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1. **APOSTOL, Lilian (Republic of Moldova)**

Executive summary of relevant experience

I am a human rights litigator professionally developed by the system of the European Convention on Human rights ("the Convention"). I used to be the Agent for the Government of the Republic of Moldova before the ECHR for almost of 5 years, including my ad interim position.¹ For almost 2 years, I served as the Head of the Governmental Agent's Department of the Ministry of Justice, again dealing with the ECHR cases and execution thereof. Before that, however, I shaped myself as professional in criminal and criminal procedure law, as well as in legal drafting and research pertaining to justice sector, international law and justice.

After my successful graduation from the Bucharest University Law School, Romania, I actually started my law career as a trial and investigation prosecutor, performing 8 years in General and Districts prosecutor offices. I had successful cooperation with the local Council of Europe's projects for justice reform, legal drafting and human rights legal education of judges and prosecutors. I drafted researches and comparative law assessments, as well as I offered consultancy to the Legal Drafting Department of the Ministry of Justice. Since 2006 I lecture on ECHR jurisprudence in the then Prosecutor's Centre for professional development and after the in the National Institute of Justice and the State University of Moldova.

Hence, my legal career is closely linked to the judiciary of the Republic of Moldova for almost 15 years. I gained unprecedented experience and knowledge of its weaknesses and advantages, its internal discreet mechanisms and methods of operation. And I refer here not only to the judiciary and prosecution service but also to collateral systems, such as execution, penitentiary, legislation and, not last, constitutional justice. In my career I experienced all possible activities affiliated to legal profession. I investigated difficult crimes, prosecuted and tried them before judges, pleaded before the district courts, Appellate and Supreme court(s).

At the international level, I litigated high profile cases before the ECHR and pleaded before highest judicial formations. I handled quasi-interstate cases involving difficult questions of international law, states jurisdiction and the legality principle in the situation of frozen military conflict within the transnistrian region. My cases had eventually engaged the responsibility of Russia and absolved the Republic of Moldova (Catan and others, Mozer, Turturica and Casian, etc.). I also had great experience in wide range of the Convention questions, from the admissibility criteria to the applicability of rights either in civil or criminal matters, legal compatibilities and new principles of interpretation (see for example the Buzadji case concerning new interpretation of terms in Article 5 of the Convention). Basing on my knowledge, I prepared studies and practical guides for the judges and prosecutors on a variety of the Convention questions. My reports on behalf of the Government were served in the intergovernmental committees on human rights from which I was part of as the governmental expert (see for example works of CDDH and DH-GDR committees on reform of the ECHR and the Convention). I also, debated in the Committee of Ministers, Council of Europe, in cases pending execution of the ECHR judgments and prepared reports on behalf of the Government on these aspects. I represented my country in certain historical Conferences, such as "Brighton, Oslo, Brussels Conferences", as well as in many other round tables, international seminars, etc. where I delivered speeches, therefore acquiring experience in public presentations and debates.

Statement of qualifications

Personal information

Family name: Apostol.

First name: Lilian.

¹ <http://agent.gov.md/agentul-guvernamental/ex-agenti-guvernamentali>.

Date of birth: 16 March 1977.

Sex: Male.

Work experience

- 3 August 2016 – on-going: External consultant (part-time) under framework agreement for the provision of services of consultancy on human rights law (ECHR) for the Human Rights National Implementation Division, Council of Europe; Council of Europe, DG I <http://www.coe.int/en/web/human-rights-rule-of-law>; External consultant; Human rights education, Law, Governance, Justice, Public administration, International litigation, Human rights.
- December 2012 – December 2015: Agent for the Government of the Republic of Moldova before the European Court of Human Rights; www.gov.md ; www.justice.gov.md; www.agent.gov.md / <http://agent.gov.md/agentul-guvernamental/ex-agenti-guvernamentali>; Governmental representative; Law, Governance, Justice, Public administration, International litigation, Human rights
- June 2011 – December 2012: Agent ad interim for the Government of the Republic of Moldova before the European Court of Human Rights; www.gov.md; www.justice.gov.md; Governmental representative; Law, Governance, Justice, Public administration, International litigation, Human rights.
- June 2011 – December 2015: Expert - member in the Steering Committee for Human Rights (CDDH), and the sub-committee for reform of the Court (DH-GDR), Council of Europe; Council of Europe, DG I; www.coe.int/cddh; www.coe.int/reformECHR; Governmental representative; International intergovernmental cooperation, Human rights.
- May 2009 – December 2012: Deputy Head of the Governmental Agent's Office, Ministry of Justice of the Republic of Moldova; www.justice.gov.md; Legal assistance to the Government's representative; Governance, Justice, Public administration, Human rights.
- December 2008 – April 2009: Assistant for legal drafting to the Ministry of Justice; CoE/EU Joint Programme on increased independence, transparency and efficiency of the justice system of the Republic of Moldova; Legal assistance to the Department for Drafting legislation, Ministry of Justice; Law, Governance, Justice, Public administration, Human rights.
- 2007: Expert on anti-corruption proofing of draft legislative acts; NGO - Centre for Analysis and Prevention of Corruption; www.capc.md; Anticorruption proofing expertise; Law, Anticorruption.
- 2006 – incumbent: Trainer for judges and prosecutors; General Prosecutor Office; www.procuratura.md; National Institute of Justice; <http://inj.md>; Training and extra-education on ECHR practice for judges and prosecutors; Education, Human rights.
- November 2000 – December 2008: Prosecutor (State District Attorney assistant); Prosecutor Office of Chisinau municipality, General Prosecutor Office; www.procuratura.md; Criminal prosecution, investigation, trials; Criminal Justice.

Education and training

- August – September 2011: Study visit, summer course attendance; 80 hours - 10 ECTS; European University Viadrina, Frankfurt (Oder), Germany; www.europa-uni.de; ECHR human rights protection.
- February – June 2011: Study visit; University of Washington, Seattle, USA; www.washington.edu; USA law system.
- September 2008 – March 2010: Master's degree of laws; University of European Studies from Moldova, Chisinau, the Republic of Moldova; www.usem.md; National and international criminal law and criminal procedure.

- October 1995 – June 2000: Bachelor of laws (licenced in law); State University of Bucharest, Faculty of Law, Bucharest, Romania; www.unibuc.ro; Law.

Personal skills

- Mother tongue(s): Romanian and Russian
- Other language(s):

English: Understanding:	Listening:	C2
	Reading:	C2
Speaking:	Spoken interaction:	C2
	Spoken production:	C2
Writing:		C2
Language certificate:		TOEFL Score 97
French: Understanding:	Listening:	B2
	Reading:	B2
Speaking:	Spoken interaction:	B1
	Spoken production:	B1
Writing:		B2
Language certificate:		n/a
- Communication skills: Advanced communication skills; professional habit.
- Organisational / managerial skills: Leadership (I have experienced management of about 20 people).
- Job-related skills: Good command of legal litigation tactics, multi-institutional and intergovernmental cooperation, diplomacy and international relations communication (I have been responsible for legal audit of governmental international legal and diplomatic representation service).
- Computer skills: Advanced in all Windows basic operational systems and Microsoft Office™ software; skills in Network Administration; good command of ABBY™ and Adobe™ tools.
- Other skills: Painting and drawing.
- Driving licence: n/a.

Additional information

Publications

Seminars/conferences publications:

- Synthesis of the European Court of Human Rights case-law under Article 3 of the Convention in cases versus Moldova, © Chisinau, 2010. - 500 pag. - ISBN 978-9975-80-381-6 (Premium MAGNA CUM LAUDE).
- Practical Guide for application of the ECHR case-law concerning unreasonable length of the judicial proceedings and non-enforcement (Romanian only: GHID PRACTIC de aplicare a jurispruden ei Cur ii Europene în materia neexecut rii i/sau duratei excesive a procedurilor), 2010, E-publication.
- Compatibility Study of the Criminal procedure code provisions in relation to Article 5 of the European Convention on Human Rights and the relevant European Court's case-law (Romanian only : STUDIU DE COMPATIBILITATE a codului de procedur penal cu prevederile Articolului 5 din Convenția Europeană a drepturilor omului și jurisprudența relevantă a Curții Europene a drepturilor omului); Leading co-author; published April 2014; E-publication.
- Feasibility Study as to ratification of Protocol no. 12 to the European Convention on Human Rights (Romanian only : STUDIU cu privire la FEZABILITATEA ratific rii Protocolului nr. 12 la Convenția Europeană pentru protecția drepturilor și libertăților fundamentale ale omului); Author; Published on October 2014; E-publication.

- Study as to institution of the national compensatory remedy for judicial miscarriages and procedural flaws (Romanian only : STUDIUL cu privire la crearea mecanismului național de remediere și compensare pentru erorile judiciare și vicii de procedură) Leading co-author; published in 2016; E-publication.
- Many thematic guides and questionnaires for practical application of national law and the European Convention.

Seminars and thematic conferences

- The international Conference “European Convention on Human Rights and the Crimes of the Past” European Court of Human Rights, Strasbourg, France, 26 February 2016.
- The international conference "Bringing human rights home: commitments, challenges, education and cooperation", Chisinau, Republic of Moldova, 4-5 November 2015 | Bench presentation.
- Round Table on « reopening of proceedings following a judgment of the European Court of Human Rights », Strasbourg, 5-6 October 2015 | Bench presentation.
- Round Table on “the action plans and report of states for the execution of the judgments of the European court: current practice and future perspectives”, | Strasbourg, France, 13-14 October 2014.
- The high-level conference "Implementation of the European Convention on Human Rights: our shared responsibility" Brussels, Belgium 26-27 March 2015 | Member of national delegation.
- The high-level conference “The long-term future of the European Court of Human Rights” Oslo, Norway, 7-8 April 2014 | Member of national delegation.
- The high-level conference “Combating racism, xenophobia and intolerance in Europe” | Yerevan, Armenia, 21-22 October 2012 | Member of national delegation.
- The high-level conference on "the Future of the European Court of Human Rights" Brighton, United Kingdom, 19-20 April 2012 | Member of national delegation.
- Efficient Domestic Capacity for rapid execution of the European Court’s Judgments.
- Tirana, 15-16 December 2011 | Bench presentation.
- “Feasibility Study on Forensic Infrastructure in the Republic of Moldova and Findings of the External Audit of the Forensic Medicine Centre of the Ministry of Health of the Republic of Moldova” | Chisinau, Republic of Moldova, 15-16 November 2011 | Bench presentation.
- Almost 30 seminars and workshops held before judges, prosecutors, public servants and students on different topics of the European Convention and national application thereof.

Specific experience

Public hearings; the Grand Chamber of the European Court of Human Rights cases

- *Catan and others v. the Republic of Moldova and Russia* (judgment of 19 October 2012) – hearings of 25 January 2012 – the case concerns the Jurisdiction of Moldovan and Russian Governments in relation to educational policy within separatist region of the Republic of Moldova
- *Mozer v. the Republic of Moldova and Russia* (no. 11138/10) judgment of 23 February 2016 – hearings of 04 February 2015 – the case concerns the problems of jurisdiction in the uncontrolled self-proclaimed territories and the principle of lawfulness of the acts emanated from the de facto authorities (the applicability of the principle of “Namibia exception”)
- *Buzadji v. Republic of Moldova* (no. 23755/07), judgment of 05 February 2016 - hearings of 07 October 2015 – the case concerns to applicability of Article 5 of the European Convention to pre-trial detention and the differences that should be drawn between home arrest and detention on remand.

Leading cases by written procedure:

- *Eremia and others v. the Republic of Moldova*, no. 3564/11, judgment of 28 May 2013, - the cases concerns domestic violence and the inefficient application of the domestic law, as well as the phenomena of wide institutional tolerance
- *Pavlicenco and Urechean v. the Republic of Moldova*, nos. 27756/05 and 41219/07 judgment of 2 December 2014, - the case concerns the limitation of the right to access to justice in cases of defamation and libel actions addressed against the President of the Republic.
- *Shishanov v. the Republic of Moldova*, no. 11353/06, judgment of 15 September 2015 – the case concerns the domestic dysfunction in securing detention in human conditions of detention and addressing remedies against the wide practices.
- *Sandu v. the Republic of Moldova*, no. 16463/08, judgment of 11 February 2014, - the case concerns entrapment techniques in criminal proceedings.

International investment arbitration cases

- *Franck Charles Arif v. Republic of Moldova* (ICSID Case No. ARB/11/23) – the case concerns duty free concessions where the arbitral award dismissed almost of 80% of the applicant's commercial claims.
- No. 175/2012 *State Enterprise Energorynok v. the Republic of Moldova*; no. 091/2012 *Bogdanov & Bogdanova v. the Republic of Moldova*; no. 162/2012 *Yury Ghenadevich Bogdanov v. the Republic of Moldova* – the cases concerned different commercial claims advanced before the Arbitration Institute of the Stockholm Chamber of Commerce (SCC) and have been dismissed as inadmissible after the memorials on behalf of the Government.
- No. 175/2012 *State Enterprise Energorynok v. the Republic of Moldova*; no. 091/2012 *Bogdanov & Bogdanova v. the Republic of Moldova*; no. 162/2012 *Yury Ghenadevich Bogdanov v. the Republic of Moldova* – the cases concerned different commercial claims advanced before the Arbitration Institute of the Stockholm Chamber of Commerce (SCC) and have been dismissed as inadmissible after the memorials on behalf of the Government.

2. DUBUISSON, Marc (Belgium)

Executive summary of relevant experience

With over 30 years of experience serving justice and the administration of Justice, including over 20 years dedicated to international criminal justice, I have acquired an in-depth knowledge of how to manage an international judicial institution, combining extensive knowledge of the applicable law, a proven capacity to efficiently manage allocated funds, an ability to build mutual trust in the context of requests for cooperation and an unwavering sense of operational pragmatism.

A pioneer in terms of my experience with international criminal courts, both at the International Criminal Tribunal for the Former Yugoslavia and the International Criminal Court (ICC), I have gained a solid reputation for my strong leadership qualities, capable of successfully undertaking difficult and high-risk missions as well as complex projects, demonstrating vision and creativity in fulfilling my mandate, and, in particular, the mandate of the Court in general. As head of the Division of Court Services since 2004, I have served as a member of the Advisory Committee tasked with the revision of legal texts pursuant to Regulation 4 of the Regulations of the Court, of the Disciplinary Board and the Procurement Review Committee. I also chair the Information Management Government Board (IMGB). Since the ICC was created, in the absence of the Registrar, I have acted as the official in charge of running the Registry and I frequently represent him at meetings, in particular, with members of international organisations, visiting judges, Government representatives, members of NGOs and university academics. Moreover, I have always enjoyed excellent relations with the Judges and the Office of the Prosecutor, as well as with the teams providing counsel for the defence and legal representation for victims – all of which interaction has allowed me gain a cross-organisational strategic vision of the challenges facing the Court.

For over 10 years, as Head of the Division of Court Services, and then Head of the Judicial Support Services Section, a key priority has always been to provide, with a human touch, guidance and leadership to the women and men with whom I have had the opportunity to collaborate, respecting the values of our institution and the budgetary constraints that we are subject to. Having functioned in a multicultural working environment since the start of my career, I have always demonstrated professionalism, integrity, transparency and fairness in my approach to the challenges to be met.

Building on the successful outcome of the missions that I have been entrusted with – arrests and surrenders in Europe and Africa, release of members of the Court detained in Libya – I have been able to bring to the fore an aptitude to find common ground when dealing with sometimes diverging views, and to activate all of the resources available to assist the Court in fulfilling the mandate that has been conferred upon it by member States. I have furthermore shown my ability to handle crisis situations calmly, with professional integrity and efficiency.

I also attach particular importance to the rule of law and to the promotion of human rights, which has led me to take part in a number of missions, in particular, in Yemen (restructuring of national courts), in Morocco (implementation of the reform of the Family Code in the competent national courts), as well as in Latvia, Moldova and in Turkey, where I participated in training programmes and programmes on the restructuring of judicial institutions.

I have in addition published many articles on the ICC, I regularly speak at conferences and conduct training sessions for students and magistrates.

With my extensive experience, proven skill set and my deep commitment to the successful fulfilment of the ICC's mandate, I am confident that I am well equipped to meet the challenges that the position of Registrar will entail.

