, and to merge these within the legal framework of the institution in
15 order to both serve the immediate needs of the challenges that were faced by
16 the institution, but also to integrate it within more a common UN system of
17 management of public international institutions.

18 This challenge meant that we had to build collaboration through all of the organs of
19 the institution and also build trust among staff members. And this is essentially
20 the approach that I would adopt as Registrar, to create -- to manage situations that
21 arise that require the skills of adaptive management and also the convergence of
22 opinion by the principals and the leadership of the institution in order to build new
23 solutions and to be creative and innovative in the way that we deal with challenges.
24 For the International Criminal Court, certainly, these challenges have arisen, and
25 the Independent Expert Review panel provides a good framework of dealing with

1 them.

2 Thank you, Excellence.

3 MS SEQUENSOVA: [17:23:14] Thank you. Thank you very much.

4 And now I'll ask Mr Zavala.

5 Mr Zavala, you have the floor.

6 MR ZAVALA GILER: [17:23:24] Thank you very much, Madam Vice-President.

7 Well, I can speak about a challenge we faced this year, actually. As you know, that
8 the ICC and other international organisations that are part of the UN common system
9 faced an in-year increase in staff cost that was quite substantial, actually, because of
10 the unprecedented inflation in many European countries. Now, this
11 additional -- additional pressure created a problem or a challenge to our ability to end
12 the year within the envelope of the financial resources allocated.

13 So, of course, we had to do a thorough reprogramming of resources of the Registry in
14 order to be able to meet our obligations within the available resources, but to achieve
15 this we needed to find cost reductions, while continuing to provide support to
16 pre-trial activities that are ongoing and, of course, activities of
17 the Office of the Prosecutor in new situations.

18 I have to recall that 75 per cent of the resources of the Court are staff costs, so the only
19 flexibility that we have, in reality, or the majority of the flexibility that we have,
20 especially so late in the year, is in staff cost itself. In that regard, what we had to do
21 was to re-prioritise resources and recruitment plans in order to ensure the strategic
22 continuation of operations. But, of course, this meant that tough decisions needed to
23 be taken and deprive resources to some areas of the work of the Registry and
24 postpone some additional recruitments that we were counting on this year.

25 Thank you very much, Madam Vice-President.

1 MS SEQUENSOVA: [17:25:04] Thank you.

2 I'll now ask Mr Hermosillo.

3 You have the floor, sir.

4 MR HERMOSILLO SOSA: [17:25:16] Thank you very much, Vice-President.

5 When I assumed the position of CFO of the largest pension fund in Mexico, we had
6 the challenge of improving staff engagement. There was (inaudible) motivation, low
7 productivity and lack of commitment of approximately 4,000 staff.

8 Being CFO, I improved the staff engagement of the institution in 10 percentage points
9 in just one year, through improving training, achieving some mobility for staff,
10 implementing an ERP system with a self-service kiosk on HR matters, I mean.

11 I believe that staff engagement is very relevant, because it has to do with many issues
12 that affect the well-being of the staff.

13 In addition, I would like to comment about the case of the IEC -- the IER
14 recommendation of implementing the leadership of the Court to adopt and
15 demonstrate a clear commitment to deal with predatory behaviour in the workplace
16 and enforce mechanisms to safely report bullying and harassment in any kind. It is
17 very important, I firmly believe, that the Registry should implement a strategy to
18 facilitate all these issues, specifically to improve the mobility of the ICC staff who
19 have a question of job descriptions, training, mentoring of senior officers to junior
20 staff, and horizontal and temporary interchange -- interchanges between sections,
21 divisions or even organs.

22 That would be it, Madam. Thank you very much.

23 MS SEQUENSOVA: [17:27:24] Thank you very much.

24 I'll now ask Ms McIntyre.

25 You have the floor, Ma'am.

1 MS MCINTYRE: [17:27:30] Thank you.

2 I suppose an example I can use is when the completion strategy -- sorry,
3 the Security Council issued a resolution determining an end date for the ICTY and the
4 ICTR and the impact that that had on the institutions at that time that still had quite
5 a considerable caseload and how we were going to deal with the transition to a new
6 institutional mechanism that would be a very different institution, and how we
7 would maintain at the same time the level of motivation we needed for our staff to
8 remain in their posts until they were downsized, to a downsizing programme that
9 was implemented.

10 And there were various tools we designed to try and keep staff motivated to work
11 towards the end of their jobs, particularly those that had long institutional knowledge
12 of cases and knew that they were not, in the scheme, going to be transferred to
13 the mechanism at the end of the day.

14 We did things like allow for vacant posts to be used to give temporary promotions to
15 people to be able to develop management skills. We looked to other organisations
16 and sought to implement agreements with them, where they would give some
17 preference to our staff in the UN system as staff coming from a downsizing institution.
18 But, overall, it was very challenging at that time to retain the staff, but most of all to
19 retain their moral and have them to work harder and faster towards the completion of
20 their mandate. So I think we adopted many creative measures to -- to reach that goal
21 in the end and we were successful. Thank you.

22 MS SEQUENSOVA: [17:29:25] Thank you.

23 Now I'll move to the third question.

24 The order of the speakers for the third question will be, Mr Pam, Mr Zavala,

25 Mr Hermosillo, Ms McIntyre, Ms Muzigo-Morrison. Let me remind you that this is

1 a two-minute question.

2 The findings of the Independent Expert Review indicated that the Court appears to
3 suffer internally from distrust and a culture of fear. What measures would you
4 prioritise to improve the working environment at the ICC?

5 Mr Pam, Mr Pam, you have the floor.

6 MR PAM: [17:30:23] I beg your pardon. Thank you, Excellency.

7 So I currently serve, and have done for the last year and a half, as chair of the ad hoc
8 External Panel on Workplace Culture for the Office of the Prosecutor. And so I'm
9 very much familiar with the 384 recommendations of the Independent Expert Review
10 panel.

