

Coalition for the International Criminal Court

Questionnaire to Candidates for the Position of Registrar of the International Criminal Court

Conscious of the critical importance of the Registrar of the ICC role, we have prepared the following as a Questionnaire for candidates for this position.

Please reply to some or all the following questions as comprehensively or concisely as you wish

Name: Ngonlardje, Kabra MBAIDJOL

Nationality: CHADIAN

Vision for the ICC and Registry:

1. What is your vision for the ICC and how would your leadership of the Registry contribute to that vision for the Court?

The International Criminal Court has been established to help put an end to impunity for the perpetrators of the most serious crimes of concern to the international community. It is the first global and permanent treaty-based international criminal court entrusted with the mandate to serve as a court of last resort, when national jurisdictions are genuinely unable or unwilling to investigate or prosecute international crimes. I believe the ICC should play a role as a model criminal court on behalf of States Parties for a fair and efficient trial of international crimes. Therefore, in my view, the Court should nurture a transformative vision to also become an instrument of technical cooperation on international criminal justice with national criminal jurisdictions to bring them to the highest level possible of responsibility, integrity, fairness and effectiveness to investigate and prosecute international crimes. Indeed, the Registry should help build on current achievements of the Court to enhance active cooperation and participation of States Parties, including situation countries. It is essential for the two-pillar system to work, in accordance with the principle of complementarity, as provided for in article 17 of the Rome Statute. I believe furthering development of a credible international criminal justice system will largely depend on the level of acceptance by situation countries and other stakeholders. Therefore, a vision for a technical cooperation strategy will prepare the ground for the Court's role when a State Party is genuinely unable to act. That strategy should be squarely placed in the context of the globally accepted principle of cooperation with and support to the Court to accomplish its statutory duties. With due regard to the principle of confidentiality, areas of technical cooperation may include the following: protection of victims, witnesses, and other persons, determination of compensation for victims, victims participation to proceedings, training of the

judiciary, outreach activities to advocate the ICC mandate and work, as well as its apolitical nature. During my long career in the United Nations, I have developed a sound experience in building capacities for international protection of civilians, rallying support of national and local authorities, including local communities and the civil society to further the mandate of the organization. I'll commit these skills and that practical experience to test my vision against the reality of the ground and build on the lessons learnt to achieve better results.

2. How would you evaluate the performance of the ICC Registry to date?

As an outside observer it would be presumptuous to believe that one can provide an accurate account on the performance of a global institution like the ICC Registry, even if, as a human rights officer and a humanitarian worker, I follow with great interest and hope, the history of the International Criminal Court. It is in this spirit that I applied to commit my experience to further the work of the first global criminal court. In my view, 10 years of existence for an institution of international criminal justice, the first of its kind, is a period of time, which should necessarily have its moments of success and pride, and its moments of challenge, and reflection on the work of the Registry. I believe the first reason for pride is that an international criminal justice system put in place by the States Parties has become operational, thanks to the tremendous work of the pioneers, and most particularly, the Registry as the administrative arm of the Court, thus the corner stone for a smooth functioning of all organs. The second reason for pride is the ongoing advocacy and outreach activities that I know are conducted by the Court in situation countries under the auspices of the Registry in support of relevant organs. These activities are sending a clear message to the whole World that the ICC exists not only in word but also unambiguously in deeds. Indeed, whether a warrant of arrest or summon to appear issued by the Court is initially honored or not, the message of the fight against impunity of warlords is loud and clear. Moreover, the conclusion of the Thomas Lubanga's case is a clear message of determination from the part of the Court. Lubanga's conviction promotes the work of all organs of the Court, including the Registry, which I believe has risen to the level of the challenge.

3. What are its principal achievements and how would you build on them? What do you believe are some of the current challenges the Registry faces and how would you address them?

Reading the information about the Court, which is in the public domain, I strongly believe the Registry, as the administrative arm of the Court that supports its goals and helps to implement its strategic plans, has been very successful in bringing the Institution to an operational level that has helped the Court to play its role, meeting the expectation of the international community. I noted with interest the implementation of activities related to the rights of the defence, of victims and of witnesses, as a corner stone to a credible and model system of international criminal justice. Preparing communities concerned to understand the work of the Court has particularly touched me, as a field officer. I have also noted with great interest the

development of relations with the Assembly of States Parties in the areas of programme budget preparation. The outcome of arrangements about the Court's Permanent Premises in The Hague is another reason to believe that the Registry is furthering its overall administrative role to place the international organization on a solid stand.