Statement of qualifications

Personal information

Date of birth: 22 May 1963

Nationality: Belgian

French: Mother tongue

English: Fluent

Dutch: Working knowledge

Academic and professional qualifications

- Université Paris Nanterre Paris, France ; Master's degree in International Law; June 2017; Law governing international relations and EU law.
- Ministry of Justice Brussels, Belgium; Certificate attesting success in the examination to qualify candidates to become Registrars and Secretaries; 11 June 1990; Certificate attesting success in the examination to qualify candidates to become Registry and Prosecutor drafters/recorders - January 1985.

International professional experience

- International Criminal Court, The Hague, Netherlands:
 - Director of the Division of Judicial Services: Since July 2015,
 - Director of Division of Court Services: October 2007 – July 2015,
 - Chief of Section, Division of Court Services: January 2004 – October 2007, and
 - Chief of the Court Management Section: January 2003 – January 2004:
 - Development of guidelines, rules and general directives pertaining to judicial administration, detention, translation, interpretation and terminology services, including linguistic assistance in the field, to the Counsel Support Section (management of legal assistance included), the information management unit (including information technology and information security) and to the library, as well as to the participation of victims and compensation.
 - Administrative oversight of the Offices of Public Counsel for the defence and for victims.
 - Between 2004 and 2015, responsible for the Victims and Witnesses Unit and also in charge of operations relating to requests for cooperation. Establishment and management of the sensitive and strategic operations of the Division of Court Services in relation to hearings, victim and witness protection, information gathering, arrests and surrenders and the security of suspects and accused persons.
 - Drafting, development and updating of policies, procedures and directives to be followed at the Court to ensure efficient management, including planning budgetary and human resources forecasts.
 - Supervising the judicial support services of the Court to ensure the conduct of fair and efficiently run trials. Liaising with the different organs and sections of the Court on questions appertaining to the organisation of hearings.
 - Liaising with States parties and/or international organisations involved in proceedings before the Court.
 - Providing strategic advice to the Registrar on questions relating to the functions, structure and activities of the Division of Court Services and of the Registry in general, including with other organs.
 - Acting as the official in charge of running the Registry, in the absence of the Registrar. Representing the Registrar at meetings, in particular, with members of international organisations, visiting judges, Government representatives, members of NGOs and university academics.

- Other responsibilities:
 - June/July 2012 : Head of delegation on the ground in the framework of negotiations aimed at the release of members of the Court detained in Libya.
 - January 2012 : Head of operations concerning the judicial transfer of judges, parties and participants to the Democratic Republic of the Congo in the context of the Katanga and Ngudjolo Chui case.
 - since 2004 : Head of mission and in charge of operations concerning requests for cooperation in the context of arrests and surrenders (Democratic Republic of the Congo, Republic of the Congo, Republic of the Ivory Coast, Republic of Ghana, French Republic, Kingdom of Belgium, Republic of Rwanda, Central African Republic, Republic of Niger).
 - since 2004 : Head of mission and in charge of operations concerning requests for cooperation in the context of summonses issued by the Court (Republic of Chad, Republic of Uganda, Republic of Kenya).
 - since 2004 : Evaluation and feasibility missions on the holding of hearings *in situ* (Democratic Republic of the Congo, Republic of Kenya, United Republic of Tanzania).
 - 2004-2005 : Representative of the Registrar at the plenary sessions of the members of the Court leading to the adoption of the first version of the Rules of Court, and in charge of overseeing the Drafting Committee tasked with the Regulations of the Registry.
 - Executive coaching sessions (2008).
- International Criminal Court, The Hague, Netherlands:
 - Director *ad interim* of the Division of External Relations and Field Operations: July 2015 – May 2016:
 - Development and implementation of a strategy for the activities of Management covering the Public Information and Outreach Section, the External Relations and Field Operations Coordination Section, and the Victims and Witnesses Section.
 - Maintenance of diplomatic relations and efficient cooperation with States parties and Governmental representatives, members of international organisations and other key partners.
 - Elaboration and notification of requests for assistance and cooperation between the Court and States.
 - Management of the witness protection programme and overseeing negotiations with States on witness relocation agreements.
 - Management of the Court’s field offices.
- International Criminal Tribunal for the Former Yugoslavia, The Hague, Netherlands:
 - Chief of the Court Management and Support Services Section January: 2001 – January 2003:
 - Responsible for leading and coordinating the work of the Court Management and Support Services Section.
 - In charge of supervising cooperation with the International Criminal Tribunal for Rwanda.
 - Providing legal advice and advice on judicial policy to judges, parties and the diplomatic corps, in connection with procedural matters.
 - Undertaking of feasibility study regarding the holding of hearings by the ICTY on the territory of the former Yugoslavia (Bosnia-Herzegovina).
 - Coordinator of the Court Management and Support Services Section: August 1999 – December 2001;
 - Court officer: May 1998 – August 1999; and
 - Court officer (expert on mission, gratis personnel): December 1996 – April 1998.

National professional experience

- Court of First Instance of Neufchâteau, Belgium: Acting Registrar: September 1996 – November 1996: Registrar assigned to provide assistance to the investigating judge in relation to child abduction cases (the so-called “Dutroux” case).

- Charleroi Police Court, Charleroi, Belgium: Registrar, Deputy-Registrar, Report drafter, Contract employee: September 1986 – November 1996: Performed Registry duties and assisted, in capacity as Registrar, the magistrate in all his/her official functions.
- Justices of the Peace of the Cantons of Chimay and Beaumont, Chimay-Beaumont, Belgium: Acting Deputy-Registrar during the period of absence of the Chief Registrar: May 1988 – September 1988.
- Brussels Court of First Instance, Brussels, Belgium: Contract employee in the Registry of the Court of Appeal, Correctional Unit: May 1986 – September 1986.

Further national professional experience

- Walloon Government, Minister's Office, Brussels, Belgium: Responsible for Technological Research and Development and International Relations; January 1996 – July 1996; Official attached to the Minister's Office.
- Walloon Government, Minister's Office, Brussels, Belgium: Responsible for Public Works; June 1993 – June 1995; Official attached to the Minister's Office.

Expert missions and conferences

Participation in many conferences and seminars on international criminal law, witness protection and court management, in capacity as chair, moderator, facilitator or simply as a participant:

- Center for International Legal Cooperation:
 - Participation in the "Moudawana" Family Law Reform Project, Marrakech, Morocco, 6-9 October 2010: Provided support for the implementation of the Family Code in close cooperation with the Ministry of Justice of the Kingdom of Morocco, the Higher Institute of the Judiciary of Morocco, the Association of Young Moroccan Lawyers and the Women's Action Union; Training programme for magistrates, lawyers and staff members of courts of justice.
 - Exchange of expertise in connection with the "Moudawana" Family Law Reform Project, Rabat, Morocco, 1-4 December 2008: Cooperation between the Association of Judges of Morocco (Hassania branch of Moroccan Magistrates), the Association for Judicial Power of the Netherlands (Nederlandse Vereniging voor Rechtspraak), the Moroccan Centre for the Promotion of Law (Centre Marocain pour la Promotion du Droit - CMPD); Exchange of expertise.
 - Draft law on the restructuring of national courts and tribunals in the Yemen, Sanaa, Yemen: Participation in capacity as expert in the « TMF » judicial programme "Judicial Support Program Yemen"; 22-28 July 2006.
 - "Reinforcement of the Law" (European Union/ PHARE Programme, CILC), Riga, Latvia: Participation in the drawing up of a national training plan for staff members of courts and tribunals in Latvia; 9-10 April 2003, 4-5 June 2003.
 - Draft training project for staff members of courts and tribunals in Moldova, Chisinau, Moldavia: Participation in a seminar and a cooperation mission in the framework of a project to support the development of Justice in Moldova; 11-17 November 2001.
- Council of Europe:
 - Evaluation of the Turkish judicial system, Malatya, Turkey: Participation in the evaluation of the Turkish judicial system (the general functioning of justice); May 2005; Reinforcement of Turkish judicial capacity building in European legislation.
 - "Programme focused on Moldova", Strasbourg, France: Participation in the examination of a draft law on Registrars of judicial bodies of the Republic of Moldova – their legal status, rights and obligations; 12-13 June 2003; Joint programme of the Council of Europe and the European Commission.

Teaching

- National School for Magistrates: Participation in the further training programme for French magistrates, Paris, France:
 - Informal or institutional cooperation: National justice at the heart of international justice; 31 March 2016.
 - An exemplary procedure? The Registry, playing a unique role, at Headquarters and in the field; 25 November 2014.
 - At a crossroads between communication and a culture of secrecy; Witness protection: a necessary confidentiality; 6-7 November 2013.
 - At a crossroads between communication and a culture of secrecy; Witness protection; 14 November 2012
- Université de Limoges, Limoges, France: Conducted a seminar for the Master 2 International Criminal Law and European Law, 2012:
 - General overview of the Judicial Support Services Division and of all topics relating to victims, witnesses, detainees, the role of counsel, the use of languages, information security, electronic signature, etc.

Publications

- Marc Dubuisson and Julien Guiet, « Artigo 89 : Entrega de Pessoas ao Tribunal » in Nemer Caldeira Bant (L.) and Steiner (S. H.) (Eds.), *O Tribunal Penal Internacional: Comentários ao Estatuto de Roma*, Editora Del Rey BH Ltda, 2016, pp. 1253-1273.
- Marc Dubuisson and Virginia Fletcher, « Artigos 91 e 92 : Conteúdo do Pedido de Detenção e Entrega. Prisão Preventiva », in Nemer Caldeira Bant (L.) and Steiner (S. H.) (Eds.), *O Tribunal Penal Internacional: Comentários ao Estatuto de Roma*, Editora Del Rey BH Ltda, 2016, pp. 1305-1341.
- Marc Dubuisson and Marie Alvine Tchekanda, « Article 59 – Procédure d’arrestation dans l’Etat de détention », in Fernandez (J.) and Pacreau (X.) (Eds.), *Statut de Rome de la Cour pénale internationale, commentaire article par article*, Editions A. Pedone, 2012, pp. 1347-1362.
- Marc Dubuisson and Jasmine Toumaj, « Chapitre (93) : Le transfert devant les juridictions internationales », in Ascencio (H.), Decaux (E.) and Pellet (A.) (Eds.), *Droit international pénal*, 2ème édition, Editions Pedone, 2012, pp. 1159-1168.
- Marc Dubuisson, Anne-Aurore Bertrand and Natacha Schauder, « Contribution of the Registry to greater respect for the principles of fairness and expeditious proceedings before the International Criminal Court », in Stahn (C.) et Sluiter (G.) (Eds.), *The ICC’s Emerging Practice: The Court at Five Years*, Martinus Nijhoff Publishers/Brill, 2009, pp. 565-584.

3. GAOBATWE, Chipo (Botswana)

Executive summary of relevant experience

- Financial management and prudence: 8 years as Partner in Legal Practice and as Senior Assistant Registrar. Financial management and planning of Legal Firm and fixed and moveable assets of the Administration of Justice. Management of the budget of the Judiciary and responding to audit queries that arise. Ensuring that court witnesses, counsel and service providers are paid timeously.
- Strategic management- 4 years: Involved in planning and reviewing the Division's Annual Performance Plan and aligning it with the Organisation's as well as the Government of Botswana's National Development Plan.
- Public education- 17 years: Involved in public education as a Programme Officer on women and children's rights, as a Prosecutor, Attorney and as a Judicial Officer at various stakeholder conferences.
- Criminal justice system- 17 years: As a Programme Officer, Prosecutor, Attorney and Judicial Officer. Have prosecuted and defended accused persons and currently act in the capacity of providing legal aid to qualifying candidates as well as expert witnesses.
- Negotiation and mediation skills- 17 years: Gained over the years in the courtroom as Prosecutor and Attorney as well as currently in liquidations and Sequestration of Estates as Master of the High Court.

Statement of qualifications

Personal information

Family name: Gaobatwe (Nee Manwa).
First name: Chipo Margaret.
Date of birth: 18 October 1975.
Place of birth: Roma Lesotho.
Nationality: Motswana.

Language proficiency

English: Very good
German: Standard
Setswana: Good
Shona: Good
Sesotho: Good

Professional summary

- Programme Officer: June 2000-December 2001.
- Private Attorney/ Government Prosecutor: January 2002- October 2012.
- Joined Judiciary Senior Assistant Registrar and Master of the High Court: November 2012 to date.

Skills highlights

- Litigation-civil and criminal, drafting, mediation, management of legal practice.
- Judicial- Liquidations and Insolvencies, default judgements, mediation, applications.
- Managerial- supervise staff, manage and implement division's policies, manage court records, appoint pro-deo and pro-bono counsel.
- Legal research.

Accomplishments

- Published with Women and Law in Southern Africa, “No Safe Place”, Incest and Defilement in Botswana.
- Contributed to legal jurisprudence on principle of “no work no pay”, Industrial Court of Botswana.

Professional experience

- Senior Assistant Registrar and Master, November 2012 to date:
 - Judicial skills: Supervise and manage liquidations and insolvencies, assess damages and determine security for costs at the High Court, grant default judgements, determines legal costs in taxations, perform mediatory and negotiation functions between the public and attorneys.
 - Managerial skills: Align, monitor, implement and review annually the Lobatse division of the High Court’s Annual Performance Plan to that of the Administration of Justice.
 - Monitor Judicial Case Management and the Court Records Management System.
 - Participated in workshops with stake holders on the functions of the Administration of Justice.
 - Adjudicate on procurement and disposal of Organisation’s assets.
 - Appoint pro-deo and pro-bono attorneys for legal aid.
 - Managed Deputy Sheriffs in the enforcement of court judgements.
- Attorney at Law, 2000-2012:
 - Worked with WLSA on women and children’s rights as programme officer.
 - Worked at Attorney General’s chambers as a Prosecutor. Drafted charges and prosecuted criminal cases. Worked in collaboration with Botswana Police Service, Directorate on Corruption and Economic Crime, Chiefs and local authorities.
 - Enhanced advocacy skills, drafting pleadings and practise management in private practise.

Consultancies

- UNICEF: Conducted research and prepared a report on Children in conflict with the law. Focused on legislation and international conventions as well as the criminal justice system in Botswana
- World Bank: Conducted desk study research and prepared a report on Access to Justice in Botswana. The report focused on the cost of litigation, legal aid, legislation specifically the court rules and access to courts by the general population.

Education and training

- Bachelor of Laws, 2000, University of Botswana.
- Diploma in Insolvency Law, 2011, University of Pretoria.
- Masters of Laws, candidate University of South Africa specialising in International Economic Law, completed course work currently working on desertion topic “Trade Liberalisation and the Protection of Infant Industries”.

4. GOBERDAN, Indhrambal (South Africa)

Executive summary of relevant experience

I was appointed as a contract prosecutor on 2 October 1995 and appointed permanently as a prosecutor from 1 November 1996. During this time I prosecuted in the district and regional courts. I held the position of district control and regional control prosecutor between 1998 and 2003. In 2003 I was appointed senior prosecutor. In 2015 I was appointed senior deputy director of public prosecutions and head of office which is a position I currently hold. Vast management experience was obtained through these years in respect of management of the courts. Experience gained included inter alia, the management of prosecutors, assessment of their performance, collation of statistics, dealing with the discipline and labour relation issues in respect of prosecutors, arranging for Employee Wellness for the prosecutors, guiding investigations, prosecuting in criminal trials and disciplinary enquiries, signing of indictments, entering into 105A plea agreements, managing witness protection, ensuring compliance with the budget allocation, finding ways to bring about savings, arranging for different language interpreters and intermediaries, managing the Gang violence task team, being part of or sitting on interviewing panels for the appointment of prosecutors, placing of cases on the court rolls, managing approximately 15 courts and the court rolls. The placing of court rolls entailed ensuring that the cases which were placed were trial ready, ensuring that an appropriate period of time was allocated for the completion of the trial, ensuring that sufficient trial cases were allocated to keep the courts fully occupied for the duration of the court hours. Interaction with members of the public, victims of crime, dealing with traffic representations, dealing with complaints, interacting with the various role players such as South African Police Services, the Judiciary, clerks, interpreters, Legal Aid South Africa, Lawyers Association, the Traffic Department, Department of Social Development, Doctors from the Department of Health covers the interaction and communication on a daily basis. I implemented various systems to reduce the court rolls and maximize court hours and productivity.