11 Your Excellency, the conclusions were shocking, and the state of staff motivation at
12 the ICC has been described in really unflattering terms. In my view, the ICC needs
13 to recreate itself on foundations of justice within the institution itself, internal justice,
14 and this means a number of things:

15 One is going back to what I said earlier about creating psychological safety for staff
16 members. We need to build out a culture of respect, a culture of tolerance, of
17 recognition of differences, an understanding of unconscious bias, of dealing
18 respectfully with one another.

19 The impact of this distrustful environment has not only psychological impacts on staff
20 members, but it does also have a financial impact, so there's reduced productivity,
21 and there is generally a lack of proper welfare and well-being. And so my focus in
22 this is to build out, again going back to having a strong internal grievance mechanism,
23 but primarily to redefine the culture within the Court, to rebuild the culture of respect,
24 to regenerate the soul of the ICC as an institution that does not only justice to victims
25 and communities, but justice also to its staff and justice to all stakeholders.

1 I think that the current initiatives that are ongoing, kicked off by the Assembly of
2 States Parties and taken on strongly by the OTP, is a good example of how to proceed.
3 Thank you.

4 MS SEQUENSOVA: [17:32:50] Thank you. Thank you very much.

5 I'll now ask Mr Zavala.

6 Mr Zavala, you have the floor.

7 MR ZAVALA GILER: [17:32:57] Madam Vice-President, I would like to start by
8 saying that I understand and know profoundly the culture at the ICC, and this, of
9 course, was a topic that I discussed with the IER when I was the focal point for
10 the Registry during their discussions.

11 Now, as I said in my introduction, building a model of public administration -- a
12 modern public administration that promotes a safe working environment would be
13 my priority. And I don't think this is only aspirational. This, I think, is
14 a prerequisite for the success of the Court.

15 As I said before, the staff of the Court make up over 75 per cent of the resources of
16 the Court, therefore the operations of the ICC, its operational effectiveness, is directly
17 reliant on the work of its staff. It is the commitment of the staff of the Court that
18 ensures that the operations are carried out, even in very challenging contexts.

19 Now, there are different ways to address the issue of workplace culture, and this is
20 something that we should do together with the Staff Union Council and look into this
21 very closely. I mean first, of course, there are policy solutions, including, most
22 recently, enactment of the administrative instruction on harassment. There are also
23 initiatives to promote development and motivation. There are also issues of sources,
24 because understaffing causes burnout, matters concerning alternative conflict
25 resolution, matters concerning performance management.

1 But I want to highlight one particular aspect, which is diversity. I think gender,
2 geographical representation, multilingualism, LGBTIQ representation, these are not
3 an expectation from external sources, this is key to the success of the Court. A lack
4 of balance and diversity promotes a culture of inequity that can lead to abuse, and
5 I believe that a more diverse organisation will soften the edges of cultural interaction
6 within the Court.

7 Thank you, Madam Vice-President.

8 MS SEQUENSOVA: [17:34:54] Thank you.

9 I now ask Mr Hermosillo.

10 You have the floor, sir.

11 MR HERMOSILLO SOSA: [17:35:01] Madam, regarding a safe workplace free of
12 threats, harassment, sexual harassment and abuse of authority are conducts that
13 should not be tolerated at all, especially in a court that is responsible to deliver justice,
14 but also because any person has the right to a workplace free from any threat.

15 The way I have approached this very relevant issue in the places where I have been
16 responsible for HR is through prevention and also the application of disciplinary
17 measures. So I think that the Court needs a prevention strategy, but also
18 disciplinary measures, that I know the Court has implemented.

19 In my current role as a consultant, in 2019 I implemented the Mexican NOM-035
20 standard on the Identification, Analysis and Prevention of Psychological Risk Factors
21 at Work Generated by Acts of Workplace Violence, Discrimination, Harassment,
22 Bullying, and other Misconduct. The implementation of this standard allows
23 the institution to identify risk factors, carry out a programme to prevent them, and
24 disseminate a policy and mechanisms for the prevention of risk factors throughout
25 the organisation.

1 On the other hand, my participation for ideas as one of the commissioners to
2 the United Nations ICSC grants me knowledge about best practices in some
3 international organisations that couldn't reach the policy of the ICC.

4 I thank you very much.

5 MS SEQUENSOVA: [17:37:11] Thank you.

6 I'll now ask Ms McIntyre.

7 The floor is yours.

8 MS MCINTYRE: [17:37:20] So, as a first step, I would really like to understand more
9 (Overlapping speakers). I'd like to understand more deeply the causes of
10 the mistrust in the ICC, and the causes of the culture of fear (Overlapping speakers).

11 MS SEQUENSOVA: [17:37:46] I think someone is unmuted, so I will kindly ask
12 whoever is unmuted to mute yourself.

13 I'm sorry, Ms McIntyre. You can continue. Sorry about that.

14 MS MCINTYRE: [17:37:58] So I really -- I mean, I'm an outsider, so I'd really like to
15 understand where this culture comes from, how widespread it is. The Independent
16 Expert Review identified a perception of a lack of accountability on the part of
17 the leadership, instances of bullying and a lack of trust in mechanisms. And these
18 are all being addressed by the Court, which I think is very positive, particularly
19 the initiative recently taken by the judiciary.

20 But I do think the tone of the working culture is set by the leadership, so it's up to
21 the leadership to lead the staff towards a respectful working culture. In -- for myself
22 personally, if I was elected as Registrar, I would lead by example by having respectful
23 relationships not just within the Registry but with the other organs, and implement
24 measures whereby respectful relationships are important to the staff in separate
25 organs by doing 360 performance review, where chambers can be subject to

1 comments by Registry colleagues and vice versa. I wouldn't necessarily do that with
2 the Prosecution, given they're independence.

3 So I think there's measures you can take to lead the staff towards a more respectful
4 culture, and that is through your own example and treating staff the way you expect
5 them to act and the way you yourself expect to be treated.

6 Establishing more informal mechanisms, creating greater understanding about
7 cultural differences and how we are perceived by others, given their cultural
8 experiences or backgrounds, I think is also important. So raising awareness about
9 differences.

10 I also agree with the comment about diversity, and I definitely agree with having way
11 more women in leadership positions. Thank you.