I believe securing cooperation of States Parties and other stakeholders to implement the Court's decisions will remain a permanent operational challenge that a constant review of cooperation strategy should address on a yearly basis in light of the technical cooperation character of the Court, as a vision that I refer to under question (1). The Registry should continue to identify challenges and develop a strategy to overcome constraints that may appear during the implementation of its programme of work. Reviewing and re-assessing the situation on the ground at the field level or at Headquarters should help re-direct the strategy and re-adapt the resources to further success. Like other inter-governmental organizations in the current context of economic and financial crisis, the greatest challenge is that of limited resources. States Parties expect their institutions to look for cost-benefits activities. Building on existing measures, I should encourage use of information and communication technology to reduce costs in travel, information sharing and some outreach activities such as training, bearing in mind the targeted audience. Taking duly account of the confidentiality principle in conducting the work of the Court, I would initiate cooperation with other operational agencies on the ground to benefit from their expertise and resources in specific areas of interest to the Court. My field experience shows that International NGOs may help in committing their resources for common areas of interest such as advocacy and capacity building activities. The newness of the ICC is a window of opportunity that could be of interest to operational NGOs.

Qualifications and experience in court administration:

4. Article 43 of the Rome Statute states that the Registrar shall be a person of high moral character, be highly competent and have an excellent knowledge of and be fluent in at least one of the working languages of the ICC (French and English). Please describe briefly how you meet these criteria.

I come from a Humanitarian and Human Rights background with 28 years of sound experience, including in senior management and administration of international public funds, in the Office of the High Commissioner for Refugees (UNHCR) and the Office of the High Commissioner for Human Rights (OHCHR). The United Nations Food and Agriculture Organization (FAO) Council has endorsed me as one of the three reputable individuals selected to serve as external members of the FAO Ethics Committee. My peers have elected me as Chairperson of the Committee. I am used to implementing large operations on behalf of victims of war, persecution and natural disasters. I speak and work in French and English. I believe it will be a privilege to commit my human rights and humanitarian work experience to serve the ICC, a unique international criminal justice system, and contribute to its success. I have been trained and exposed to a range of international leadership experiences of interest to the equally wide range of

responsibilities attached to the position of Registrar. I also believe my managerial experience, combined with my skills as senior ethics officer, is of particular interest and meets the needs of the position of Registrar of the Court. I also have a combination of UN Headquarters experience and extensive field operations management skills (including in complex humanitarian and human rights emergency operations), which make the requirements of the post quite familiar to my profile.

5. All Court officials must perform their functions with full independence and should not act under the instruction of any country or external actor. How would you ensure independence in the functioning of the Registry?

Following a selection test, I joined the United Nations Organization in 1984, as an associate protection officer, from academia, the Graduate Institute of International Studies/University of Geneva, Switzerland. During my 28 year-long career, I remained an individual and a UN staff member, free of any pressure, and dedicated to the discharge of a wide range of progressively higher responsibilities both at field operations levels and at Headquarters in New York and Geneva. I became a member of the senior management team in the UN Agencies that I worked with, namely UNHCR and OHCHR. I developed the sense of independence, neutrality, impartiality and integrity that I have advocated as a humanitarian worker and a human rights officer. I have served as Director, UNHCR Ethics Office and have played a crucial role in nurturing and fostering the sense of commitment to the highest standards of conduct of the international civil service and the implementation of the Refugee Agency's code of conduct, including the whistleblower protection policy and the UN financial disclosure programme. I'll bring this experience with me as Registrar of the ICC and commit my skills to ensure independence in the functioning of the Registry.

6. Please describe any specific expertise of relevance to the work of the ICC you may have, including, but not limited to, gender equality and violence against women or children.