Statement of qualifications

Personal information

Family name : Goberdan.
First name : Indhrambal.
Nationality : South Africa.
Sex : Female.
Marital status : Married.

Educational qualifications

- Last school attended: Tongaat Secondary High School.
- Highest standard passed: Matric.
- Subjects passed: English; Afrikaans; Maths; Biology; Physical Science, History.

Tertiary education

- University attended: Unisa.
- Degrees: B. Proc; LLB.
- Also admitted as an advocate of the High Court on 31st October 2002.

Work history

I worked as a temporary teacher for six months in 1990 at Phoenix High School No 24.

I started with the National Prosecuting Authority as a prosecutor on 1 October 1995 and am currently still in the employ of the National Prosecuting Authority.

Experience

I have prosecuted in the district courts, regional courts and the high court.

I have held the managerial positions of district control prosecutor; regional control prosecutor, senior prosecutor and currently deputy director of public prosecutions. I was appointed as senior prosecutor in February 2003. Between 2009 and 2011; I managed 45 prosecutors and the following courts: East London district courts; East London regional courts; King Williams Town district and regional courts; Khomga district court; Cathcart district court; Stutterheim district court; Seymour and Balfour district courts.

My duties entailed managing the courts; managing and supervising the work of the prosecutors; conducting performance assessments on the prosecutors; motivating the staff and setting challenges or goals and incentives to encourage the staff to achieve the set goals.

To be able to achieve the goals and targets set by the NPA it was important for me to have an excellent working relationship with the various role players. It was of utmost importance to gain their respect and buy- in when it came to case flow management and ensuring that justice was done in our courts.

I believe this was achieved when one considers the work that was put in; in successfully managing these courts and the results that were produced.

When I took over the district courts in East London in January 2010 the outstanding court roll was 2366 cases. Through effective management of the prosecutors; proper screening of the dockets; fast tracking of cases; guiding and training the prosecutors and building capacity, the team under my leadership was able to reduce the roll to 1159[a reduction of 1207 cases]. When I initially took over King Williams Town the court roll was at 766 cases. I once again managed to bring the roll down to 338 as at March 2011. In June 2010 the outstanding court roll in Stutterhiem was 317 and by March 2011 I managed to successfully bring the roll down to 174 cases. There were 100 backlog cases (cases longer than 9 months on the roll since the date of arrest of the accused) on the roll which was eventually reduced to 23.

The backlog in the regional courts in East London was at 19% as at March 2014; the withdrawal rate 1.2%; outstanding court roll at 317; conviction rate at 93% (100% for January 2014 and February 2014).

To give effect to ensuring that the victims of crime receive excellent service delivery from the prosecution, I introduced a system to ensure optimum customer satisfaction whereby consultations are held with all witnesses before any matter is transferred to the regional court. In all rape cases, I introduced and managed a system, where prosecutors had to ensure that they consulted with the complainant within three weeks of the first appearance. This assisted greatly with the preparation for the bail application. In every rape case where a withdrawal was envisaged, I ensured that my team consulted with the victim and explained the reasons for the withdrawal before the matter was withdrawn.

In January 2015 I was appointed as deputy director of public prosecutions and head of office, Port Elizabeth. My duties and responsibilities entailed the following:

- Monitor the achievement of quarterly targets and make interventions and service delivery improvements if necessary. Implement pre-trial conferencing.
- Monitor the achievement of quarterly targets
- Joint planning with relevant stakeholders including the rendering of assistance to the SAPS / DPCI
- Maintain a strategy to address specialised prosecutions

- Maintain processes to monitor and co-ordinate specialized prosecutions
- Ensure advocates are trained to conduct specialised prosecutions
- Effective operations management
- Regular and on-going analysis of performance data and devising intervention mitigation plans when necessary.
- Ensure compliance with performance standards (turnaround times) for chamber work
- Ensure the equitable distribution of work
- Ensure compliance with revised criteria for selection in HC in a memorandum so that serious crimes are enrolled in the HC.
- Prioritise the finalisation of cases where there are witnesses on the Witness Protection Programme
- Participate in management of awaiting trial detainees
- Conduct performance moderation of staff and submit quarterly reports in respect of such evaluations. Also conduct regional assessments and moderations
- Arrange informal training and mentorship for advocates/prosecutors
- Engage with the Judge President and other High Court role-players to improve finalisation
- Monitor, Promote and report participation by the region in intersectoral meetings
Ensure that cluster operational plans aligned to the Regional APP are in place.
- Monitor and review plan quarterly against actual performance
- Ensure that resources are adequately utilised
- Ensure Compliance with policies and regulations and in this regard: --Communicate to and educate officials, inform officials where the policies/ procedures can be accessed, contribute to the development of NPA policies and procedures, ensure ethical, consistent and equal application of policies and procedures
- Consistency in the application of performance evaluation
- Recognition and reward for performance
- Manage poor performance
- Transparency, communication and feedback towards the employee in performance reviews and the process
- Ensure accessibility of managers
- People management
- Training, development and mentoring
- Verify the correctness of performance information before submission.

Achievements

In 2002 I received the National Prosecutor of the Year Award from Adv. Bulelani Ncgcuka, the National Director of Public Prosecutions, for my hard work in taking over the East London office and managing it even though I was a control prosecutor.

I received nine “A” category bonuses for significantly above average performance (a rating of between 85 to 100%) and four “B” category performance bonuses for above average performance(a rating of between 75 to 84%).

As Deputy Director of Public Prosecutions, I have recently received a rating of significantly above average performance for the period 1 April 2016 to 31 March 2017, which makes me eligible for a performance bonus.

I believe that I am a dedicated, hardworking, loyal employee and proof for this can be found in the performance bonuses awarded above.

I set my own personal goals and targets and constantly review and change plans so that my goals are ultimately achieved. I enjoy challenges; it’s what keeps me stimulated and motivated.

5. HOCKING, John (Australia)

Executive summary of relevant experience

I am the Registrar of the International Criminal Tribunal for the former Yugoslavia (ICTY), a position I have held since 2009. For five years, I also served concurrently as the first Registrar of the Mechanism for International Criminal Tribunals (MICT). Strengthened by these experiences as a United Nations Assistant Secretary-General, I have the honour to submit my candidature for the position of Registrar of the International Criminal Court.

I have led Registry operations at defining institutional moments: at the start, during periods of peak activity, and towards closure. Throughout, the Registry has performed with excellence.

At the ICTY, the Registry has enabled the seamless running of multiple, simultaneous judicial proceedings, against time constraints and resource reductions. Our legal, policy, diplomatic, external relations and administrative services delivered high-level support to Presidents, Judges, parties, and many beyond our courtrooms, including witnesses, victims, convicted persons, other courts and the public.

As the ICTY judicial docket progressively cleared, I have led the gradual downsizing of its 1,300 staff. Our fair and transparent process, premised on open and constant dialogue between management and staff, was praised as “best practice in leadership of a change process” across the United Nations.

Whilst preparing the closing down of an institution, I started-up another, the MICT. I set a vision for the Registry and implemented it through its first five years. From day one, the MICT performed its mandate efficiently, with wide recognition from Member States to auditors. Exeditiously, it had its staff fully recruited - evenly split between its African and European branches, and hailing from 65 countries. By the end of my tenure, it also had new purpose-built premises in Arusha, Tanzania, which were completed under budget and praised for the use of local materials and resources.

The budgets I presented demonstrated transparency, fiscal restraint and responsiveness to Member States’ expectations, whilst fully providing for our requirements. In administering the resources obtained, I maximised economies of scale, contained expenditures, and avoided millions of dollars in additional costs through double-hatting between the ICTY and MICT.

At the ICTY and MICT, staff have been key to institutional achievement. Over the years, I have promoted a positive, respectful and diverse work environment. I am proud that at the ICTY and MICT, 60% of staff at the Professional and Director level are women, and that both institutions ranked in the top 5 across the United Nations for internal communication, confidence in leadership, ethics and organisational culture, and other areas assessed by the recent UN Global Staff Satisfaction Survey.

I am grateful for the sustained cooperation received from Member States, both in the entirety of our mandates as in specific matters, be it the relocation of a protected witness or the enforcement of a sentence. At the same time, strongly believing that cooperation with Member States can also be mutually beneficial, I am pleased to have supported national jurisdictions and furthered the Rule of Law in domestic settings, from prisons in West Africa to courts in the Balkans.

I have dedicated two decades of my professional life to modern international criminal justice, from its early days to the consolidation of a new era in the demand for accountability. I would now feel privileged to contribute the same leadership and sense of purpose that have helped sustain this journey to the International Criminal Court.

Statement of qualifications

Registrar, Assistant Secretary-General, United Nations International Criminal Tribunal for the former Yugoslavia (ICTY), The Hague, The Netherlands.

Professional experience

- Registrar, Assistant Secretary-General, ICTY, May 2009 – present, The Hague, The Netherlands:
 - Appointed Registrar, Assistant Secretary-General of the ICTY three times by two United Nations Secretaries-General. As an ICTY Principal, provided overall leadership, vision and guidance to achieve the goals set by the Security Council.
 - Oversaw and ensured high-quality provision of all court related services (victims and witnesses, defence, court management, detention, translation and interpretation); administrative services (human resources, budget and finance, safety and security, procurement, IT, general services) and external relations. Issued Registrar's decisions and submissions. Provided services to the President, Judges and the Parties.
 - Increased productivity by supporting a full trial and appeal schedule, despite resource reduction, through deliberate restructuring and efficiency measures.
 - Developed and refined Registry's policies and best practices, which have been used as a model by other international and domestic courts.
 - Led the ongoing downsizing of ICTY's 1,300 staff, which was praised by OIOS as "best practice in leadership of a change process" across the United Nations. No claim litigated by the United Nations Dispute Tribunal.
 - United Nations Secretary-General's representative for all financial matters at ICTY. Defended and obtained four biennial budgets, demonstrating transparency, fiscal restraint and responsiveness to Member States' expectations. Maximized efficiencies, avoided duplications and contained expenditures.
 - Strengthened ICTY's diplomatic and external relations. Secured cooperation with Member States, e.g., expedited transfer of convicted persons to enforcement states and secured necessary witness relocation agreements.
 - Facilitated transfer of cases to national jurisdictions, by sharing knowledge, models and tools with domestic courts in the Balkans through partnerships with international and local organisations, and funding from voluntary contributions. Enhanced access to ICTY judicial records.
 - Strengthened ICTY Outreach Programme, financed by voluntary contributions, which reached some 10,000 students in the former Yugoslavia, briefed around 50,000 visitors in the Hague, produced 10 publications and 4 documentaries, and partnered with 50 local organisations.
 - United Nations Secretary-General's representative for all staffing matters at ICTY. Achieved gender parity at Professional and Director level. Currently 60% women at that level, despite downsizing. Over 80 nationalities at the ICTY's peak, today approx. 50 nationalities from some 220 remaining staff.
 - The United Nations Joint Inspection Unit found that ICTY Staff-Management relations exceptionally stood out across the United Nations for "excellence, cordiality and cooperation". In the recent United Nations Global Staff Satisfaction Survey, the ICTY ranked in the top 5 for ethics, integrity, staff empowerment, internal communication, and topped the United Nations for "having the least bureaucratic procedures".
 - Served as the Designated Official for the security of all United Nations staff and affiliates in the Netherlands (over 3,000 staff and some 10,000 dependents).
- Registrar, Assistant Secretary-General, UN Mechanism for International Criminal Tribunals (MICT), January 2012 – December 2016 (whilst concurrently serving as Registrar, ASG, ICTY), Arusha, Tanzania, and The Hague, The Netherlands:
 - Set-up new Security Council institution mandated to perform essential functions of the ICTY and ICTR.
 - Successfully directed operations in Africa and Europe from day one through to its fifth year. As a MICT Principal, provided overall leadership, vision and guidance to achieve the goals set by the Security Council. MICT has been praised within the General Assembly, the Security Council and by its clients.
 - Conceptualised and implemented recognised efficient, lean and streamlined structures and services by harnessing best practices and lessons learned from two decades of international criminal justice.

- Achieved run of “satisfactory” ratings by OIOS in key substantive and administrative functions.
- Ensured delivery of high-quality legal and judicial support services to MICT’s court activities; provided protection and support services to thousands of ICTR and ICTY witnesses; supervised enforcement of sentences in Africa and Europe; assisted Member States in domestic war crimes proceedings; managed ICTR and ICTY archives.
- Engaged in partnerships with African States and institutions. Entered into enforcement of sentences agreement with Mali. Relocated two ICTR acquitted and released persons to a West African state. Partnered with the International Commission of Jurists - Kenya for pro bono monitoring of genocide trials in Rwanda. Improved prison conditions in Mali, Benin and Senegal. Restructured clinic for Rwandan genocide victims and witnesses, praised by patients and in the Security Council. Created a centre of archival excellence in Tanzania. Spearheaded capacity-building activities with civil servants from East and Southern Africa, at no additional cost to MICT.
- Established an efficient and cost-effective MICT Administration in Arusha, Kigali and The Hague. UN Secretary-General’s representative for all human resources and financial matters at MICT.
- Oversaw MICT’s first recruitment, from one to 350 staff, evenly distributed between Europe and Africa, with 60% women professionals and over 65 nationalities by the end of my tenure. In the UN Global Staff Satisfaction Survey, MICT was ranked number 1 across the UN for integrity and number 2 for “appointing the right people for the right job”.
- Defended and obtained three MICT biennial budgets before the General Assembly, demonstrating transparency, fiscal restraint and responsiveness to Member States’ expectations. Maximised economies of scale, used double-hatting arrangements with ICTY, kept resources to the minimum necessary.
- Led the construction project for the new MICT premises in Tanzania. Works concluded under budget. Project was praised for its maximisation of local resources and effective management. Repository of best practices for other UN capital projects.
- Deputy Registrar (D-1), International Criminal Tribunal for the former Yugoslavia (ICTY), August 2004 – May 2009, The Hague, The Netherlands:
 - At the peak of ICTY’s judicial activity with 41 judgements issued, directed all court related services, including legal support to the Judges (approximately 80 lawyers), victims and witnesses, court management, detention, defence and legal aid, and translation and interpretation.
 - Efficiently supported six trials and 28 accused in court each day by streamlining and improving existing procedures which ensured: legal support to 25 Judges; continued flow of victims and witnesses from the former Yugoslavia and their safe appearance before the Judges; high quality defence for accused; interpretation and translation of complex proceedings and documents in up to four languages; flawless court room management. Issued legal decisions and Registry submissions.
 - Directly supervised Section Chiefs (D1/P5/P4 level) with approx. 400 staff under my overall authority.
 - Deputised and acted for the Assistant Secretary-General, Registrar.
- Senior Legal Officer (P-5), International Criminal Tribunal for the former Yugoslavia (ICTY), April 2000 – August 2004, The Hague, The Netherlands:
 - During this time, 34 judgements were issued; including some of the ICTY’s most ground-breaking.
 - Managerial responsibilities: supported 25 Judges; prepared Chambers Support Section’s budget, managed resources; recruited legal staff (approx. 50); supervised lawyers and support staff; under the direction of the Judges, developed and implemented effective work programme for the ICTY and ICTR Appeals Chambers; prepared reports to the Security Council and General Assembly; represented ICTY at international fora; served on internal committees.