12 MS SEQUENSOVA: [17:39:55] Thank you very much.

13 Ms Muzigo-Morrison, the floor is yours.

14 MS MUZIGO-MORRISON: [17:40:10] Thank you very much.

15 Prior to my joining the ICC, I only used to hear that it had a very (inaudible)
16 acrimonious environment. The years that I spent there left me without doubt that
17 indeed the environment is uncondusive, and the record -- report of the experts has
18 gone in detail to identify some of the problems. The one issue that has not been
19 addressed is why it has continued unrelentingly.

20 There is a need to establish a mechanism to protect victims of bullying, harassment,
21 whistleblowers, from retaliation. Only when staff members are assured of
22 protection, only then do they report this misconduct.

23 The recent engagement report at the Court indicated that very, very small percentages
24 have confidence in the Independent Oversight Mechanism. Where does this come
25 from?

1 One of the issues I think that needs to be dealt with is the manner in which selection
2 and recruitment for jobs is done at the Court. It is not possible that all the other
3 regions, geographical regions, cannot produce competent candidates for higher level
4 positions, which at the moment are a monopoly of WEOG. I believe that there is an
5 urgent need to overhaul the entire system to end the hypocrisy of transparency in
6 the selection process, which allows managers to select their friends to participate in
7 the recruitment process and put their friends as the best candidates. That needs to
8 be done, because it leaves a lot of anger, it leaves a sense of injustice and that needs to
9 be done.

10 Diversity needs to be addressed, geographical balance needs to be addressed, and
11 staff well-being needs to be addressed. We cannot be talking about justice outside
12 without practicing it internally. Thank you.

13 MS SEQUENSOVA: [17:42:48] Thank you. Thank you, Ms Morrison.

14 We now turn to the second segment of today's second section. Questions submitted
15 by civil society. We have allocated approximately 30 minutes for this segment.

16 Now I would like to give the floor to the co-moderator representing civil society,
17 Ms Alejandra Vicente.

18 You have the floor, Ma'am.

19 MS VICENTE: [17:43:17] Thank you very much, Ambassador Sequensova. And
20 good day to you all. I would like to thank all candidates for making themselves
21 available today. These round tables are an essential step in ensuring a fair,
22 transparent, and merit-based process.

23 This segment includes questions to the distinguished candidates on behalf of
24 the coalition of Civil Society that works on matters related to the International
25 Criminal Court.

1 I will ask the candidates three questions. You will have two minutes to respond to
2 each question. Please be sure to respect the time allocated. I will have to interrupt
3 you if your time is up. As with the previous segment, we will rotate the order of
4 your responses.

5 The first question is: How can the Registry contribute to improving the experience
6 of victims who participate in ICC proceedings? Please mention one or two key
7 priority actions you would take to improve the existing system and practices related
8 to victims' participation.

9 We will hear first from Mr Hermosillo, then from Ms McIntyre, followed by
10 Ms Muzigo-Morrison, Mr Pam and Mr Zavala.

11 Mr Hermosillo, you have two minutes. Please, the floor is yours.

12 MR HERMOSILLO SOSA: [17:44:56] *Gracias*. Thank you very much.

13 Considering that the Rome Statute establishes a higher relevance than
14 the victims -- for the victims for a single participation scheme, it is very important to
15 carry out a review of the comprehensive process, from communication in early stages
16 to participation in trial and reparations.

17 I think that the Independent Expert Review found many opportunities to improve
18 this process, and I agree with many of them. I would highlight, find a more efficient
19 way of collecting applications for victims' participation for reparations. I would also
20 favour to find a more efficient way to achieve the participation of the maximum
21 possible number of victims in proceedings. Also, providing counsel for victims from
22 the preliminary examinations. Also, taking into account my -- my background, my
23 academic background, I would favour to have an information system to manage, in
24 an organised manner, the information of the victims regarding their participation,
25 their lawyers, the information that the Office of Public Counsel for Victims manages,

1 and I think those could be very important improvements.

2 I thank you very much. *Muchas gracias.*

3 MS SEQUENSOVA: [17:46:42] Thank you, Mr Hermosillo.

4 Ms McIntyre, the floor is yours.

5 MS MCINTYRE: [17:46:50] I think victims, a primary priority for me would be early
6 holistic information about engagement with the Court and the Court's mandate.

7 Victims' experiences of a court shouldn't just be limited to understanding their own
8 participation. I think they have a much broader value to derive from their

9 relationship or experience with the Court, but that requires the Court investing in

10 communication with victims. I strongly believe that victims, to have meaningful

11 participation, they need to feel like they are directly connected with the Court. They

12 have their counsel that speaks for them, but when you're representing thousands of

13 victims, how effective do you feel connected to the Court?

14 I think field offices are key. I understand there's resource problems, but I think if

15 communication and participation of victims becomes a strategic objective of the Court,

16 that is tied to the Court's mandate and what it wants to achieve, then it can attract

17 funding, if not from the Court, then voluntary funding.

18 So for me, full early holistic information and also field office direct and continuous

19 contact with victims throughout the process, so that there is two-way ongoing

20 communication, as well as communication from their counsel or the Registry

21 facilitating that communication.

22 That's my two minutes. Thank you.

23 MS VICENTE: [17:48:38] Thank you very much. Ms Muzigo-Morrison, the floor is
24 yours.

25 MS MUZIGO-MORRISON: [17:48:45] Thank you very much.

1 This issue has its answer in the preamble to the Rome Statute. It is an answer, it is an
2 issue of partnership. The ICC is supposed to be a victim-centred court, and that calls
3 for the involvement and the engagement of the entire world community, the global
4 community.

5 Here, victim participation is taking justice and the Court to where they are. How do
6 we do that? There is a need for partnership with civil society.

7 Locally based local society understand the culture, the conflict and understand
8 the victims, their needs, their vulnerabilities and the issues that need addressing. By
9 working and strengthening links and partnerships with civil society, national
10 government, we will be able to make victim participation more accessible.