My work experience is that of a Humanitarian worker and Human Rights Officer. Therefore, the specific role that I have been called to play and, which is relevant to the Court, is about securing international protection and assistance to victims of human rights abuses and victims of persecution, advocating with other stakeholders for access to human rights, and enabling victims to exercise their rights. I believe such functions fall squarely within the overall statutory mandate of the ICC. As Deputy Director, Division of International Protection in UNHCR, I provided overall supervision to protection operations, resettlement and country of origin information services, to enhance international protection regime, and mainstream age, gender and diversity in regular and emergency operations. Protection from Sexual Exploitation and Abuse (PSEA) has been my area of specialization in my previous functions as Deputy Director, UNHCR Division of International Protection and in my functions as Director, Ethics Office. In 2010, the High Commissioner for Refugees entrusted me with the role of senior focal point and coordinator for the overall implementation of the UN Secretary General's Bulletin on Protection from Sexual Exploitation and Abuse. My office took initiatives to follow-up

on best practices as compiled by an external review mission on measures to enhance PSEA in the United Nations operations. These measures include: sustained awareness raising of staff and operational partners at all levels; awareness raising at community levels, enhancing field-based complaint mechanisms and ensuring they are operational to improve access by victims to such complaint mechanisms, putting in place such mechanisms where possible, liaising with other UN agencies and NGOs on the ground to join forces in combating Sexual Exploitation and Abuse of all beneficiaries of international protection and assistance, proposing disciplinary measures to strengthen compliance with the terms of the UN instructions and supporting victims. I have therefore, proven experience as member of the Inter-Agency Standing Committee Task Force on PSEA, representing UNHCR.

Having worked with United Nations robust humanitarian and human rights institutions, I am used to leading sensitive field missions, providing overall supervision to servicing human rights treaty bodies, designing protection programmes, including preventing and combating sexual exploitation and abuse. I believe I can offer to the position of Registrar my in-depth knowledge of senior policy-making, negotiations and conflict management skills, senior leadership and decision-making processes, to further the objectives of the Court. I have proven experience in managing change, developing and maintaining a transparent budget, identifying new challenges, rallying support of other stakeholders internally and externally, designing and overseeing quality services in relevant areas, building and nurturing team spirit, promoting a culture of integrity, transparency and professionalism. I believe I will bring a unique background that will rally human rights, humanitarian and Ethics experiences to the managerial responsibilities attached to the post. Indeed, as Senior Ethics Officer, I know how to promote compliance with rules, policies and procedures, and contribute to fostering a culture of accountability.

My experience in international protection is also about securing another country of asylum to victims and witnesses of persecution and violence through resettlement (a technical term in UNHCR that means sending the victim or witness to another country of asylum), should they face danger in their first country of asylum, for having been a survivor or witness to specific events or for having provided information to the UN. I am aware that the Court consults with UNHCR to share experiences for the purpose of victims and witnesses' protection. As humanitarian worker, I have implemented policies to provide specialized care to victims of human rights abuses, and other specific material assistance and protection. As a seasoned UNHCR representative, I am used to providing legal assistance to refugees during the refugee status determination procedures and during the refugee life cycle, for the most needy individuals or groups. Activities of such nature are part of my background. I will commit my experience to successfully deliver them in ICC, as appropriate.

Management experience:

7. The Registrar will manage a large number of staff, divided into various units, sections and field offices, dealing with a broad range of responsibilities. How would you describe your management abilities and experience, and how are those qualities relevant to the management of the ICC Registry?

My management ability and experience stem from my mobility between various senior international positions with the UN. As deputy director, division of international protection in UNHCR, I have been in charge of coaching and following-up on international protection operations worldwide, in light of the relevant resolutions of the Executive Committee of UNHCR. The division of international protection analyses the individual profile of staff for their rotation and mobility to other positions worldwide, liaises with other units at HQs and with field operations to assess their protection staffing needs, cooperates with other UN Agencies and NGOs partners to establish a roster of competent people who can accept rapid deployment in emergency operations named “surge operations”. I have conducted selection interviews and chaired or participated in selection panels to identify adequate profiles for international protection work. As member of the Operations Review Board, I have contributed to the analysis of the overall staffing needs of the Organization to adapt them to both emergency and regular operations. As co-chair of UNHCR Appointment, Promotion and Posting Board, for two consecutive years, I have been at the heart of the implementation of staffing policies, with due regard to the UN gender-balance policy. Staffing issues were central to my work, as I become Director, Ethics Office in charge of nurturing professionalism, integrity, fairness and ethical leadership in UNHCR. My management and leadership style enhances trust from many of my colleagues at all levels. A global institution like the Court needs people who can rally the support of all staff to further its goals.