- Substantive responsibilities: provided senior legal advice to the Appeals Chamber; supervised research and drafting of judgements and decisions under the direction of the Judges; proposed reforms to the Rules of Procedures and Evidence, and Practice Directions.
- Under the direction of the ICTY President, assisted in the development of the ICTY Completion Strategy, ultimately adopted by the Security Council. The strategy envisaged doubling of courtroom capacity, joinder of cases, and referral of accused to national jurisdictions.
- Legal Officer (P-4), United Nations International Criminal Tribunal for the former Yugoslavia (ICTY), March 1997 – March 2000, The Hague, The Netherlands:
 - Legal coordinator of the landmark Celebici trial, the first ICTY multi-accused case.
 - Assigned to support the ICTY and ICTR Appeals Chambers when the appeals work expanded exponentially. Provided legal advice to the Appeals Judges and supervised research and drafting of judgements and decisions under the direction of the Judges.
- Senior Policy Adviser, Special Broadcasting Service (SBS), 1994 – 1997, Sydney, Australia:
 - SBS is Australia’s national multicultural radio and television broadcaster. Provided legal and policy advice. Drafted ministerial responses and government representations.
 - Serviced the SBS Board and Community Advisory Committee. With the managing director, promoted an efficient and cooperative Board of Management – SBS’s principal oversight and leadership body.
- Legal & Policy Officer, Organisation for Economic Co-operation and Development (OECD), 1989 – 1993, Paris, France:
 - Planned, researched and drafted reports, policies and legal opinions on the environment, energy, development, OECD Guidelines for Security of Information Systems, intellectual property, and privacy.
 - Under the leadership of senior management, researched and drafted International Energy Agency (IEA) strategic policy on vehicular greenhouse gas emissions.
 - Acted as special assistant to the Executive and Deputy Executive directors of the IEA.
- Legal Assistant to Geoffrey Robertson, QC, (then) 1 Dr Johnson’s Chambers, Temple, 1986 – 1988, London, United Kingdom (served concurrently with position below):
 - As a pupil, drafted legal submissions, papers and speeches on international law, human rights and intellectual property for Queen’s Counsel Geoffrey Robertson and other barristers.
 - Drafted scripts for Australian television programme “Hypotheticals”.
- Legal & Policy Adviser, British Film Institute, 1986 – 1988, London, United Kingdom (served concurrently with position above):
 - Negotiated, on behalf of the British Film Institute, an amendment to the English Copyright Act through the Houses of Parliament, which was ultimately adopted.
 - Prepared briefing papers and opinions on intellectual property and censorship. Briefed politicians and government departments. Assisted in organising the 1987 London Film Festival.
- Legal Associate to Justice Michael Kirby, (then) President of the New South Wales Court of Appeal, 1985 – 1986, Sydney, Australia:
 - Served as special assistant to Justice Kirby in his first year in office as the President of the Court of Appeal. Helped him take up his new responsibilities and establish his presence in the Court.
 - Assisted Justice Kirby’s drafting of decisions. Appeared in court as Judge’s Associate. Managed the Judge’s extensive workload. Undertook substantive legal research and analysis.
 - Assisted Justice Kirby outside the Court with his high-profile engagements as an acclaimed public speaker and renowned supporter of human rights. Liaised with members of the judiciary, politicians, counsel, the media and public.

- Assistant Legal Officer, Australian Film Commission, 1984 – 1985, Sydney, Australia:
 - Provided legal opinions on the Commission's various statutory functions. Addressed backlog of pending freedom of information requests. Developed procedures for their expeditious assessment.

Academic qualifications

- London School of Economics (LSE), Master of Law (with merit), London, United Kingdom, 1988.
- University of Sydney, Bachelor of Law, Sydney, Australia, 1984.
- Monash University, Bachelor of Science, Melbourne, Australia, 1980.

Languages

- English: Native.
- French: Fluent (United Nations Language Proficiency Certificate).

Bar admissions

- Barrister, Lincoln's Inn, London, England and Wales, admitted 3 May 1988.
- Barrister/Solicitor, Supreme Court of Victoria, Australia, admitted 5 May 1986.
- Solicitor, Supreme Court of New South Wales, Australia, admitted 6 July 1984.

Professional trainings (non-exhaustive list)

- Harvard Kennedy School of Government, Executive Ed., Negotiation across Boundaries, April 2014.
- Freshwater Academy, Communication Strategy and Media Interview, April and November 2010.
- United Nations, Ethics and Integrity Workshop for Senior Management, February 2007
- United Nations, Directors Management Training, April 2005.

Publications (non-exhaustive list)

- International Criminal Law Review, co-editor, Kluwer, quarterly, since Vol. 1, December 2001 – present.
- Assessing the Legacy of the ICTY, Martinus Nijhoff, author of two chapters, 2011.
- Man's Inhumanity to Man – Essays in Honour of Antonio Cassese, co-editor, Kluwer, June 2003.
- Essays on the Procedure and Evidence of the ICTY in Honour of Gabrielle McDonald, co-editor, and author of the chapter: Interlocutory Appeals before the ICTY, Kluwer, December 2000.
- The Times, Educational Supplement, Empowering Teachers Under the new Copyright Bill, 29 April 1988.

6. KINGSLEY-NYINAH, Dorothy (Ghana)

Executive summary of relevant experience

- 10 years as administrator and Manager Commercial Division (Including Land courts, Economic Crimes court, Human Rights court, Labour courts) comprising a total of 16 courts and a staff strength of 70 inclusive of judges.
- 1 ½ years managing the Accra High Court Complex comprising all 47 courts including 4 criminal courts and 296 staff members and 47 judges.
- Over 12 years' experience with Superior Court processes and procedures.
- 12 years' experience in preparing and managing budgets, public financial administration, public administration processes and procedures, human resource management with change management.
- 10 years of outstanding leadership transformation and innovation.
- Proven experience with developing training courses for court staff and related paralegals.
- Proven experience with development of office management systems such as office manuals, job descriptions, organograms and official processes.

Statement of qualifications

Personal information

Family name : Kingsley-Nyinah.
First name : Dorothy Ayodele.
Date of birth : 9 September 1971.
Marital status : Married, 2 children.

Education

- Oct 2009 – Oct 2010: LLM Innovation Technology and Law University of Edinburgh, (majoring in Intellectual Property and Information Technology Law).
- Oct 1994 – Oct. 1996: B.L. Professional Qualifying Certificate in Law Course; Ghana School of Law, Accra.
- Sep 1991 – Oct 1994: B.A. Law & English (Hons.), 2nd Class Upper Division; University of Ghana, Legon.

Training

- 1-11 June 2014: International Visitor Leadership Programme, USA; US Department of State sponsored program "U.S Justice System for Ghana".
- July 2011: Conference on Access to Justice, Johannesburg, S.A.
- 10-17 October 2008: Training on Case Management & Judicial Ethics, Ghana US Judicial, Service of Ghana/Lecture Center for International law & Justice Federal Judicial Center.
- 19 Nov-30 Nov. 2008: RIPA International UK; Judicial Administration and Case Management.
- 5-8 December 2006: Commercial Crime Court Pretoria SA – Training on Process Investigation and Prosecution of White Collar Crime.
- 5-9 August 2005: Workshop on Computerization and e-governance in the Judiciary; National Judiciary Academy; Bhopal, India.

- 18-28 July 2004: GIMPA World Bank Training Programme on Economic Literacy for CSO's.
- April 2003: Project Procurement and Contract Negotiation, Accra, SLC Law Forum, Accra.
- June 2003: Introduction to Investment. Ghana Stock Exchange, Accra.
- August 1997: Regulations and Best Practices in Corporate Governance, SLC Law Forum, Accra.

Work experience

- Oct 2015-June 17: Court Manager, Law Courts Complex Accra; Responsible for the daily management of 43 high courts and supporting staff, budgeting and procurement for the court, providing administrative support for judges and a liaison between court users and court officials.
- Feb 2005-Sep 2015: Administrator, Specialized Division of the High Court Accra. Duties included managing the daily operations of 15 High Courts, supervising financial and HR matters assigning cases to courts.
- Mar 2003–Dec 2004: Executive Secretary Ghana Legal Literacy and Resource Foundation.; Duties included Administration & Management, Workshop Facilitation, Resource Person for Legal Literacy seminars and Training Programs.
- Oct 2002–Feb 2003: Solicitor Secretary; Tam Development Limited. Duties included acting as Legal counsel for the company, management of corporate governance and compliance matters.
- Jan 1998–Jul 1998: Research Assistant; Gender Child Development Consultancy, Conducted Research in Matrilineal & Patrilineal Inheritance in Ghana as part of a UNFPA Sponsored Project.
- Sept 1996–Jan 1997: Solicitor and Advocate; Hencil Chambers (Provision of General Legal Advice to Clients Including Legal Advocacy in Court).
- Jan 1996–Aug 1997: Liaison and Rapporteur for Alternative Dispute Resolution(ADR) Training Programs organized by the Ghana Legal Literacy & Resource Foundation in conjunction with the Faculty of Law of the University of Ghana with Financial Support from Hans Siedal Foundation of Ghana. Reformulation and Dissemination of Legislation and other Legal Material for Purposes of Promoting Legal Awareness for the General Public.
- Oct 1990–Aug 1991: National Service, Administrative Officer; Ministry of Transport & Communications/Camelot Ghana Limited (Compilation of Statistical Data and General Administrative Duties).

Associations

- Member Ghana Bar Association
- African Women Lawyers Association

Committees served

- 2015- June 2017: Business Enabling Environment Program, for commercial justice DFID funded project, Member.
- July 2015: Commercial Court ADR Program, Relocation of High Courts to Law Courts Complex, Member.
- July 2014: Appointment of Auctioneers for the Courts, Member.
- 2010-2015: Ethics Committee for Judicial Service Staff, Member.
- 2006-2010: Private Sector Development Strategy Program Task Team Member.
- June 2006: Committee to review e-legislation Bills GIMPA Accra, Member.
- 2005-2017: Users Committee, Commercial Court, Member.
- 2004-2005: Law Reform Commission – Technical Committee on Consumer Protection Legislation, Member.

Digital competencies

- Information processing: Proficient User
- Communication: Independent User
- Content Creation: Proficient User
- Safety: Basic User
- Problem Solving: Basic User

Skills

- Job-related skills:
 - Demonstrated experience with procurement and financial management as Executive Secretary, Administrator and Court Manager.
 - Proven track record in development and implementation of revenue generating activities as Administrator and Court Manager.
 - Advanced understanding of Intellectual Property issues as a result of academic training.
 - Excellent understanding of HR principles and practices gained through 15 years of organizational management and as a member of an internal committee set up to develop the Human Resource Manual of the Judicial Court.
 - Extensive appreciation of ICT management and communication as a result of proposing ICT solutions for the High Court and training in ICT Law.
 - Excellent Leadership skills with strong understanding of change initiation and management as evidenced by an award to the Commercial Court for excellence in public service delivery in 2007.
- Driving Licence: Category B- Cars and 4x4 cross country vehicles.
- Language:
 - English: Proficient.
 - French: Basic.
 - Ga: Proficient.
 - Akan: Proficient.

Additional information

- Publications: Case book on the rights of Women in Ghana; by B. Duncan and D. Kingsley-Nyinah funded by the Small Grants Scheme, British High Commission Accra. (2005).
- Presentations Court Administration and Management: A study of the Law Courts Complex, Accra. Sierra Leone Judicial Conference, Freetown, 12th-13th April, 2016.
- Customer Service Training for selected Public Officers Judicial Training Institute, Accra. April 2014.
- Role of the Chief Registrar General in the Administration of the Judiciary, J. Bannerman & D. Kingsley-Nyinah, Accra, Feb. 2014.
- Citation Certificate of Appreciation in appreciation of contribution to Doing Business 2012: Doing Business in a More Transparent World, Financial and Private Sector Development, World Bank.
- Certificate of Appreciation: In appreciation of contribution to Doing Business 2014: Understanding Regulations for Small and Medium-Size Enterprises, Financial and Private Sector Development, World Bank.

Voluntary work

- Oct 1996 – Dec 1996: Volunteer Election Monitor; Network of Domestic Election Observers (Supervised and Observed the Electoral Process at Ten Polling Stations in the Accra Metropolitan Area).

7. LEWIS, Peter (United Kingdom of Great Britain and Northern Ireland)

Executive summary of relevant experience

I have a proven track record of delivering significant efficiency savings while maintaining and improving performance and increasing staff morale. I earned a strong reputation with Government Ministers and Her Majesty's Treasury for sound financial management and efficiency and as a result obtained one of the best financial settlements of any government department in the public sector spending review of 2015.

Turning to the principal duties and responsibilities of the Registrar:

Administration

I was Chief Executive of the Crown Prosecution Service (CPS) in England and Wales between 2007-2016. I was personally responsible for the day-to-day running of the organisation with a budget of £500M and a staff of nearly 6,000 and for leading major efficiency and transformation programmes.

I successfully led the organisation through a significant period of change between 2010 -2015 when the budget was cut by 25% whilst the same time the CPS experienced growth in its serious caseload of terrorism, fraud and serious sexual offences.

Court services

Between 2010-2015 I was chair of the Criminal Justice Efficiency Board, which oversaw a reform programme designed to improve the efficiency of the criminal justice system through a major digital transformation. As chair of the Board I formed very strong relationships with Her Majesty's Courts and Tribunal services, the senior judiciary, criminal justice agencies and defence practitioners.

During this period, I also worked in close partnership with the senior judiciary to introduce initiatives designed to reduce costs and improve timeliness in court with the Better Case Management initiative in the Crown Courts and the Transforming Summary Justice initiative in the magistrate's courts.

External operations

I have a strong record of providing services to victims and witnesses of crime including the introduction of Witness Care Units to every CPS area. I also chaired the CPS's Community Engagement Forum, to bring together all the major charities and representative organisations (NGOs) to help improve the delivery of the CPS's services to victims and witnesses.

I am experienced in dealing with highly traumatised victims of serious crime, including regularly meeting with relatives of the Hillsborough football tragedy in which 97 supporters died.

The CPS has a strong international presence with prosecutors based in Europe, Africa, South America, the Gulf, and Pakistan. I personally led initiatives to improve international judicial co-operation on asset recovery.

Reporting and liaising

As Chief Executive of the CPS one of my key responsibilities was to manage the relationship with senior stakeholders to protect the independence of prosecutors, to secure support for reform and efficiency programmes and crucially to gain adequate funding for the CPS. One of my most important achievements was forging a new relationship with Her Majesty's Treasury between 2010-2015, which resulted in one of the best settlements in the Spending Review of 2015 with no cuts to the CPS budget. In partnership with the Chief

Executive of the Court and Tribunal service I was also able to secure a substantial investment for the criminal justice digital transformation programme.

Statement of qualifications

Career resume

- Experienced and respected leader of the Crown Prosecution Service (CPS) with in-depth knowledge of the Criminal Justice System (CJS) of England and Wales.
- Accounting Officer for a Government department with substantial experience of effective governance and leadership of an organisation through periods of significant changes.
- Extensive experience with the Treasury to secure a strong financial settlement for the CPS.
- Consistent record of successful delivery of major IT enabled business changes, on time, on budget and realising business benefits.
- Effective senior stakeholder manager with record of achieving system wide performance improvements across departmental and agency boundaries.
- Long experience of making independent and objective decisions in matters of considerable complexity and sensitivity.
- Experience in international representation and negotiation at United Nations.
- Experience of working with international partners on law enforcement issues.
- Very experienced Senior Civil Servant (23 years experience) with successful record of working with Law Officers, CJS Ministers and the senior judiciary.
- Member of the National Criminal Justice Board with a successful record of working across Government and with CJS government departments to develop policy and align strategic plans to deliver improved service delivery.
- Substantial experience of mainstreaming equality and diversity in core business.
- Highly effective leader, challenging cultural barriers to change and delivering embedded performance improvement.
- Track record of recognising talent, getting the best from staff and building strong relations with trade unions.
- Experience as a non-executive member of a Government Department with a focus on effective governance and leadership.

Employment overview

- 2007 – 2016: Chief Executive, Crown Prosecution Service (CPS) headquarters (HQ), London.
- 2003 – 2006: Director of Business Development, CPS, HQ, London.
- 1999 – 2003: Chief Crown Prosecutor, CPS Nottinghamshire.
- 1996 – 1999: Head of Casework Services, CPS, HQ, London.
- 1993 – 1995: Assistant Chief Crown Prosecutor, CPS East Midlands.
- 1991 – 1993: Branch Crown Prosecutor, CPS Kent.
- 1986 – 1991: Senior Crown Prosecutor, CPS West Midlands.
- 1981 – 1986: Prosecuting Solicitor, West Midlands County Council.
- 1979 – 1981: Articled Clerk, Dudley Metropolitan Borough Council, West Midlands.