11 The system is currently too complicated for illiterate, traumatised, broken witnesses
12 and victims. That needs to be simplified. My experience in setting up the first
13 witness support and protection institution in international criminal justice, my
14 experience in having established the first safe house for victims and witnesses here in
15 The Hague for international justice, gives me a lot to draw back from in order to make
16 victim participation accessible, achievable, sustainable and meaningful.

17 We need to work on the resources. State Parties and everyone else needs to put their
18 money where the work is. We need to train civil society, local journalists. We need
19 to provide information. We need to (Overlapping speakers)

20 MS VICENTE: [17:51:01] Ms Muzigo-Morrison, sorry, I need to interrupt you,
21 because your -- your time is up.

22 But I would like to give the floor now to Mr Pam.

23 Mr Pam, please.

24 MR PAM: [17:51:11] Thank you very much.

25 So victims are the heart of the work of the ICC. It is indeed a victim-centred Court.

1 And Article 68(3) of the Rome Statute makes the provision, which was highly
2 innovative at the time, of participation of victims in court proceedings. And
3 the Registry is empowered in Article 43(6) to facilitate participation of victims.
4 In the annual report of the ICC to the General Assembly, 11,000 victims participated
5 in proceedings in 2020/21. So let's say that already the ICC has a very good record of
6 victim participation. Some of the issues that arise, however, have to do with, for
7 example, the processing of applications. Because of the large volumes of
8 applications, there is a need to make more efficient the process for registering
9 applications and for reviewing them.

10 There also needs -- so you might create a search capacity as Registrar to deal with
11 the manpower needs for doing this process when there are -- when there are large
12 numbers of applications. But, also, it's important when you're dealing with large
13 volumes of data to think more creatively about how to manage data through data
14 analytics, through innovations in IT that would enable the more efficient processing
15 of -- of huge volumes of applications, but that also would create greater efficiency in
16 the process.

17 I have dealt with victims in -- in one of the cases before the Court from the OTP side,
18 and I had to work with States' authorities and civil society in Nigeria, in Mali, in
19 Senegal, to create the opportunities for victims to participate. And in the Central
20 African Republic, as a UN investigator, I participated as deputy head of the team over
21 the largest investigation of sexual crimes, where we had to manage large numbers of
22 victims.

23 Thank you.

24 MS VICENTE: [17:53:28] Thank you very much, Mr Pam.

25 And now we give the floor to Mr Zavala.

1 MR ZAVALA GILER: [17:53:37] Thank you very much.

2 I mean, this a very cost-cutting and multidimensional question, of course. Victim
3 participation is one of the key innovations the Rome Statute and, perhaps, one of
4 the most prominent and meaningful functions under the mandate of the Registry.

5 I have been involved in different issues in relation to victims within the Rome Statute
6 system, including the self-taking exercise in the Kampala Review Conference,
7 the establishment of the victim strategy of the Court, discussions on legal aid for
8 representation of victims, and other efforts.

9 I think over the years there have been a number of -- of key improvements that have
10 led to a more efficient and more cohesive support to victim participation. And what
11 is important is that the next Registrar must be able to discern these good practices and
12 build on them -- and build on them further solutions.

13 I think that although every case is different, I mean, for example, the application of
14 the A-B-C process for the application system which has been now standardised in
15 the Chambers Manual, the -- the continuation of the collection of victims' applications,
16 at least until the Prosecutor phase, is also an important development.

17 The consolidation of the participation in reparations form and the ability to collect
18 information on potential beneficiaries even up to the moment of the end of the trial,
19 which will bring enormous efficiencies when it comes to the implementation of
20 operations.

21 Very quickly, because my time will run out, I just want to mention three areas where
22 we could find further improvements. One is legal aid, of course. We could ensure
23 that the policy is up to the standards of what we now know is required by legal reps.
24 Field engagement, willing to have more strategic and reactive field engagement.
25 And finally, of course, the process for the identification of a legal representative

1 through the process in Rule 90 of the Rules of Procedure and Evidence through better
2 and more mainstream consultations. Thank you very much.

3 MS VICENTE: [17:55:38] Thank you very much, Mr Zavala.

4 And this brings us to question number 2, for which you also have two minutes.

5 And the question is: Diversity and inclusion are critical to the success of the ICC.

6 What measures could you take to increase gender and geographic diversity,
7 particularly in the Registry's senior management? Please mention one or two key
8 priority actions you would take.

9 We will hear first from Mr Zavala Giler and then from Mr Pam, Ms Muzigo-Morrison,
10 Ms McIntyre and Mr Hermosillo Sosa.

11 Mr Zavala, you have the floor.

12 MR ZAVALA GILER: [17:56:24] Thank you very much.

13 I think the issue of diversity, as I have said before, is crucial for the ICC, it is crucial
14 for its success. The Court is a judicial institution that represents the principal legal
15 systems of the world. In that sense, I think it's important that it nurtures itself from
16 the experience of staff from all regions. In that sense also, multilingualism is very
17 important, because it is like -- you see, not only as an aspirational feature of the Rome
18 Statute, but actually in the ability of the Court to really represent diverse judicial
19 systems.

20 When it comes to geographical representation issues, diversity, in terms of gender
21 diversity, LGBTIQ diversity, I think it is very important to have a diverse working
22 environment in order to address workplace culture. As I said before, diversity
23 softens the edges of cultural interaction and avoids potential abuses by having
24 a culture that is mainly dominated by a single either gender, or nationality, or region.
25 I think it's important to review recruitment practices. I think it's important to use

1 more rosters, recruitment rosters, trainings on unconscious biases and other policies.
2 When it comes to gender issues, I think also we need to look at it from different levels.
3 One aspect, of course, is gender parity and gender balance, which is very important at
4 all levels of the Court, including the management, but also the establishing of
5 adequate gender mainstreaming structures and mechanisms. For example,
6 the creation of the gender focal point was a very important improvement in the Court,
7 but also now the issuance of the draft of the gender strategy for the ICC will also be
8 very important.

9 Also, another important feature that I personally have been involved in is the gender
10 responsive budgeting, which would allow us to analyse relevant data and use this
11 information to take more appropriate gender-related initiatives.