From country situations perspective, as Regional Representative, I provided overall supervision to some 400 staff members, over 100 of which were in the international category, working in 14 sub-offices, and country or field offices. Added to these numbers, are the various implementing partners spread throughout remote areas of the sub-region of the Central Africa that I have been covering. UNHCR regional operations deal with international protection and assistance activities, including refugee registration, refugee eligibility procedures, social services and durable solutions, programming, administration and finance, Information technology, logistics, public relations, etc. The re-structuring of the Regional Office, which I conducted as I took over my functions, helped me to put emphasis on a larger delegation of authority, which I believe in for efficiency and staff development. I established two deputy regional representatives in charge of protection/legal and Programme/operations, respectively. The different areas of work were divided between the two deputies, while I retained overall supervision and management, representational functions and direct supervision of external relations and public information, with the support of my immediate executive office colleagues. This approach helped us face the daunting task of delivering on our international protection mandate in a sub-region of Africa at war. It enabled the Regional Office to meet the expectations of donor countries, and raise hope in the heart of desperate victims.

The Office of the Registrar shall play an important role in ensuring that the strategic plans of the Court are efficiently implemented, including in country field offices. I believe the experience I gained in engaging staff in emergency operations of crucial importance to victims of persecution, war, and other induced population displacements, sometimes in very tight schedules, and in extremely difficult environment in terms of security and working conditions, has prepared me to adapt to new situations and new

challenges. I am in a position to commit my experience in managing a large staff in a multicultural context.

I believe in delegation of authority as I also practiced it in my position as Director, New York Office of the High Commissioner for Human Rights, a smaller office of 17 staff members, with smaller management responsibilities, but very active owing to the advocacy role we had to play in New York/HQs. While each international staff members retains a specific field of work, such as rule of law, responsibility to protect, humanitarian operations, peacekeeping and peace-building, etc, the back-up system accepted by all of us allows us to help each other and make sure Human Rights events and situations worldwide are properly covered. I retained overall supervisory and management functions, representing the High Commissioner or the Secretary General, as appropriate at meetings of UN Treaty Bodies, important advocacy functions, Treaty events, and reporting. This approach created an enabling environment by making each staff member and his/her back up accountable for their areas of coverage under the direct supervision of the Deputy Director and under my overall guidance, as Director. I believe my work experience at the UN Headquarters adds to my skills of interest to maximize the Court's ability to deliver results.

8. Please describe your experience preparing and being responsible for a large budget. Have you had experience in working with results based budgeting systems?

What strategies would you undertake in relation to the preparation, submission and examination of the ICC budget to ensure support by the Committee on Budget and Finance and states parties?

Result-based budgeting has been introduced in UNHCR a decade ago. As deputy director, division of international protection, I have participated in the elaboration of guidelines on result-based budgeting in developing a set of indicators of achievements for international assistance to and protection of people of concern to UNHCR. The UN Refugee Agency budget is over a billion US dollar. As a member of the Operations Review Board, I played a role in accessing results, reviewing needs to adapt operational budget to specific situations in country operations. I have also developed result-based budgeting experience as regional representative in a context of result-oriented activities in refugee emergency operations. The main factors in running a successful budget system is in my view, the development of a clear set of goals to achieve during an agreed period of time (preferably one fiscal year), the establishment of clear indicators of success, the identification of possible constraints that may need to be closely monitored and the progress review system for possible re-adaptation or relocation of funds within budget sectors. Real-time evaluation missions are of crucial importance to gear results. As a programme manager of voluntary contributions, I am aware of the challenges attached to the preparation of a budget and its implementation. To ensure support of States Parties, reporting results is key to inform on the achievements and constraints. Clarity in budget presentation through objectives setting and clear identification of budget actors, including internal oversight mechanisms, is another element of transparency and accountability that rallies the support of stakeholders.

9. Recognizing the current budget pressures on the growing Court represent a significant challenge for the institution. As Registrar how will you respond to the situation and ensure that the Court is adequately funded.