Employment history

- Chief Executive of CPS, 2007 – 2016:
 - Key responsibilities:
 - Accounting Officer for a non-ministerial Government department with a budget of approximately £500M and almost 6,000 members of staff.
 - Responsible for leading the efficiency and reform programme within the CPS in response to the budget cuts of the 2010 Spending Review.
 - Delivery of a performance improvement programme to ensure the CPS delivered improved performance particularly with regard to the Government priorities of violence against women and girls, fraud, counter terrorism and proceeds of crime.
 - Member of National Criminal Justice Board with key responsibility for forming effective partnerships with Central Government departments, defence practitioners, Criminal Justice Agencies and the senior judiciary to achieve system wide performance improvements.
 - Joint Senior Responsible owner for the Common Platform Programme with responsibility for designing and leading fundamental business change across the CJS.
 - Chair of CJS Efficiency Board 2011 – 2016 with responsibility for delivering the CJS efficiency programme to digitalise the criminal justice system.
 - CPS Equality and Diversity Champion.
 - Key achievements:
 - Successful expansion of the CPS through taking over responsibility for HMRC, DWP, Health and Rural prosecutions.
 - Delivery of the CPS efficiency programme which reduced the staff by a third, halved the cost of its corporate functions while delivering sustained performance improvement and responding to a substantial increase in serious case work.
 - Securing one of the best financial settlements by any Government department in the 2015 Spending Review
 - Successful delivery of the CJS Efficiency Programme, which has started the digital transformation of the CJS.
 - Securing Ministerial support and Treasury funding for the cross CJS Common Platform Programme which will complete the digital transformation of the CJS.
 - Successful introduction of the cross CJS Better Case Management initiative in the Crown Court and the Transforming Summary Justice initiative in the magistrates courts.
 - Recognised as the most diverse Government department that set the benchmark for senior representation of women and Black, Minority and Ethnic (BME) staff.
 - Strong record of maintaining and building staff morale through a period of significant change and downsizing.
- Director of Business Development, 2003 -2006:
 - Key responsibilities:
 - Direct responsibility for modernising the CPS in response to the Attorney Generals reform agenda.
 - Lead role in the design and delivery of cross- CJS changes initiatives.
 - Lead role in bring about a step change in stakeholder management, particularly with the police.
 - Design and delivery of a new performance management regime.
 - Key achievements:
 - Successful expansion of the CPS to take on new functions including responsibility for charging offences and in-house advocacy.
 - Delivery on time, to budget and with significant performance improvement of the major CJS change initiative of ‘No witness, No justice’ and ‘Criminal Justice’, ‘Simple, Speedy Summary’.
 - Forged a new constructive relationship with the police for CJS reform the “Prosecution Team’.

- Established a new culture of performance management within the CPS, which set the framework for performance improvement.
- Chief Crown Prosecutor, Nottinghamshire, 1999 -2003:
 - Key responsibilities:
 - Leadership, management and budget responsibility for an office of 150 lawyers, paralegals and administrators.
 - Responsibility for the acceptance and prosecution of all cases brought by Nottinghamshire Constabulary.
 - National Lead for the CPS response to the Prime Minister’s ‘Street Crime’ initiative.
 - Key achievements:
 - Significant improvement in performance of CPS Nottinghamshire against all key indicators including the Government’s target for Persistent Young Offenders.
 - Strong national response to the Street Crime initiative establishing a new positive reputation for robust and balanced decision making particularly with regard to serious and high profile cases.
 - Nurturing talent within the office and identifying two future Chief Crown Prosecutors.
- Head of Casework Services Division, CPS HQ, 1996 -1999:
 - Key responsibilities:
 - Setting the prosecution policy for the CPS, providing advice to prosecutors in developments in case law and new legislation.
 - Lead responsibility for responding to public Inquiries, for example the Macpherson Inquiry into the death of Stephen Lawrence.
 - Lead responsibility for submission to select committees, for example The Justice Committee, and Home Affairs Select Committee.
 - Key achievements:
 - Successful implementation by the CPS of the Criminal Procedure and Investigations Act 1996, Human Rights Act 1998, and the Theft (Amendment) Act 1996.
 - Authoritative response to the Stephen Lawrence Inquiry.
 - Successful record of producing well-reasoned and thorough written and oral responses to select committees.

International experience

- UK delegate to United Nations Preparatory Commission for the Rules of Procedure and Evidence of the International Criminal Court (1999 -2000).
- Member of the expert working group on the draft regulation of the Office Of The Prosecutor of the International Criminal Court.
- Leader of delegation to United Arab Emirates and Spain to increase recovery of Proceeds of Crime (2013).
- UK delegate to the Consultative Forum of Eurojust (2014).

Other relevant experience

- Member and later Vice Chair of the Criminal Law Committee of the Law Society, the representative committee for solicitors practising Criminal Law in England and Wales (1996 to 2006).
- Non-executive Member of the Strategic Board of Her Majesty’s Inspectorate of the Crown Prosecution Service (2016 to date).

Education and professional qualifications

- Higher Courts (Criminal Law) qualification, 2001.
- Admitted as a Solicitor of the Supreme Court of England and Wales, 1981.

- College of Law, Chester, Law Society Part II finals, 1979.
- BA (Law) City of Birmingham Polytechnic, 1978.

Languages

- English native speaker.
- Presently undertaking French language course.

Publications

Articles on the International Criminal Court:

- “Trial Procedure”, ‘The International Criminal Court’, editor Roy S Lee, 2001.
- “Confirmation Hearing to Trial”, International Prosecution of Crimes under International Law’, 2001.
- “The United Kingdom”, ‘The Rome Statute and Domestic Legal Order’ 2005.

Articles published in the Criminal Law Review:

- “The Human Rights Act 1998 – Shifting the Burden”. August 2000.
- “Judge Directed and Judge Ordered Acquittals”. September 1997.

Awards and recognition

- Companion of the Order of the Bath (CB) Queens Birthday Honours List 2012 for contribution to public service.
- Highly Commended for the Champion Award in the Race for Opportunity 2014 Annual Award, for commitment to developing black and minority ethnic talent.

8. LÔ, Mbacké (Senegal)

Executive summary of relevant experience

- August 2015 to the present : Registrar at the Supreme Court:
 - Member of the Committee tasked with the updating of the texts of the Supreme Court (decree implementing the organic law, decree on the financial regime of the Court and on the Court's rules of procedure).
 - Digitization and dematerialization of procedures.
 - Preparation of case files for active chambers, establishment of court lists, communication by e-mail of case schedules to the President of the Bar Council, to the President of the Council of Judicial Officers and to appointed lawyers.
- September 2012 – July 2015 : Chief Registrar ad interim of the District Court of Mbour:
 - Management of the Registry in all its functions (leadership, coordination, supervision and harmonisation of the activities of the Registry, handling of public funds, Keeper of the Seals, taking on initiatives and responsibilities).
 - Management of staff members of the Registry (comprising chief clerks, secretaries, judicial interpreters, security agents and support officers).
 - Certify and issue all of the judgments and decisions of the tribunal.
- August 2008 – September 2012 : Coordinating Registrar at the Supreme Court:
 - Management of appeals (taking receipt of all appeals filed with the Court and registering the cases on the list).
 - Preparation of case files for all chambers (criminal, civil and commercial, employment and administrative).
 - Establishment of the Court's virtual office.
 - Interface between the Court, counsel and the accused.
 - Member of the public procurement team.
- January 2008 – August 2008 : Registrar at the Court of Cassation:
 - Court officer of the civil and commercial chamber and of the criminal chamber
- February 2002 – January 2008 : Registrar at the High Court of Dakar:
 - Court officer of the 3rd civil and commercial chamber
- August 2005 – October 2005 : in charge of the drafting committee for the judgments emanating from the district courts of Dakar, Pikine and Rufisque, organised by the Ministry of Justice:
 - Responsible for the drafting of thousands of judgments.
 - In charge of overseeing a secretarial pool.

Statement of qualifications

Principal Registrar.

Professional experience

- August 2015 to the present : Registrar at the Supreme Court
- September 2012 – July 2015 : Chief Registrar ad interim of the District Court of Mbour
- August 2008 – September 2012 : Coordinating Registrar at the Supreme Court
- January 2008 – August 2008 : Registrar at the Court of Cassation
- February 2002 – January 2008 : Registrar at the High Court of Dakar
- August 2005 – October 2005 : in charge of the drafting committee for the judgments emanating from the district courts of Dakar, Pikine and Rufisque, organised by the Ministry of Justice

Education

- 2016 – 2017: Master 1 In Public Law : international relations option (ongoing; Université Cheikh Anta Diop - UCAD)
- 2011 - 2012: Bachelors of Laws (Public Law) (Licence 3 Droit Public) : international relations option (UCAD)
- 2010 - 2011: Bachelors of Laws (Public Law) (Licence 2 Droit Public) : public finance option (UCAD)
- June 2003 – August 2003: High Advanced Level (English Language for International ELI Suffolk University)
- January 2002 – February 2002: training course on OHADA (Organization for the Harmonization of Business Law in Africa)
- November 2001 : dissertation following the completion of the training (topic : the presumption of innocence)
- 1 March 2001 – 31 May 2001: internship at the Thiès regional tribunal
- May 2000 – December 2001: Training at the Centre for Judicial Training (Centre Formation Judiciaire - CFJ ex ENAM)

Languages

- French: Read, written and spoken.
- English: Read, written and spoken.
- Spanish: Beginner.
- Arabic: Beginner.

Hobbies and interests

- IT and Communication Technologies.
- Reading.
- Sport.

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

Executive summary of relevant experience

I believe that my senior leadership practice, solid knowledge of international criminal courts and on-the-ground experience in a range of situations of conflict and mass human rights abuse will enable me to succeed in the challenging role of principal administrative officer of the International Criminal Court.

For the last five years I have successfully dealt with a wide range of complex legal, administrative and management issues as Deputy to the Registrar of the UN International Criminal Tribunal for the former Yugoslavia and, to January 2017, the UN Mechanism for International Criminal Tribunals. This dynamic period has required the downsizing of one institution and the simultaneous establishment and management of another over two continents. To this end I have revised existing policies and procedures, developed new ones, restructured support services and implemented improved working practices, maintaining excellence in support with a reducing number of staff. I have worked closely with the Registrar to develop the last two biennial (2-year) budgets for both institutions and, having delegated authority from UN Headquarters for finance and human resources, I have overseen a broad range of staffing and financial matters.

In this role I built upon my four years as Head of Humanitarian Affairs for the international medical NGO Médecins sans Frontières (MSF), where I led humanitarian policy and advocacy and was a member of the decision-making platform for operations in 30+ countries across the globe (annual budget 2-300 million euros), and my five years of financial and strategic responsibility as a Board Member of MSF Hong Kong. I strive to improve my own effectiveness as a leader and that of my staff, and have invested in leadership development opportunities, most recently completing a six-month executive programme in Creative Leadership.

I have a uniquely rounded understanding of the functioning of an international court and the needs of the Registry's different clients, having worked not only as Deputy Registrar but also as legal officer for the judges at the ICTY and ICTR for a number of years, and for shorter periods for the prosecution and the defence. I also have criminal defence experience from my own national jurisdiction, and am qualified to practice law in the UK.

I lived for one year in Rwanda after the genocide, and in Bosnia in the early post-war period from 1998-9. More recently I spent a year in Cambodia. Upon leaving the UN to work with Médecins sans Frontières, I travelled extensively to field operations across the globe, meeting with victims, authorities and other local actors, and collaborating with United Nations agencies and international NGOs. I believe this varied field experience will be invaluable to effectively deliver results in a range of areas under my responsibility as Registrar – from external relations to security and witness protection – and will assist me in responding to the different needs of the wide range of stakeholders engaged with the Court. I also believe this diversity of perspective will assist me in encouraging and fostering the connection of each and every Registry staff member to the Court's core mission, which I believe to be critical to the success of the institution.

I am confident that I have the skills and experience to effectively and efficiently run the Court's Administration, Court Services and External Operations, and to maintain open, transparent and constructive relationships with all those to whom I will report as Registrar. As Registrar I will seek to harmonise and streamline operations and to motivate and focus all staff towards our common goal, objectives I have prioritised and believe I have successfully achieved in my current and previous positions. I will emphasise a service culture, and place the Registry's duty to its clients front and centre: from victims and witnesses to judges; prosecutors to defence counsel and detainees; States Parties and host State authorities to civil society and the general public.

It would be a great honour to take up this challenge.

Statement of qualifications

Professional chronology

- Oct 2012 – present: Deputy Registrar; International Criminal Tribunal for the former Yugoslavia, The Hague. Responsible for the Division of Judicial Support Services in the ICTY (detention, court operations, language services, witness support and protection, judicial records and legal aid and defence), I was additionally assigned oversight of communications and outreach, as well as the archives of the institution, and to January 2017 double-hatted as deputy to the Registrar of the Mechanism for International Criminal Tribunals. I worked closely with the Registrar on the last two biennial downsizing budgets of the ICTY and the simultaneous scaling-up budgets of the Mechanism, and, having the same financial delegations from UN Headquarters, deputised for him over the full range of administrative, staffing, financial and diplomatic matters.
- June 2011 – Oct 2012: Independent Consultant: International Humanitarian Law, Policy and Practice, Phnom Penh. In this period I led research into the impact of counter-terrorism laws in fourteen states on principled humanitarian action for the UN Office for the Coordination of Humanitarian Assistance and the Norwegian Refugee Council, and coordinated the work of multiple associated researchers. I believe the resulting report is still the most authoritative publication in this area. I also contributed to UNICEF's evaluation of its human rights-based approach to programming; wrote training modules for PHAP / Harvard Humanitarian Initiative, and co-authored an Overseas Development Institute policy brief on counter-terrorism and humanitarian action.
- Aug 2007- Aug 2012: Member of Board of Directors, Médecins sans Frontières, Hong Kong; Financial and strategic responsibility for the operations of MSF Hong Kong (annual income approximately 50 million USD).
- June 2007 – May 2011: Head of Humanitarian Affairs, Médecins sans Frontières, Amsterdam. As head of Humanitarian Affairs in the Amsterdam Operational Centre for MSF (annual expenditure 2-300 million EUR), I was responsible for the provision of legal and policy advice to MSF operations in over 30 countries around the world. I proposed and accounted for the department budget, managed a team of advisers at Headquarters and recruited Humanitarian Affairs Officers to send to the field on longer missions for legal, policy and advocacy support. I launched a number of international reports on humanitarian crises, and ensured the training of all MSF field staff in basic principles of international law, human rights, advocacy and protection. I recruited a gender expert to review MSF operations from a gender perspective, and to work with medical staff on effective and comprehensive responses to sexual violence. I regularly visited field missions to strengthen humanitarian and legal analysis and response, and participated in the weekly operational decision-making platform at headquarters. In my final year I proposed and implemented a merger of analysis and advocacy departments in MSF's London, Toronto, Berlin and Amsterdam offices which were brought together under my overall leadership.
- Mar 2003 – May 2007: International Law Adviser; Médecins sans Frontières, Amsterdam. In this position I delivered and coordinated legal advice to the organisation; developed policy on issues relevant to international law, human rights and humanitarian principles; visited the field to give specific legal and policy guidance and designed and delivered training to field staff in international law, protection, human rights and advocacy. I developed and implemented a policy on cooperation with international justice mechanisms, and led discussion of this issue in the wider humanitarian sector. I wrote and published papers and articles to support and explore MSF positions, and frequently represented MSF at conferences, symposia and other international fora.
- Aug 2005 – Oct 2005: Appeals Counsel, Office of the Prosecutor; International Criminal Tribunal for the former Yugoslavia, The Hague; In this short assignment I coordinated the prosecution work on several appeals.
- Oct 2000 – Feb 2003: Legal Officer, Appeals Chamber, International Criminal Tribunal for the former Yugoslavia, The Hague. As Team Leader in the French-speaking Trial

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

- Aug 1999 – Oct 2000: Associate Legal Officer; International Criminal Tribunal for Rwanda, The Hague/Arusha. Along with my supervisor, I established a legal unit to support the judges of the ICTR Appeals Chamber based in The Hague. I undertook legal research and drafting for the judges in both English and French, and, as focal point and liaison with the court in Arusha, supervised the filing and distribution of judicial documents. I travelled with the five judges to Arusha to provide legal support during appeals hearings.
- Nov 1998 – July 1999: Senior Legal Adviser; OSCE, Sarajevo; As the first incumbent of this position in the Human Rights Department, I developed a new focus on economic and social rights, coordinating the work of 27 Field Officers in this area. During my tenure I collaborated with international colleagues and – particularly – local Bosnian lawyers to develop a litigation strategy to support economic and social rights, making use of the newly introduced human rights legal framework. I was also the OSCE mission Gender Focal Point.
- Aug 1998 – Nov 1999: Research Associate, Overseas Development Institute (ODI), London. In the context of an ODI research programme on human rights in humanitarian response, I researched and authored two papers: “The Agreement on Ground Rules in South Sudan” (co-author), involving field research in southern Sudan, and “The principles of Humanitarian Action in International Humanitarian Law”.
- Jan 1998 – Aug 1998: Legal Assistant to Judge Cassese, International Criminal Tribunal for the former Yugoslavia, The Hague. As Judge Cassese’s assigned legal assistant, I carried out legal research and drafting to support his work on several trials and the first ICTY appeal (Tadić). Significant elements included defining the contours of aiding and abetting in international law; the scope of jurisdiction for the purpose of preliminary motions; the element of consent in connection with rape as a war crime, and the definition of protected persons under the Geneva Conventions.
- July 1997 – Dec 1997: Senior Research Officer, University of Essex Human Rights Centre, Colchester. I was commissioned to write the background paper for a United Kingdom Government-sponsored international conference on the Promotion and Protection of Human Rights in Acute Crisis, as part of the Government’s human rights review of foreign policy. I presented the paper at the conference and it was later published by the University’s Human Rights Centre.
- Sept 1995 – Sept 1996: Human Rights Field Officer, Office of the High Commissioner for Human Rights, Kigali. I began this mission as member of a field team in Ruhengeri, monitoring the situation of human rights in general, and with particular responsibility for the conditions of detention. After seven months I was asked to move to the mission HQ in Kigali to coordinate detention monitoring throughout Rwanda. In this position I developed standardised detention monitoring procedures and analysed the resulting information from the field to produce a monthly mission report.
- Sept 1993 – Sept 1995: Trainee solicitor, Hodge, Jones and Allen, solicitors, London. I completed my two-year articles of training in criminal defence, civil litigation, family, discrimination and mental health law. I drafted briefs, interviewed clients and represented them before the lower courts and at mental health tribunals. Qualified as solicitor; admitted to the Roll of Solicitors of England and Wales.