12 Thank you so much.

13 MS VICENTE: [17:58:25] Thank you very much.

14 Mr Pam, the floor is yours now. Thank you.

15 MR PAM: [17:58:30] Thank you very much.

16 And gender -- geographical representation and gender balance is an essential element
17 of the proper and efficient management of the Court. This is an issue that features
18 very prominently in the IER report, but also is an issue that reflects the lived
19 experiences of staff of the Court. I think, clearly, the issues around unconscious bias
20 training, the issues around training around diversity and inclusion, including for
21 sexual and gender diversity, all of these play a very important role in changing
22 the culture. And I think culture is the essential bedrock on which any strategy can
23 be built around how to ensure better recruitment practices, how to ensure gender
24 equality, because equality is what you seek in terms of gender representation. But
25 also -- and at senior levels, so not just on the nominal figures.

1 But as you deal with also the issues around diversity of -- of legal systems, of
2 language, et cetera, all that has to be incorporated as a deliberate policy of positive
3 discrimination in order to change the balance and restructure the -- the way that
4 the Court is currently constituted in terms of its personnel and in terms of the use
5 of -- or the implementation of diversity and inclusion policies.

6 But all of this needs to take its root in changing the culture and reforming
7 the management practices and leadership of the Court, and we need to reflect greater
8 geographical balance at the senior levels. And this is a real example of -- of that
9 situation. As well as gender equality. And this is something I would commit to
10 from day one. Thank you.

11 MS VICENTE: [18:00:40] Thank you very much.

12 Ms Muzigo-Morrison, the floor is yours.

13 MS MUZIGO-MORRISON: [18:00:50](Microphone not activated) process of
14 recruiting the Registrar illustrates one thing about diversity. Out of the 45
15 candidates who were considered to meet the minimum requirement, 22 of them taken
16 from the African bloc. However, the statistics that the Court and the issues of people
17 from the African bloc, for example, occupying senior roles are grim. Right now there
18 is a zero director from that continent, from that bloc. So there is a problem with
19 the selection of staff and that is what is reflected in the huge gap that we see.
20 Diversity requires drastic practical measures. It requires not only talking about it.
21 No amount of training of managers is going to bridge the gap. We need, for
22 example, to cut the recruitment of certain -- staff from certain regions, unless there is
23 no other from other regions that are under-represented. It is not enough to fill
24 the lowly foot soldier positions of P-1, P-2, and general service with nationals from
25 certain geographical regions without the other.

1 It is disgraceful that there is not a single woman who occupies a director role at the
2 Court. We cannot be talking about gender as a crime -- I mean, gender
3 discrimination and violence as a crime when the Court is practicing it.

4 So the measures that I would take include working with Member States, working
5 with civil societies, academic institutions and global institutions, for example, the UN
6 Women, to draw upon their databases to increase diversity, to increase both
7 geographically and gender, to increase (Overlapping speakers)

8 MS VICENTE: [18:03:07] Ms Muzigo-Morrison.

9 MS MUZIGO-MORRISON: [18:03:09](Overlapping speakers) Thank you.

10 MS VICENTE: [18:03:11] Thank you so much. Thank you so much for your -- for
11 your answer.

12 And I give the floor now to Ms McIntyre.

13 MS MCINTYRE: [18:03:21] Thank you.

14 The leadership of the Court has committed to these issues, which I think is
15 commendable, and it's the start of bringing about what is needed. And I agree with
16 Mr Pam, it's a culture shift. These issues are deep seated, they're deep rooted in
17 the psyche of people, they come from experiences within society where you're taught
18 these behaviours. One-off unconscious bias training, self-awareness, doesn't change
19 practice.

20 And I -- I came across that recently when I looked at the external auditor's report on
21 temporary personnel. And given the commitment of the Court, I was shocked to
22 find that there were instances where hiring managers did not select more qualified
23 people, according to interview reports, from under-represented regions. These are
24 staff that are temporary staff, they don't fall within the statistics of the Court. But for
25 that to come out in that audit report at this time when that commitment is there tells

1 me that proactive measures need to be taken.

2 Same in relation to women. The fact that there are not women in leadership
3 positions just reflects societal attitudes to women. Ambitious women are not valued,
4 ambitious men are.

5 If it is a fact that women are not applying for these senior positions, then human
6 resources needs to start proactively reaching out to women, on LinkedIn and other
7 platforms, that have the skills for the positions and inviting them to apply.

8 I would, given what I observed from the external auditor's report, I would curtail
9 the discretion of the hiring manager, I would require the hiring manager to provide
10 written reasons why they are not selecting a qualified candidate from an
11 under-represented region or an under-represented gender. Those written reasons
12 would then have to go to the relevant principal, and the principal would have to
13 decide whether they were sufficiently compelling reasons to allow the hiring manager
14 the discretion. Thank you.

15 MS VICENTE: [18:05:35] Thank you very much. Thank you.

16 Mr Hermosillo, the floor is yours now. Thank you.

17 MR HERMOSILLO SOSA: [18:05:43] Thank you very much, Madam.

18 Gender equality is a human right. The ICC must be strongly committed with
19 achieving, not only gender equality, but also equitable geographic representation.

20 Being the ICC an international court, and aiming to have jurisdiction and credibility
21 all over the world, it is essential to have a multicultural staff with diverse geographical
22 representation and gender equality.

23 Specifically regarding geographical representation, considering that candidates that
24 apply for senior positions are not precisely from under-represented States, and taking
25 into account that hirings are proportional to applications, it is clear that it's needed

1 a specific strategy to foster more application from candidates of under-represented
2 States.

3 Trying to innovate, I would implement the following strategy: I would propose to
4 design a specific institutional policy with annual objectives and engage senior officers
5 of the ICC to implement it. The policy could include candidate (indiscernible),
6 create a critical mass of outstanding candidates of young professionals, I mean, from
7 under-represented States, also fostering women participation through agreements
8 with the universities and also collaborating through internships with the ICC to
9 provide them with the skills and experience to apply for positions.