Other professional engagements

- Memberships of various expert committees and advisory groups, including PHAP Committee of Experts on International Legal Frameworks for Humanitarian Action, and Applying Humanitarian Principles in Practice (2016); Chatham House Legal Expert on Legal Challenges to Engaging Non-State Actors (2016); HERE Geneva Advisory Group for Humanitarian Priorities Project; Expert meetings on Humanitarian Protection;

- Humanitarian Principles; Humanitarian Accountability (2015-16); ICRC Advisory Group on Professional Standards for Protection Work (2008-9);
- Guest Lecturer on diverse Masters’ Programmes in international humanitarian and criminal law and principles, eg at University of Amsterdam; Central European University; University of Utrecht; Yale University.

Education

Academic

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

Executive Management / Leadership

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

Publications

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

Languages

- English: Mother tongue.
- French: Fluent (passed United Nations Language Proficiency Exam).
- Dutch: Confident.
- Spanish: Confident/Basic.

10. MANSARAY, Fatmata Bintá (Sierra Leone)

Executive summary of relevant experience

I write to apply for the position of Registrar of the International Criminal Court (ICC). I currently serve as Registrar of the Residual Special Court for Sierra Leone (RSCSL), a position I have held since September 2014. Prior to that, I served in various leadership and senior management positions in an international criminal tribunal and non-governmental organizations. In particular, I have served as Acting Registrar of the RSCSL, Registrar of the Special Court for Sierra Leone (SCSL), Acting Registrar of the SCSL, Deputy Registrar of the SCSL and Head of the Outreach Section of the SCSL. I have also served as Country Representative/Protection Partner of the Women's Commission for Refugee Women and Children and Gender Officer with the Campaign for Good Governance.

As a permanent international criminal court, the ICC plays an incredibly important role in the advancement of international justice and combating impunity in an increasingly challenging global environment. Therefore, it is important that it succeeds. Having worked extensively with grassroots organizations and individuals who disproportionately bear the brunt of war, and seen first-hand the impact of atrocity crimes during the decade long conflict in Sierra Leone, I am very passionate about contributing to the fight against impunity. Given my motivation and credentials, I believe that I am well placed to contribute to the success of the ICC.

I have over 18 years of experience in administration, and over 14 of those are with an international criminal tribunal. My broad professional experiences have allowed me to develop a diverse strategic vision which encompasses the full life-cycle of institutions: design, creation, administration, and completion of institutional mandate. Specifically, I played a central role in the set up and commencement of the functioning of the RSCSL, I designed the widely acclaimed SCSL Outreach Program, I administered the SCSL and the Women's Commission Office in Sierra Leone and I was responsible for closing the SCSL after it completed its mandate in 2013.

During my tenure as Registrar of the SCSL, I effectively oversaw and coordinated the provision of judicial, legal and administrative support services to all organs of the Court and the Defence Counsel. This allowed for the successful conduct of complex trials and appeals in three countries - Sierra Leone, The Netherlands and Rwanda - including Mr. Charles Taylor's trial in the Netherlands.

I have significant experience in the administration of human resources as well as efficient budget and financial management of a court that is based on voluntary contributions. I come with extensive outreach and external relations experience having served as the channel of communication of an international tribunal.

My personal motivation, my considerable hands-on experience as Registrar of an international criminal tribunal and my outreach and diplomatic skills will enable me to navigate the complexities of the International Criminal Court and successfully carry out the responsibilities of Registrar of the Court as outlined in Vacancy Announcement (Job Req ID 13121).

Statement of qualifications

Professional experience

- Residual Special Court for Sierra Leone (RSCSL) (September 2014 – Present): Appointed by the United Nations Secretary-General at D2 level:
 - Leadership:
 - Responsible for the administration of human and financial Resources of the Court
 - Coordinates with all organs of the Court, and oversees the provision of appropriate administrative support services to the other organs of the Court who perform their functions remotely.

- Oversees the non-judicial/ongoing functions of the Residual Court including the supervision of sentences and the provision of witness protection and support.
- Management/Administration/Communication:
 - Responsible for the preparation and presentation of the Court’s budget before the Oversight Committee, ACABQ and Fifth Committee.
 - Responsible for conducting relations with RSCSL Oversight Committee; President of RSCSL and other officials of the court; host country governments; UN officials; members states; non-governmental organizations; and representatives of civil society.
 - Liaise with donor countries, the UN and the Court’s Oversight Committee to communicate the important work of the Court and its challenges.
 - Coordinate with states on the implementation of bilateral agreements,
 - Responsible for developing and implementing fundraising strategies.
- Acting Registrar, RSCSL (December 2013 – September 2014): Appointed by United Nations Secretary-General at D2 level – commensurate with the reduced functions of the institution:
 - Leadership:
 - Supervised successful launch and initial operations of RSCSL, including successful assumption of responsibility for ongoing functions.
 - Developed strategic direction for the RSCSL in order to achieve the aims of its Statute, including the smooth transition of continuing functions from the Special Court to the RSCSL.
 - Created administrative structures and systems for RSCSL, including rules; regulations; policies; and practice directions for the proper functioning of the Court.
 - Ensured that key ongoing functions—enforcement of sentences, witness protection, legal cooperation with states; and management of archives—are successfully continued.
 - Management/Administration/Communication:
 - Responsible for developing and managing a new budget; designing a fundraising strategy; supervising information technology development; recruiting new staff members; and managing acquisition of physical space.
 - Responsible for establishing and conducting relations with RSCSL Oversight Committee; President of RSCSL and other court officials; host country governments; UN officials; members states; non-governmental organizations; and representatives of civil society.
- Special Court for Sierra Leone (SCSL) (February 2010-December 2013): Appointed by the Secretary-General, at Assistant Secretary-General level:
 - Leadership:
 - Set overall strategic direction of the Registry in order to align administrative functions with judicial milestones.
 - Specific responsibilities included supervising and coordinating: provision of judicial support services; administration of financial and human resources; and communications of the court.
 - Provision of judicial support services:
 - Successfully supervised and coordinated judicial and administrative support services of the Court, allowing timely completion of trial, appeals, and contempt proceedings over multiple geographies.
 - Ensured that Registry services anticipated and met the needs of ongoing trials and appeals, especially with respect to document management, courtroom management/support, and witness coordination, protection and support.
 - Supervised the Defence Office and its provision of legal aid
 - Completion strategy:
 - Successfully coordinated with the Court’s Management Committee, its President, Prosecutor, Defence and other stakeholders to achieve closing of Court, and completion of mandate—the first international ad hoc Tribunal to do so in post-Cold War era.

- In consultation with Organs of the Court and the Defence Office, developed and implemented the completion strategy of the Court.
- Concluded bilateral agreements with multiple states on key issues including enforcement of sentences, witness protection, and the location of the RSCSL headquarters.
- Arranged transfer of convicted persons from Freetown to Rwanda, and from The Hague to the UK.
- Management and Administration:
 - Supervised implementation of Staff Rules and Regulations, Financial Rules, Procurement Rules, and relevant policies and procedures. Managed the Court's budget (between twelve and sixteen million US dollars per annum); oversaw the establishment of procedures and committees to address staff concerns and procurement issues; and supervised planning of security measures in diverse geographies.
- Communications/Outreach:
 - Managed sensitive communications, including: relations with the Court Management Committee; the President of the Court and other officials; host country governments; UN officials; member states; non-governmental organizations; and representatives of civil society.
 - Supervised work of Outreach and Public Affairs sections of the Court.
- Fundraising:
 - In coordination with the Management Committee, coordinated and participated in fundraising efforts, including preparation of fundraising strategies and budgets, discussions with donors, and submission of reports.
- Acting Registrar (ASG) (June 2009 – February 2010):
 - Appointed by the Secretary-General, at Assistant Secretary-General level.
 - Performed full functions of the Registrar described above in an acting capacity
- Deputy Registrar, SCSL (July 2007-February 2010):
 - Provided support to all Organs of the Court; including guidance to Section Chiefs to ensure proper coordination of activities.
 - Supervised work of several Registry sections, including Administrative Support Services, Outreach, and Press and Public Affairs.
 - Exercised full delegated authority as acting Registrar during Registrar's absences and overseeing the provision of support to judicial proceedings including the Charles Taylor case.
 - Assisted the Registrar in development and implementation of the completion strategy and completion budget, totaling 70 million USD, and supervised initial planning for downsizing of the Court.
 - Planned alignment of administrative procedures with milestones set in the judicial completion strategy to facilitate an orderly and phased downsizing of the Court.
 - Presided over the SCSL's Legacy Working Group, consisting of national and international organizations.
 - Head of Outreach Section, SCSL (March 2003-July 2007):
 - Designed and implemented a nationally and internationally acclaimed outreach programme, which served as a model for other Tribunals, including International Criminal Court.
 - Identified and implemented specific structures and strategies tailored to Sierra Leone's context, to allow two-way communication with the population of Sierra Leone and Liberia.
 - Supervised 23 core staff and 11 interns, with over 250 implementing partners belonging to about 50 Sierra Leonean and Liberian civil society organizations. Served as chief liaison to government of Sierra Leone.
 - Developed diverse programs including training partnerships, grassroots mobilization, and approaches tailored to women and children.
 - Responsible for administering budget, fundraising, supervision of staff, recruitment, and reporting on Outreach successes and challenges.
 - Advised court officials on public relations and outreach related matters, liaised with sub-regional government officials to facilitate SCSL outreach efforts.

- Women’s Commission for Refugee Women and Children; (February 2002 - March 2003): Sierra Leone Country Representative and Protection Partner:
 - Monitored, documented, and reported protection and humanitarian practices of governmental agencies as well as international humanitarian agencies with regard to refugees, expatriate, and internally displaced women and children.
 - Responsible for administration of Commission office, including budgeting, human resources, and all other management functions.
 - Advocated and promoted, through partnership with relevant organizations as well as radio and print media, the rights and welfare of refugee, internally displaced, and ex-combatant women and children.
 - Facilitated internally displaced women’s’ access to justice and monitored court trials.
 - Collaborated with a wide array of civil society organizations, including women’s’, youth, ex-combatants’, victims’ and community-based organizations.
- WITNESS (New York-based NGO promoting the work of audiovisual materials as an advocacy tool), March 2001-February 2003: Project Consultant and Associate Producer:
 - Coordinated a national campaign throughout Sierra Leone to advocate for justice for survivors of sexual violence.
 - Identified survivors of sexual assault and conducted interviews, transcribing interviews for video documentary purposes.
 - Co-designed proposals, providing technical advice and assisted with voiceover for the production of a documentary on rape as a weapon of war: Operation Fine Girl.
 - Provided technical advice to local and national NGOs on the use of video as an advocacy tool.
- United Nations Mission in Sierra Leone (UNAMSIL) (Consultant, June 2000-March 2002):
 - Supported various UNAMSIL human rights initiatives and contributed to the advocacy for the establishment of the SCSL and the Sierra Leone Truth and Reconciliation Commission.
 - Conducted gender training as part of UNAMSIL’s peacekeeper induction program.
 - Analyzed data from testimonies of over 700 survivors of war-related rape and sexual violence that were submitted to the Truth and Reconciliation Commission and SCSL.
 - Conducted research on the role of women in Sierra Leone’s armed conflict and political processes in Sierra Leone from the beginning of armed conflict in 1991.
 - Provided advice to Physicians for Human Rights and assisted in designing questionnaires for a national survey on sexual and gender-based violence.
 - Trained, supervised and evaluated national researchers on data-gathering techniques during implementation of a nationwide survey on women’s health.
 - Served as a member of the Special Court Working Group, a coalition of civil society groups advocating for transitional criminal justice.
- Campaign for Good Governance (CGG), November 1996-September 2000, Gender Officer:
 - Supervised and conducted investigations of sexual and gender based violence during the Sierra Leone civil war.
 - Identified, documented, and reported violations of women’s human rights.
 - Recruited and trained researchers on conducting interviews on domestic and sexual violence, and organized human rights workshops.
 - Advocated for financial and medical assistance for victims of domestic and sexual violence.
 - Designed and implemented the micro-credit program for Sierra Leone Market Women’s Association.
 - Prepared budgets, supervised staff members, and oversaw general administrative matters.

- Alliance Française, New York, USA: (May 1992-October 1996, Administrative Assistant:
 - Contributed to disseminating information about French language opportunities in New York, and provided administrative support to supervisors.
 - Provided general administrative support to Director of institution, including organization of information, registration of students, providing general information about the organization in response to public queries.

Education

- American University, Washington DC, Master of Public Administration and Policy (Graduate student, expected date of graduation is May 2018).
- Fordham University, New York, USA. MA, French Literature.
- Fourah Bay College, Freetown, Sierra Leone. BA, French Literature.
- ISIS-WICCE, Women and Armed Conflict training, November 1999 (Certificate).

11. PERALTA LOSILLA, Esteban (Spain)

Executive summary of relevant experience

After fourteen years of service at the International Criminal Court, I think I have a proven record as an honest, competent and talented professional, with a significant capacity to prioritise my job over other considerations; moreover, I enjoy the confidence of my colleagues, who can count on my reliability.

As a sound administrator of public funds, I have always focused on finding a balance between, on the one hand, the allocation of sufficient funds for the teams providing counsel for the defence and legal representation for the victims, and on the other, the necessary restraint in the management of public funds. I have also ensured that transparency has been a fundamental principle underpinning my work.

My role as team leader has been informed by a sincere regard for the well-being of fellow team members and by a commitment to seek out promotion opportunities in order to reward their dedication ; our working relations are based on mutual trust as a key value, and my intention would be to ensure that these same priorities constitute a basis for the working relations within the Registry, as well as with other partners, forming part of this organ or external to it.

My working relations have also been characterised by loyalty, both vis-à-vis my Registry colleagues and vis-à-vis my colleagues from the Office of the Prosecutor, Chambers, the Assembly of States Parties and my lawyer colleagues. I believe that they could all confirm that I have always demonstrated a spirit of service which strives to balance the interests of all participants in order to arrive at practicable and fair solutions.

In addition, I have sought specific training in management issues, in particular, taking advantage of opportunities provided by new technologies.

Moreover, I have an excellent knowledge of international law, a discipline which I teach in my capacity as Associate Professor (*professor titular*) in Spain, which has allowed me to acquire an in-depth understanding of the general and specific rules applicable to the Court.

Statement of qualifications

Personal information

Date of birth: 4 April 1964.