10 I would also foster social outreach and headhunting, that could be the name of this
11 strategy, to make the States under-represented visible within the Court and
12 implement strategies of vacancies outreaching through online platforms like LinkedIn,
13 OCC and others, social networks, through universities and bar association of lawyers.
14 I would also foster synergies reorganising (Overlapping speakers)

15 MS VICENTE: [18:07:53] Mr Hermosillo, sorry, I need to interrupt you, because your
16 time is up. I'm very sorry.

17 We -- this is the end of --

18 MR HERMOSILLO SOSA: [18:07:58] I thank you very much.

19 MS VICENTE: [18:07:58] -- of responses for question two.

20 We are now going to start question three, for which you again have two minutes.

21 And the question is: The Registry has a very broad mandate, from judicial support
22 to victims participation, defence counsel support, outreach, management of the Court
23 and the Court's budget, among many others. How could you balance its many
24 sometimes competing responsibilities and how would you ensure adequate staffing
25 and resources are devoted to the specific sections dealing with these important

1 matters?

2 We will first hear from Ms Muzigo-Morrison, Mr Pam, Mr Zavala, Mr Hermosillo and
3 Ms McIntyre.

4 Ms Muzigo-Morrison, the floor is yours. Thank you.

5 MS MUZIGO-MORRISON: [18:08:59] Thank you.

6 In my career I have had the opportunity to establish three different registries from
7 scratch. All these registries had to perform what you have termed as would -- may
8 be competing responsibilities.

9 As I have said, the Court is like a body, it's like a torso. If one part of it is missing,
10 the other cannot function. In my work as a registrar, I am committed to ensuring
11 impartiality, independence, transparency, and cooperation.

12 Working under the supervision of the President, I would work to ensure that defence
13 rights are respected. It's not doing them a favour, equality of arms is key. And one
14 of -- if elected Registrar, one of the considerations I would like to review and explore
15 is to see how defence rights could be bolstered by, for example, having a public
16 defender's office similar to what we had at Special Court for Sierra Leone and
17 the Special Tribunal for Lebanon, because that would combine, for example,
18 the counsel support section and the office of public defender and make it one
19 institution that could result in savings.

20 Distributing resources for witnesses and victims is mandatory. We are not doing
21 them a favour. We need to find the money. I would work with all stakeholders to
22 ensure that the Court is resourced, that the budget is increased, and when the budget
23 is in place and the resources are shared all together, then we can speak about one
24 court, we can speak about a partnership, and we can speak about ensuring that all
25 who work at the Court are treated with dignity and the work that leads to good

1 results. Thank you.

2 MS VICENTE: [18:11:14] Thank you very much. Thank you.

3 Mr Pam, the floor is yours.

4 MR PAM: [18:11:20] Thank you very much.

5 I think, first of all, adequate, adequate staffing is a function of resources. Therefore,
6 obviously, this implicates the whole question of deriving more resources from
7 States Parties, but also of doing much better to ensure the optimal utilisation of
8 existing resources. I think there are opportunities to leverage on innovative
9 solutions. I understand that currently the Office of the Prosecutor is doing some
10 really interesting work in acquiring external support by multinationals, by other
11 States, in terms of creating more and more innovative funding solutions.

12 The Registry needs to leverage that. We need to work closer with other organs, we
13 need to create synergies that would enable -- that would reduce the duplication of
14 efforts. We need to create a better audit of needs and assessment -- assess better
15 the needs of all of the organs and the functions. That way, you reduce redundancies
16 and are able to create better efficiencies.

17 I think also just managing and ensuring that the one-court principle is properly
18 enshrined and properly implemented. And then also leveraging on the support of
19 civil society to conduct better outreach, to engage more with local communities, using
20 more the reach of the media as well. And, generally, looking to establish a better
21 internal control framework that -- that better utilises the audit function, both
22 internally and externally, so as to do performance audits, compliance audits, as well
23 as financial audits, and ensuring that those audits (inaudible) recommendations are
24 properly implemented. And also leveraging on the evaluation function to see
25 where -- how well the institution is performing in its various functions and where we

1 can achieve better efficiency.

2 MS VICENTE: [18:13:32] Thank you. Thank you very much.

3 Mr Zavala, the floor is yours.

4 MR ZAVALA GILER: [18:13:38] Thank you very much.

5 I mean, the question seems, to me, a question more of prioritisation of resources,
6 given the broad mandate of the Registry, administration matters, judicial support, as
7 well as external operations, including communication and outreach and field offices.
8 Now, there is one thing to take into consideration and these are the two main cost
9 drivers for the Registry's -- for the Court's budget, actually, are the judicial activities
10 of the Court and the investigations by the Office of the Prosecutor. And each one of
11 them trigger different activities, different needs for resources. One element that is
12 key in establishing a cohesive budget is, of course, prioritisation of resources guided
13 by, on the first hand, the one-court principle, which allows us to establish
14 a -- a cohesive budget and resources for the whole Court that -- that feeds from
15 the high level assumptions from the judiciary and the Office of the Prosecutor, as well
16 as the high level priorities issued by the coordination council.
17 Now, in this regard, what is key in order to exercise proper prioritisation is, of course,
18 a strategic plan and the need to ensure operational sustainability. In this regard, of
19 course, it is very important to note that the Registry is often faced with tough choices
20 because of the lack of resources. But one thing is sure, and it's that we need to keep,
21 of course, the judicial proceedings at heart. When we have a detained person that is
22 presumed innocent, (inaudible) trial, we need to prioritise resources to judicial
23 proceedings to ensure that that person receives a fair and expeditious trial, we need to
24 prioritise resources to the parties and participants to the proceedings, including legal
25 aide, support to the defence, and support to the victims participating in proceedings.

1 I think that's the only way I can -- I can respond, given an issue of prioritisation that
2 demands difficult choices. Thank you.

3 MS VICENTE: [18:15:35] Thank you very much.

4 Now I would like to give the floor to Mr Hermosillo. Please go ahead.

5 MR HERMOSILLO SOSA: [18:15:47] Thank you very much, Madam.

6 A very relevant and evolving institution, the Court has many challenges. Among
7 the most relevant are five or six. I believe that the two relevant challenges that have
8 the most sensitive balance are these two:

9 To improve the expeditiousness of trials and delivering the Court's mandate with
10 the approved resources. This balance between having enough resources to achieve
11 its mandate and, in the other side, to improve and to achieve expeditious trials are
12 the more sensitive or constitute the most sensitive balance.

13 Other challenges are, attract, develop, retain and maintain motivated and productive
14 the ICC staff. Regarding this challenge, publicity of vacancies, assessment centred
15 training, mobility, developing internal candidates, performance assessments and
16 recognition of good performance would be very important.

17 Also, the challenge of improving the whole process of assistance supporting victims is
18 very important. Enhanced cooperation with the States Parties to improve the ICC
19 enforcement ability, of course, is very important. Regarding this last, it would be
20 very important to foster more agreements, lobbying, finding some synergies with
21 the organised civil society, which is always an ally.

22 And regarding to the improvement of expeditious trials, to streamline process,
23 continuous improvement, implement quality management systems, automation and,
24 of course, having the required staff and other resources to allow the Court to comply
25 its mandate. Thank you very much.

1 MS VICENTE: [18:17:56] Thank you. Thank you very much.

2 Ms McIntyre, the floor is yours now. Thank you.

3 MS MCINTYRE: [18:18:03] I thank you.

4 I think it's a basic responsibility of the Registrar to be able to balance competing
5 priorities and responsibilities in an effective manner. I think it goes without saying
6 that the Registrar is a service provider. Other organs of the Court have reliance on
7 the Registrar for the implementation or the ability to effectively carry out their
8 functions. So the Registrar must be able to, number one, secure the minimum basic
9 resources necessary to do that and, number two, know where to prioritise with
10 the resources it has.

11 With respect to resource shortfalls, I do think that there's an untapped environment
12 out there in the corporate sector, in sporting institutions or other organisations that
13 are for profit which the Court may be able to develop collaborative relationships with
14 or gain support with, provided the integrity of the Court as an institution remains
15 intact through those relationships. But I think we need to look for other funding
16 sources, and to take advantage of those funding sources. And if the Court
17 establishes itself as a brand, and given its noble mission, it should be a brand that
18 everybody's interested in being associated with, even general population. So I think
19 we need to really think creatively about supporting the Court with other funds.
20 And also pro bono, pro bono service providers. There's many people that would like
21 to assist the Court that have expertise, so when we're looking for consultants, why
22 don't we look for some pro bono assistance first? And then, if we can't find anyone
23 suitable, then look at expenditure.
24 But I do think it's a big job, the Registrar, but it's a responsibility that you take on if
25 you take the position as Registrar. Thank you.

1 MS VICENTE: [18:20:01] Thank you very much.

2 And thank you very much, in fact, to all candidates. This brings the civil society
3 segment to a close. We appreciate very much the opportunity to ask questions and
4 to hear from you.

5 I now hand over to Ambassador Sequensova. Thank you.

6 MS SEQUENSOVA: [18:20:22] Thank you very much, Ms Vicente.

7 We will now give candidates the opportunity to make concluding remarks. We'll
8 have seen these statements in reverse alphabetical order and the candidates have been
9 given up to two minutes each.

10 First, I would like to invite Mr Zavala to begin. You have the floor, sir.

11 MR ZAVALA GILER: [18:20:52](Interpretation) Madam Vice-President, my goal
12 throughout this sitting has been to reaffirm my unwavering commitment to
13 the mandate of the Court and to the Registry and to the Principals of the Rome
14 Statute.

15 I plan to demonstrate this commitment as the Registrar of the Court by focusing on
16 three main themes.

17 First of all, nonjudicial administration of the Court. This is a task that I would carry
18 out based on my direct experience with regard to the internal decision-making
19 process on political, operational, strategic, and financial matters. As chief of budget
20 of the Court, I have an exceptional understanding of the life cycle of the Court's
21 budget.

22 Next, I plan to demonstrate my commitment by providing efficient and effective
23 services to judges and legal proceedings. My experience in strategic roles means that
24 I have a very in-depth understanding of what judges, stakeholders and participants in
25 trials all need.

1 Lastly, the third main theme regards external operations of the Registry. In that
2 context I have been involved in various different types of efforts, including through
3 the negotiation of cooperation agreements, and I -- my personal representative of
4 the Court, as the chief of the UN Liaison Office.

5 As I mentioned in my introduction, my career is a testament to my dedication to the
6 Court and its mandate. I stand ready to serve as its next Registrar with energy and
7 integrity and on the basis of my in-depth experience and knowledge.

8 Thank you very much.

9 MS SEQUENSOVA: [18:22:54] Thank you.

10 I would like now to give the floor to Mr Pam.

11 You have the floor, sir.

12 MR PAM: [18:23:02] Excellency, Madam Vice-President, should I be elected
13 Registrar of the Court, I would ensure that the Office of the Registrar constantly
14 aligns itself with the vision of the Court, and I would coordinate fully with
15 the Presidency, Chambers and Office of the Prosecutor broadly in the following areas:
16 One, the implementation of judicial decisions; two, ensuring States' cooperation; three,
17 providing optimal support in administration in human resources; four, guaranteeing
18 a physically and psychologically safe work environment; five, improving on existing
19 mechanisms of operational cooperation between the different organs in line with
20 the one-court principle; and six, enhancing coordination with civil society in order to
21 further the mission of the Court.

22 The International Criminal Court has a dual character as both a judicial entity and an
23 international organisation. This implicates a governance model that accounts for
24 differentiated responsibilities between the heads of organs and the Court. Under my
25 leadership, the Registry will continue to be neutral with respect to the discharge of its

1 responsibilities to all parties in the adversarial proceedings that are elemental to
2 the work of the Court. The Registry will service all parties fairly, objectively, and
3 impartially, and ensure the efficient functioning of every facility that supports
4 the smooth operation of the Court.

5 The vision of international criminal justice is the universalisation of the system of
6 accountability for the most egregious crimes known to man, and the International
7 Criminal Court is the lighthouse of this vision to which all the ships of States are
8 drawn.