Nationality: Spanish.

Civil status: Married, two children.

Education

- Master’s degree in law, University of Zaragoza (1988)
- MA in European Communities, *Real Instituto de Estudios Europeos* (Royal Institute of European Studies) (1991)
- Doctorate in Law, University of Zaragoza (1995)

Further training (selected list)

- Participant in the summer sessions of the Academy of International Law in 1990 and 1996.
- Participant in the 1993 session of the Centre for Studies and Research in International Law and International Relations of the Academy of International Law “The risks resulting from the peaceful uses of nuclear energy”
- Intern at the Council of Europe’s Directorate for Human Rights (1990).

- Intern at the Council of Europe's Directorate of Legal Affairs (1997).
- Visiting Fellow at the European Union Institute for Security Studies (1997).
- « ICC Managerial Leadership Programme » (2011).
- Specialization Programme « Effective Leadership for the XXIst century » (Universidad de Los Andes, Colombia / Coursera (course available on-line), 2016-17).
- « Effective management of organisations » (Pontificia Universidad Católica de Chile / Coursera, 2017).
- « Authority, management and leadership » (Universidad Nacional Autónoma de México / Coursera, 2017).
- « Human capital management » (Universidad Nacional Autónoma de México / Coursera, 2017).

Professional experience

- 2009-2017: Head, Counsel Support Section, Registry of the International Criminal Court.
- 2007-2009: Head, Defence Support Section, Registry of the International Criminal Court.
- 2003-2007: Coordinator, Defence Counsel Unit, Registry of the International Criminal Court.
- 2002-2003: Associate Legal Officer, Trial Chamber I, International Criminal Tribunal for the Former Yugoslavia.
- 1998-2017: Professor titular in public international law and international relations, University of Zaragoza (Spain).
- 1991-1998: Associate Professor (profesor ayudante) in public international law and international relations, University of Zaragoza (Spain).
- 1990-1991 : Assistant Lecturer (profesor asociado) in public international law and international relations, University of Zaragoza (Spain).

Languages

- Spanish: Mother tongue.
- French, English: Spoken fluently.
- Dutch, Greek, German and Catalan: Basic knowledge.

Publications (selected list)

- El régimen de fomento de la retirada de tierras de la producción. Su encaje en el ordenamiento jurídico español (Problemas escogidos). Zaragoza: Real Instituto de Estudios Europeos, 1992.
- La política jurídica exterior de España en materia aeronáutica. Especial consideración de los tratados bilaterales sobre transporte aéreo. Madrid: Ministerio de Asuntos Exteriores, 1996.
- «Algunas reflexiones sobre las relaciones entre derecho agrario comunitario y derecho agrario autonómico», en Derecho agrario autonómico. Oviedo: Universidad de Oviedo, 1991, pp. 487 et seq.
- «Derecho internacional de la agricultura», Derecho agrario y alimentario, nº 19 (1992), pp. 44 et seq.
- «La reglamentación internacional del transporte de materiales radiactivos», Anuario de derecho internacional, vol. X (1994), pp. 155 et seq.
- «Los trabajos del Consejo de Europa en materia de genética», Revista de derecho y genoma humano, nº 2 (1995), pp. 219 et seq.
- «La cooperación transfronteriza territorial en una Europa de Estados», Academia Europea de Jaca 1995. Zaragoza: Real Instituto de Estudios Europeos, 1996, pp. 283 et seq.
- «Perspectivas de futuro para la Europa de la defensa», Tiempo de paz, nº 56 (primavera 2000), pp. 47 et seq.

12. PREIRA, Daniel Didier (Senegal)

Executive summary of relevant experience

Since January 2014, I am a Senior Partner in the private law firm Redilex Avocats Ferdi Martin Preira Selarl based in Paris, and involved in the daily management of the law firm. I provide consultancy work, advice and/or represent corporate or individual clients before various courts in France and abroad in areas such as good governance, rule of law, administrative law, labor law and criminal law.

Previously, I was employed as Deputy Registrar of the International Criminal Court from October 2008 to October 2013. My main function was to assist the Registrar in anticipating, planning, guiding, and evaluating the work of the Registry and advising her in all areas falling within the remit of her mandate. I was also in charge of the Registry's Legal Advisory Services Section.

From August 2004 to October 2008, I held the position of Head of the ICC's Division of Victims and Counsel. In this latter capacity, I directed and supervised my team in assisting the respective Registrars of the Court to carry out their mandate of servicing and administrating the non-judicial aspects of the Court under challenging circumstances, punctuated by high expectations and limited resources.

During the period 1999-2004, I served formerly as Deputy Chief and latterly, Officer-in-Charge of the Defence Counsel and Management Section of the United Nations International Criminal Tribunal for Rwanda (UNICTR).

All these functions have required that I provide an array of executive policy, legal and strategic advisory services to the respective Registrars and Deputy Registrars in all areas falling within the ambit of their mandate. These areas covered, inter alia, strategic management, budgeting and judicial support services e.g. Management control system; legal aid policy, court management, assistance/protection to victims and witnesses; victims' participation and reparation; detention matters and enforcement of sentences, as well as Defence and Counsel matters. I have also assisted in evaluating and improving the work of the Registry, and representing different Registrars in judicial proceedings and other official meetings.

Before joining the international civil service system, I practised as a lawyer in the private sector from January 1985 to April 1999, where I first experienced registry work from the client's perspective. From 1993 to 1997, I was a member of the Executive Board of the Senegalese Bar Association, in charge of international relations.

For the last 32 years, I have served national and international courts and tribunals in various capacities (Private lawyer in Senegal and France, Registry senior manager at the UNICTR and ICC, and elected official at the ICC). As a consequence of these hands-on experiences, in addition to increased levels of responsibility, I have acquired an intimate familiarity with court and registry management, in particular as it concerns their inner workings.

Since April 1999, I have contributed directly to the management of institutions, which together have given rise to the existing international justice system, both inside and outside the United Nations system.

Concerning my academic background, I hold a Master Degree in law (1984 with Distinction), a Bachelor's Degree in Law (1983), and the United Nations Language Proficiency certificate in English.

Throughout my career, I have closely interacted with or assisted five Registrars and two Deputy Registrars, cooperated with three Prosecutors and three Deputy Prosecutors, and worked with four Presidents under three Presidencies of the international criminal justice system. These elected officials, with different personalities and different management styles, allowed me to clearly apprehend the sensitivity and importance of inter-organs and intra-organs interaction and relations within these jurisdictions. I have a proven ability to build good relationship with the Presidency, Judges, the OTP, and within the Registry as well as a proven experience in successfully liaising with the Assembly of

States Parties, the Committee on Budget and Finance, The Hague Working Group, the host State and NGOs, and a proven ability to effectively communicate, draft and work in the two working languages of the Court.

My broad experience and expertise in the field of international court administration, management, and policy advisory services, coupled with my ethical and proven interpersonal skills and my experience in creating team spirit in a multicultural environment supplemented by a strong academic background in criminal law, have prepared me to seek the position of the Registrar of the ICC to make a significant contribution in the further development of the Court.

Statement of qualifications

Date of birth: 19 April 1959.

Nationality: Senegalese and French.

University education

- July 1984: Master's degree in private law (with honours) (avec Mention), Université de Dakar, Senegal.
- July 1983: Bachelor's degree in private law, Université de Dakar, Senegal.
- October 1982: Law degree (advanced) (Diplôme en droit général – Diplôme d'Etudes Universitaires Générales – DEUG 2).
- October 1980: Law degree (Diplôme en droit général – Diplôme d'Etudes Universitaires Générales – DEUG 1).

Training (selected list)

- June 2008 : Advanced training in legal and administrative drafting (Institute of Political Science in Paris - Sciences Po Paris - continuous training programme de formation continue).
- January 2007 : Training in negotiation skills and negotiating tactics in difficult situations (Harvard University Law School Programme on negotiation)

Professional associations

- Since January 1985, Lawyer, member of the Senegalese Bar
- Since June 2014, Lawyer, member of the Bar Association of Val-de-Marne (France)

Languages

- Fluent in French and English.
- Basic knowledge of Spanish and Portuguese.

Career history

- Since June 2014: Senior partner, Redilex Avocats Ferdi-Martin Preira.
- January 2014 to June 2014: Legal Adviser, Rebiha Ferdi-Martin law firm.
- October 2008 to October 2013: Deputy-Registrar, International Criminal Court (ICC).
- August 2004 to September 2008: Head of the Division of Victims and Counsel, ICC.
- December 2003 to August 2004: In charge of the Defence Support Section and of the Detention Centre, International Criminal Tribunal for Rwanda (ICTR).
- April 1999 to November 2003: Legal officer and deputy head of the Defence Support Section and of the Detention Centre, ICTR.

- April 1988 to April 1999: Senior partner, Konaté & Preira law firm, Senegal.
- January 1985 to April 1988: Trainee lawyer, Clément Paul Bruce Benoist law firm, Senegal.

Awards

- November 1992: 3rd Prize: “Prix du Jeune Barreau Belge” (Award of the Young Bar Association of Belgium) Public speaking competition.
- September 1991 1st Prize: “Grand Prix des Secrétaires de la Conférence du Stage du Barreau de Paris,” (Main award of the Conference Secretaries of the Paris Bar) Public speaking competition.
- September 1990 6th Prize: “Grand prix de la Francophonie” (Main award of the Francophonie) Public speaking competition.
- March 1990 2nd Prize: International debating competition on Human Rights organised by the Caen Bar and the Caen Peace Memorial Museum.

Publications (selected list)

- December 2012 Rome Statute of the International Criminal Court: article-by-article commentary
- Commentary on Articles 55, 63 and 67.1(d) of the Rome Statute Ed. A. Pedone.
- November 2009 R. Dixon, Judge Adrian Fulford, & K. Khan (ed) Archbold: International Criminal Courts, Practice, Procedure & Evidence, 3rd ed. 2008 Sweet & Maxwell – Author of Chapter 20
- August 2008 A Call to the Legal Profession: a Partnership with the International Criminal Court in the Quest of Justice, Peace and Security in the African Continent, Journal of the South African Bar Association

Conferences (selected list)

- Throughout my career, I have taken part in a great many seminars and conferences as a speaker, on topics ranging from criminal law, commercial litigation and international criminal law to the practice of ad hoc tribunals and that of the International Criminal Court.
- I have given courses at the Senegalese Bar on the question of professional responsibility and ethics, as well as on oral argument and oratory skills.
- I have been invited to give conferences on the strengthening of national legal capacity in Rwanda within the framework of the annual meetings of the Bar Association of Rwanda, December 2000

IT skills

- MS Word, MS Publisher, WP, Access, Excel, PowerPoint, Internet, TRIM, LiveNote, Casemap, Case-Matrix, Ringtail Legal, and SAP.

Legal databases

- Lexis-Nexis and Quicklaw; Westlaw/eCarswell; Jurisprudence Express | ICTY-JDB; Legal Tools of the ICC.

13. TUMA, Inger Marie (Sweden)

Executive summary of relevant experience

I currently serve as a EULEX Criminal Judge in Pristina, Kosovo. I am the presiding judge working together with local counterparts in mixed executive panel of judges to ensure that various of war crime cases, organized crime and high sensitive corruption cases are correctly adjudicated and judgments are properly enforced. In addition I am involved in assisting the Kosovo judicial authorities in their quest to develop and strengthen and independent, multi-ethnic justice system. I supervise a team of legal officers and administrative staff. I mentor and monitor and advising local colleagues as well as sharing my skills and experiences in peer-to-peer discussions. I supervise the trial team in order to ensure the smooth and effective trials. Through my leadership I implement best practices of international standards. I also supervise the team to meet deadlines and all other required tasks to maintain an effective administration of justice. I also serve upon request as the focal point of the unit. Prior to my tenure with EULEX I served as the Director of the Raoul Wallenberg Institute of Human Rights and Humanitarian Law (RWI), Lund, Sweden. My position required overall managerial responsibility for a large-scale multi-cultural organization. RWI had an annual national budget of approx. SEK 105 million, primarily consisting of funding contributions for programs from the Swedish International Development Cooperation Agency. The main task was to provide research projects and capacity building in the field of international human rights and rule of law which were managed by the HQ in Lund and its six field offices around the world. My responsibilities entailed to employ staff, to manage the public funds, to coordinate the work of the field offices, to implement best practices, strategic planning, identify problems and find solutions, to build teams, to re-construct the institute's organisation, to attract funding, to negotiate with donors and stakeholders and all other management administrative areas. I served as International Judge at the Appellate War Crime Chamber at the Court of Bosnia and Herzegovina in major war crime cases. I implemented new strategies in the main trials and new policies. I was the responsible judge for cases referred by ICTY in the Hague as well as for any external operations such as freezing of assets. I supervised legal and administrative staff. Prior to my two terms at the Sarajevo Court I served as the prosecutorial attorney at ICTY in the Hague with supervisory responsibility for investigations-, and trial teams in different war crime cases comprised of legal staff, investigators and administrative staff. Prior to the position at ICTY, in the Hague, I worked as a Swedish Prosecutor during fifteen years being the sole responsible for the management of the cases meaning to supervise the investigators and younger prosecutors in order to manage the trial teams.

Statement of qualifications

Personal information

- Date of birth: 13 January 1955.
- Nationality: Swedish.
- Dependents: None.

Work experience

- International Criminal Judge, EULEX, Kosovo, since 2014:
 - Assigned as an EULEX Criminal Judge in Pristina, Kosovo, my responsibilities are to retain certain executive responsibilities by working together with the local counterparts in mixed panel of judges ensuring that cases of war crimes, terrorism, organized crime, high-level corruption cases, inter-ethnic crimes and other serious crimes are properly investigated, prosecuted, adjudicated and enforced. I enforce my duties as the Presiding judge, panel member and as a pre-trial judge depending on the actual case. Apart from this, I am regularly involved in assisting the Kosovo judicial authorities in their quest to develop and strengthen an independent, multi-

ethnic justice system that is both sustainable and accountable. Such duties also entail mentoring, monitoring and advising local colleagues as well as sharing my skills and experiences in peer-to-peer discussion groups.

- I have as the presiding judge successfully managed and directed a broad range of complex, multi-disciplinary cases involving both international law, human rights and national law. I supervise the preparation of submissions by legal officers of reports, briefs, drafts and academic research of a variety of legal issues. I teach national judges the law of war crimes. I have held the Chair of Disciplinary Board in delicate matters as well as a member of panels in other matters related to the mission. I direct the trial teams in organizing the trials and all other issues related to the cases. I constant review and edit the work performed by legal officers in the team. I am well familiar with the both legal systems, the common law system and the civil law system due to my work in both systems which gives an advantage while working in different judicial systems, such the Kosovo judicial system. I have also upon request been acted as the focal point.
- The most far-reaching trial I have processed as the presiding judge is a high-profile case against the former government of Kosovo regarding corruption.
- Director of Raoul Wallenberg Institute, Lund, Sweden, 2010 – 2013:
 - Prior to my tenure with EULEX in Kosovo, I served as the Director of the Raoul Wallenberg Institute headquartered in Sweden, where I held full administrative responsibilities for this large-scale multi-cultural human rights organization. The Raoul Wallenberg Institute maintained an annual budget of approximately 105 million SEK, primarily consisting of project-funding contributions from the Swedish International Development Cooperation Agency. The Institute is an independent academic institute that conducts academic research, provides training and education and develops capacity-building programs in the area of human rights and international humanitarian law. In this connection, it also has been involved in the establishment of independent rule of law systems in both post-conflict and developing countries throughout the world. The international capacity programs are managed from its head office in Lund, Sweden, via six offices around the world. Developing in close cooperation with local counterparts, these programs primarily targeted state actors involved in the administration of justice (judges, prosecutors, police and other law enforcement officers), academic institutions and national human rights organizations.
 - In my capacity as Director, I was involved in managing, organizing and administering all of the Institute's affairs as well as in planning strategies and coordinating the work of teams and individuals. My duties included ensuring the timely and effective implementation of plans and initiatives as well as efficient management of the budget. I was also responsible for hiring new personnel as well as for organizing, engaging and monitoring the staff. Beyond these more standard functions, I also arranged professional leadership courses for the management team as well as other work-specific courses for the staff.
 - During my term as Director I was able to successfully establish new projects, secure the future of the Institute with new sources of funding, create new departments, enact new policies, develop a modern website as well as employ a significant number of new staff. To achieve these and other such needs required original thinking as well as the ability to delegate appropriate collaborating with colleagues was essential in terms of achieving organizational goals.
 - My responsibilities also entailed to represent the Institute at different occasions, international conferences and domestic conferences. I also held presentations and lectures in Rule of Law at different Universities such as Beijing, Turkey, Indonesia, Sweden and many other places as well as presentation and speeches in different locations such as Embassies including Saudi Arabia and New York University. Extensive external contacts with other international organizations such as United Nations or the American Bar Association, the Celi Institute in Prague and others including universities worldwide. I also held trainings for judges, prosecutors, police officers and other law enforcement officers in Rule of Law.