9 As principal administrative officer, I will seek to extend all efforts towards projecting
10 the legitimacy of the Court and towards leveraging State support in order to ensure
11 that this enduring global vision is attained. It would be my esteemed challenge to
12 join the other principals of the Court to ensure that this is achieved.

13 Thank you, Excellency.

14 MS SEQUENSOVA: [18:25:09] Thank you.

15 I'd like now to give the floor to Ms Muzigo-Morrison.

16 You have the floor.

17 MS MUZIGO-MORRISON: [18:25:17] Thank you, Madam Vice-President.

18 I would like to underscore the importance of working under the direction -- working
19 with the Chambers, the Office of the Prosecutor, and all the other independent
20 systems of the Rome Statute, to support them in order to ensure that
21 the mandate -- their various mandates are implemented.

22 I would like to emphasise that I regard State cooperation as a lifeline for the Court
23 and have had the opportunity of over 28 years of working with State cooperation and
24 developing agreements to that cause.

25 Taking the Court to affected communities, increasing participation of victims, is

1 the very reason the ICC exists. I would like to invest my experience in this area to
2 ensure that we work as a partnership with civil society, with affected communities,
3 we increase managing expectations of the victims, providing information and
4 encouraging the involvement of all Member States at all levels.

5 Improving the work environment at the ICC is crucial. We cannot (inaudible) what
6 we don't have. If the vessels of justice do not feel justly treated, it will be very
7 challenging.

8 If elected Registrar, I would work very hard to improve diversity, geographical
9 diversity, gender diversity, and diversity of all the other minority groups, so that each
10 and every person can be proud of working at the Court and being associated with
11 the Court. I have the vision, I have the experience, the skill, the knowledge, I have
12 the enthusiasm, and I'm ready for the role. Thank you.

13 MS SEQUENSOVA: [18:27:41] Thank you.

14 Now I would like to give the floor to Ms McIntyre.

15 You have the floor, Ma'am.

16 MS MCINTYRE: [18:27:49] Thank you.

17 I wish to thank the vice-president and civil society representatives for their
18 stewardship of today's session, and State Parties and civil societies for their
19 thoughtful questions. I would also like to congratulate my fellow candidates for
20 their insightful contributions. It's been a privilege to participate with you all today.

21 In closing, I would like to underscore my deep appreciation for the complexities of
22 the role of the Registrar of the ICC, the breadth of responsibilities and obligations
23 borne by the Registry, the current and likely future challenges faced by the Court as
24 a judicial institution, and the need for strong leadership in all organs of the Court.

25 In that regard, I appreciate the importance of the selection of the person for Registrar

1 who values their place within the statutory framework as a neutral service provider
2 who will act with due respect for the independence of the other organs and who is
3 committed to ensuring the efficient and effective operation of the Court pursuant to
4 the one-court principle.

5 As I hope to have demonstrated, my extensive experience and depth of
6 understanding of the day-to-day operation of international criminal courts makes me
7 aptly suited to take on this role, to lead the Registry to excel in the discharge of its
8 functions, to build positive collaborative relationships with the other organs,
9 independent offices, the Assembly of States Parties, and civil society, and to positively
10 contribute to the Court's development as an institution of excellence. It would
11 indeed be a great privilege to be given the opportunity to do so.

12 Thank you for your kind attention.

13 MS SEQUENSOVA: [18:29:51] Thank you.

14 Now I'd like to give the floor to Mr Hermosillo.

15 You have the floor, sir.

16 Mr Hermosillo, you need to unmute yourself.

17 MR HERMOSILLO SOSA: [18:30:34] Can you hear me now?

18 MS SEQUENSOVA: [18:30:36] Yes, we can hear you now.

19 MR HERMOSILLO SOSA: [18:30:39] Okay. Sorry. Thank you, Madam.

20 It has been a privilege to be here at this round table. Being an external candidate
21 means having a fresh vision and relevant experience in other institutions with very
22 similar challenges, which will strengthen my contribution to the Court. I firmly
23 believe that I have the experience and skills that will allow the ICC to be
24 a multidisciplinary institution more likely to be successful, with better capabilities to
25 achieve its mandate effectively and efficiently, with a Prosecutor's office and judicial

1 divisions that have the necessary resources to fulfil their responsibilities, with a staff
2 of very high quality, motivated and productive, inclusive, working in a safe
3 environment free of threats, with geographical representation and gender balance. I
4 am committed to advancing streamline and automated work flows with service
5 standards, as well as fostering a culture of performance and continuous
6 improvement.

7 I am also committed to negotiate and agree the cooperations required of States and
8 international organisations that are relevant to the Court and to strengthen
9 the synergies that the Court has with civil society.

10 I would like to add to the proposal I mentioned regarding victims. It is also essential
11 to evaluate how to favour victims' communication through joint work with the civil
12 society organisations, with strengthening the psychological health and protection of
13 the victims are other aspects that could be reinforced. I consider that it is also crucial
14 to adapt the communication and interaction with the victims so that they consider
15 the background, cultural aspects, conditions, and even religion.

16 Finally, if I have the honour to be elected, with more updated and precise information,
17 and working very close with the Registry staff, the other organs and bodies of
18 the Court, and indeed the civil society, I will be able to improve and refine these and
19 other proposals. I thank you very much.

20 (Speaks French). *Gracias.*

21 MS SEQUENSOVA: [18:32:51] Thank you.

22 This concludes the second and final session of the round table. I would like to thank
23 all our candidates for their contributions in this very interesting discussion. I thank
24 my co-moderators, both on behalf of States Parties and civil society. I would like to
25 thank the States Parties and civil society for their comprehensive questions provided

1 to us.

2 Once again, I would like to show our appreciation to the Court, and its Registry in
3 particular, for providing us with the technical support to carry out the round tables in
4 the virtual format. The round table has been streamed online and recordings will be
5 made available afterwards.

6 I would like to also thank the interpreters who have done a magnificent job. Thank
7 you.

8 Now that this round table has been completed, the States Parties will work on their
9 recommendations. After this, the process is in the hands of the judges.

10 I thank you all. The session is adjourned.

11 (The round table ends at 6.34 p.m.)