- International Appeal Judge, War Crimes Chamber at Court of Bosnia and Herzegovina, Sarajevo, 2006 – 2010:
 - I served as an Appeal International Judge assigned to war crimes and other large-scale cases in Bosnia and Herzegovina based in Sarajevo. The panels comprised of a mixture of international and national judges. In addition to in-court judicial responsibilities, I was also involved in the sensitive process of establishing reforms to the judicial branch, enabling it to meet international rule-of-law standards. The ability to analyze sensitive political and personal situations and engage in constructive dialogue with persons of various ethnic, religious and political backgrounds is essential in terms of finding solutions to the problems confronting conflict and post-conflict countries.
 - During my tenure, I was responsible for cases that were referred to the Court of Bosnia and Herzegovina by the Hague's UN International Criminal Tribunal for the Former Yugoslavia (ICTY). In my capacity as a judge in these cases I was amongst other things solely responsible for the undertaking of extraordinary measures upon the request of the Prosecution Office at ICTY and Sarajevo, such as freezing of assets belonging to high profile indictees of ICTY and all other highly important matters. Working in a culturally diverse, multi-ethnic environment, I was also responsible for supervising legal officers, delegate and coordinate their efforts by way of a collaborative team approach. Beyond this, I regularly participated in the capacity development efforts related to the judiciary in Bosnia and Herzegovina. I additionally assisted in the introduction of novel legal approaches to the working of both the court and its panel of judges, such as introducing new legal concepts, joint criminal enterprise, and also had occasion to liaison with The Office of the High Representative or the Bar Association and NATO and ICTY whenever the need arose.
 - The most far-reaching case I was responsible for was a nearly two year war crime trial, the Omarska and Keraterm case.
- International Prosecutorial Attorney, International Tribunal for the Former Yugoslavia, The Hague, The Netherlands, 2001 – 2006:
 - As an International Prosecutorial attorney at the UN International Tribunal for the Former Yugoslavia (ICTY), at the Hague, I served as prosecutor and a leader of several war crime investigative teams and trial teams. I represented the Office of the Prosecutor (OTP) as a counsel before the Court in preparing cases for and oversee the conduct of confirmation hearings, trials and appeals and prepared and oversaw the required written submissions by the lawyers. I also supervised the legal research as appropriated. I coordinated a team of lawyers, investigators, analysts and experts as well as support staff in order to effectively and timely meet the deadlines in a demanding environment.
 - I formulated positions to be taken before the Chambers in both joint investigation and trial teams. I provided legal advice to the Senior Management Team of OTP including the Chief Prosecutor on a diverse range of highly complex or novel substantive and procedural issues in the field of Rule of Law issues in a highly politicized environment. I participated in plea agreement negotiation discussions and coordinated as well as had contacts with various of agencies in the field and in office as well as some representatives of governments. I served and led different working groups in OTP with the aim to formulate policies to be applied in the field of Rule of Law. I was also assigned the responsibility to design rule of law procedures for the political sensitive issue at the time to transfer war crime cases from ICTY to non-UN Courts in Belgrade, Sarajevo and Zagreb. The sensitive rule of law procedures that I proposed were adopted and remain in use today throughout the Balkans.
- Swedish Prosecutor and Assigned Junior Judge, 1982 – 2000:
 - For fifteen years I served as a national Swedish prosecutor, working in a mixed multi-cultural high-crime areas. In this capacity I was responsible for heading investigations of complex, large-scale criminal cases. I also functioned as the lead counsel in the prosecution and the conduct of court proceedings on both first instance and appellate level. During the investigation phase I directed and led the work of the investigators and it was my responsibility to determine the necessary

measures to be taken, direct the police activity, ensure a thorough and timely investigation and finally to determine whether or not to issue an indictment. Other prosecutorial functions included regular official interaction with courts and defense counsels as well as the generation of submissions, briefs, pleadings and all other relevant legal documents. I also trained and mentoring younger prosecutors and police officers in the Rule of Law.

- Before taking up my duties as a national prosecutor I served as an assigned junior judge at a District Court in Sweden.

International consultant

I have travelled widely and participated in various types of forums, speaking opportunities and lecturing on matters of Rule of Law, Human Rights and International Criminal Law and International Humanitarian Law in continents such as Asia, Middle East, North America, Africa and Europe.

Education and professional training

- Lund University, Faculty of Law, Sweden, LLM in Law 1982.
- Master Studies in Human Rights and International Humanitarian Law, Raoul Wallenberg Institute, Lund, Sweden, 1999.
- Security in the Field Education and Crisis Management, Kramfors, Sweden, 2000.
- UN Management Course, ICTY, the Hague, the Netherlands, 2001.
- Swedish Management training in Malmo at TRUST, 2011-12.

Languages

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

14. VON HEBEL, Herman (Netherlands)

Executive summary of relevant experience

- Over 16 years of experience in four different international or hybrid tribunals and courts: ICC (2013-present), STL (2009-2013), SCSL (2006-2009), and ICTY (2001-2006), of which over 11 years as Registrar/Deputy Registrar in three of these institutions. Extensive experience in leading processes of change: a process of reorganizing the ICC Registry into a more effective, efficient and trusted Registry; a process of setting up an effective new Registry at the STL and a process of downsizing and preparation for closure of the SCSL.
- More broadly, more than 25 years of experience in a multilateral environment, mostly international criminal courts/tribunals, the United Nations and the Council of Europe, either as a representative of the Government of the Netherlands, or as a staff member of the United Nations, a United Nations-related organization or other international organization.
- Extensive experience in multilateral negotiations on issues of human rights and international justice, including participation in all phases of the negotiations on the establishment of the International Criminal Court, from 1995 to the end of 2000 and chairmanship of the working group on the definition of war crimes at the 1998 Rome Conference and chairmanship of the 1999-2000 Working Group on the Elements of Crimes.
- Achievements include:
 - Development and implementation of change management strategies to ensure effective and efficient functioning of the Registry, including major overhaul of the ICC Registry;
 - Coordination and preparation of budgets, including ability to set priorities and take decisions; and presentation to donor audiences;
 - Development and implementation of fundraising strategies and establishment of trusted relationships with donor states, to ensure continuation of judicial activities;
 - Development and implementation of HR policies and practices on recruitment and downsizing of staff and on performance management, training and staff welfare;
 - Development of information management and IT strategies and tools (eCourt systems);
 - Development and implementation of witness support and protection systems, including conclusion of more than 20 relocation agreements with states;
 - Conclusion of enforcement of sentences agreement so that all convicted persons at SCSL could serve a sentence in a safe environment;
 - Creation and maintenance of constructive relations with various host states;
 - Creation of field offices and setting up of effective forms of coordination;
 - Development and maintenance of external relations with donor states or states parties; and
 - Development and implementation of public information and outreach strategies, including development of websites and outreach to many thousands in various affected communities.
- Strengths and qualities:
 - Thorough understanding of all aspects of the functioning of a Registry;
 - Analytic approach and strategic vision: what are challenges, what are priorities, what are desired solutions and what are the decisions required;
 - Focus on results, on what is necessary for the institution;
 - Ability and willingness to take the lead and take decisions, even if not popular with everyone, but based on fairness and transparency;
 - Ability to create a team and trusted partnerships with other organs and with outside community;
 - Focus on responsibility and accountability; leading by example; and
 - Constant focus on the need to be efficient and effective; constant awareness of spending public funds.

- LL.M. University of Groningen, Faculty of Law, the Netherlands, 1987.
- English (fluent), French (moderate), German (fair) and Dutch (mother tongue).

Statement of qualifications

Personal information

Family name: von Hebel.
 First name: Herman.
 Date of birth: 22 November 1961.
 Place of Birth: Coevorden, the Netherlands.
 Nationality: Dutch.
 Sex: Male.
 Marital status: Married, 2 children.

Education

- University of Groningen, Faculty of Law, the Netherlands, 1981-1987, LL.M.

Work experience

- Registrar (ASG), International Criminal Court (ICC), since April 2013: When I joined the Court in April 2013, the Registry was confronted with a number of challenges resulting in shortcomings in the delivery of services. A radical reform of the structure and functioning of the Registry was unavoidable. A mandate to undertake an overall reorganization of the Registry was sought and received from the Assembly of States Parties in December 2013. Since January 2014, amongst others, the following activities have been undertaken:
 - development and implementation of a new Registry structure, with the active participation and support of all Registry directors and section chiefs;
 - substantial reduction of direct reporting lines to the Registrar, to ensure that the Registrar is able to focus on strategic leadership of the Registry and on the smooth service delivery to other organs of the Court;
 - creation of a new Registry Legal Office with a strong coordinating role to ensure uniformity and consistency in legal positions taken by the Registry and improved quality in legal submissions;
 - creation of a new Division of external operations, consolidating previously dispersed functions within the Registry, as well as a thorough redesign of the two other Divisions dealing with management and court services;
 - development and implementation of a new concept for the Field Offices, including by introducing posts of Chief of Field Office in the new Registry structure, to ensure more coordinated and effective functioning, strengthened relations with the situation countries and better services to all clients in the field;
 - detailed and critical analysis of all working methods, policies and procedures and formulation of an extensive program of organisational development for each Registry Division and section, with a view to ensuring maximum efficiency and effectiveness;
 - development of new functions in the HR field to strengthen managerial and leadership functions, to improve performance management and promote staff engagement and welfare;
 - improved internal working methods relating to budget preparation and monitoring, ensuring better and more focused information to CBF and States Parties; and
 - strengthened positive relations with other organs of the Court, based on mutual respect and trust, and the development of Court wide policies and practices to ensure more efficiency and synergies in the overall functioning of the Court, such as in the

area of IT and information management, HR policies and practices and witness protection and support.

In addition, under my leadership, the ICC Registry has successfully undertaken a number of other major project or initiatives, such as:

- successful move of the entire Court to its permanent premises in December 2016;
 - launch of the Court’s new website which continues to be improved on a regular basis, as well as the Court’s greater engagement with the social media in order to reach broader international audiences; and
 - promotion of the establishment of an ICC Bar Association and the development of a constructive relationship with the ICCBA.
- Registrar, Deputy Registrar (ASG/D2), Special Tribunal for Lebanon (STL), April 2013 – June 2009: Having joined the STL only a few months after its establishment, I was responsible for the development and implementation of a strategic vision on the setting up of an effective and efficient Registry that would provide high quality services to judges, parties and participants in the proceedings and that would meet the support from donor states and the Lebanese Government and society. From mid-2009 to April 2013, the organisation grew from fewer than 100 staff members to over 350 staff members. Measures were taken in relation to all aspects of the functioning of the Registry, ranging from administration to court services and relationships with external parties. Activities included, amongst others, the development of policies, procedures and working processes; development of a yearly budget for the Tribunal; establishment of strong and constructive relations with the other principals at the Tribunal; setting up of an electronic legal workflow (eCourt) program for the entire judicial process, with the input of Chambers and all parties and participants in the proceedings; development of a robust press and outreach policy, tailored to the political and press culture in Lebanon; establishment of an effective witness support and protection unit; creation of effective security systems for both the Headquarters in The Hague and the Office in Beirut; development of a network of contacts with the diplomatic community in The Hague, Lebanon and New York, and with the Lebanese Government, the Host State and United Nations Headquarters; and the creation and implementation of a fundraising strategy, to ensure the continuation of the activities of the Tribunal against generally recognized minimal costs.
- Registrar, Deputy Registrar (ASG/D2), Special Court for Sierra Leone (SCSL), June 2009 – July 2006: When I started working for the SCSL in July 2006, the trial for Charles Taylor was yet to start in The Hague, whereas the trials in Freetown were gradually drawing to a close. During three years of service to the SCSL, I provided strategic direction to the development of a “completion strategy” for all judicial activities until the expected closure of the Special Court, in combination with a regularly updated completion budget and fundraising strategy to ensure sufficient financial means until the finalisation of all judicial activities. Priority attention was furthermore given to the setting up and functioning of a separate SCSL office in The Hague to support the Taylor trial, in combination with adequate forms of coordination between the offices in Freetown and The Hague. Other functions included: establishment and development of effective working relations with the government of Sierra Leone and the Netherlands; development and implementation of fair and transparent procedures for the gradual downsizing of SCSL; conclusion of an enforcement of sentences agreement with Rwanda to ensure that all convicted persons, apart from Charles Taylor, could serve their sentence in one place; and the organisation of a major high-level conference in Freetown, which formed the basis for the elaboration and implementation of a legacy strategy, aimed at a lasting legacy by the Special Court for the rule of law in Sierra Leone.
- Senior Legal Officer (P-5), Chambers, International Criminal Tribunal for the former Yugoslavia (ICTY), July 2006 – January 2001: As Senior Legal Officer of Trial Chamber II, I had both substantive legal responsibilities and a number of managerial responsibilities. The legal functions related to providing advice to judges on issues of criminal law, criminal procedure, international criminal law and public international law and on organizing, under the supervision of a pre-trial Judge, exchanges between parties in order to make pre-trial cases ready for trial. The managerial functions related to

supervising senior and junior legal staff, coordinating the work within the relevant Trial Chamber for the efficient running of two to three trials and up to ten pre-trial cases at any given time and for liaising with the Registry in order to ensure effective support to the pre-trial and trial activities of the Trial Chamber. I also actively participated in the development and implementation of the Tribunal's completion strategy.

- Legal Advisor, Assistant Legal Advisor, Ministry of Foreign Affairs, the Netherlands, December 2000 – September 1991: In these roles, I was responsible for providing legal advice to the Minister, senior management and policy departments of the Ministry and for representing the Government of the Netherlands before international judicial organs, such as the European Commission and European Court of Human Rights, the ICTY and the ICJ, as well as in international fora, in particular the Council of Europe and the United Nations. I acted as Agent for the Government of the Netherlands in legal proceedings before the European Commission and European Court of Human Rights and was a member of and acted as Vice-Chair or Chair in various expert groups in the Council of Europe dealing with the protection of minorities and the development of new protocols to the European Convention on Human Rights. I also served as a member of the Dutch delegation to the Ad Hoc Committee, Preparatory Committee, Rome Conference and Preparatory Commission on the Establishment of a Permanent International Criminal Court (1995-2000). In addition, at the Rome Conference (1998), I served as a Chair of the working group on the definition of war crimes and in 1999-2000, acted as a Chair of the working group on the elements of crimes. In 1999, I served as a Co-agent before the International Court of Justice in the case of *Legality of Use of Force (Serbia and Montenegro v. the Netherlands)*.
- Senior Legislation Lawyer, Ministry of Justice, the Netherlands, September 1991 – April 1990: As Senior Legislation Lawyer, I was responsible for providing advice to the Minister of Justice and participated in the drafting of legislation of various other Ministries, with a view to ensuring compatibility of such legislation with international treaty norms.
- Legal Researcher, University of Utrecht, April 1987 – December 1989: As Legal Researcher at the Netherlands Institute for Human Rights, I conducted legal research relating to the European Convention on Human Rights and participated in the development of a database on national case law relating to the application of the European Convention on Human Rights in the Dutch national legal system.

Other professional engagements

From 1988 to 1990, I acted as Chair of the Dutch section of the International Commission of Jurists.

I have written a number of articles and contributed to publications in the field of human rights, international criminal law, the functioning of international criminal courts and tribunals and the establishment of the ICC. I continue to regularly lecture at universities and academic institutions.

Training

Various short training courses via different employers for personal development and development of management skills, such as: language courses; courses relating to performance management, management training for mid- to high level UN staff and a 360-degree feedback on leadership and management.

Languages

- Fluent in English.
- Good knowledge of French.
- Fair knowledge of German.
- Mother tongue Dutch.