As I stated above, under question 3, I believe the current context of economic and financial crisis is the greatest challenge that may negatively impact on the limited resources of the Court. Looking for cost-benefits activities would be the first direction I'll take. Building on existing measures to encourage use of information and communication technology to reduce costs in travel, information sharing and some outreach activities such as training to targeted audiences, will also be amongst my proposals for the Committee on Budget. I also indicated above that I should initiate cooperation with other operational agencies on the ground to benefit from their expertise and relevant resources in specific areas of interest to the Court and that the newness of the ICC is a window of opportunity that one should consider to rally interest from operational NGOs. However, nothing can really replace a strong support from States Parties. Therefore, a rigorous budget proposal together with internal and external oversight mechanisms, a result oriented implementation strategy followed by regular monitoring, including real-time evaluation and reporting to stakeholders, are in my view the most encouraging recipe for support from donors. Experience also shows that involving friendly States Parties and focus groups of donors in current budgetary pressures could enhance information sharing and rally support from other stakeholders in adhering to the programme budget. As Registrar, I'll explore all available opportunities within the limits of financial rules and regulations, to enlarge the basis for financial support to the Court.

10. The Registrar oversees the staff recruitment for the Court, based on principles of qualification, geographical representation and gender balance. What strategies would you employ to effectively manage the human resources of the ICC, including hiring, retaining highly qualified staff and ensuring their satisfactory performance?

By the nature of its work, the Court is a Headquarters and Field based organization. Therefore, in terms of staff recruitment, retention and separation, the Court is or will be certainly facing challenges similar to those of other global operational agencies I worked for or cooperated with during my career with the United Nations. These challenges include how to ensure fair geographical representation and gender balance, how to attract competent people and retain them, how to manage performance, etc.. I have participated in staff policymaking and implementation processes, as a member of senior management teams. I have implemented and reviewed human resources management policies as a senior manager, and have advised other senior managers, including executive offices on the implementation, interpretation and review of the application of staff rules and regulations. Although there is no magic recipe as a solution to bringing in a competent staff, retaining them and terminating non-performers, my experience leads me to envision the following approach:

- i. Establish clear recruitment rules and procedures, including gender-balance provisions and make them accessible to all, through information sharing internally, and through robust outreach activities externally. I am aware such rules exist in the ICC, but from an external perspective, despite the global nature of the Court, some competent people out there may have no access to recruitment information. Country visits can help attract new profiles from under represented States Parties and regions. Internship, Junior Professional Officers programmes and under represented country targeted tests have helped the United Nations to open up to gender and geographical balance, to selecting competent staff members. Special entry test leading to the establishment of a roster of competent people according to their profiles, have been used by many organizations to attach the competencies of new staff members. Emergency rosters for field missions help testing the desire and capacity to work in the deep field. Experience shows that many of the new recruits that have worked in the deep field of Eastern Congo during the Rwandan refugee crisis, have left the humanitarian work, not because they are incompetent but because of the severe working conditions, including security risks that they did not like in humanitarian and human rights operations.
- ii. Capacitate staff through training and coaching: Training and coaching provide the advantage of identifying talents for new responsibilities. Experience shows that training is not only a capacity-building tool, but also an incentive to retain competent people, as a career development and job mobility tool.
- iii. Provide incentives through a better career development policy, improving working conditions, including work-life balance, paying particular attention to the situation of women (single working mothers and pregnant women): this issue came up very often in staff associations, staff council meetings, staff and leadership advice that I have conducted. Senior managers and staff alike, should be made aware of the necessity to show ethical leadership and play a role model in their management styles to retain competent people on the job, without any kind of discrimination.
- iv. Nurture a culture of professionalism, integrity, transparency and fairness through dissemination of the professional code of conduct and fostering highest standards of conduct for international civil servants.
- v. Establish a staff accountability framework, including a recourse system that will help early identification of conflicts, laziness, negligence, and other forms of misconduct and unethical behaviors, including harassment and sexual harassment.
- vi. Initiate a review system that will help re-assess performance, career development and working environment issues, including staff support in terms of health (both physical and psychological).

I have worked in these areas of interest to the responsibilities attached to the functions of Registrar of the Court and am prepared to use my experience and skills to further the objectives of the Registry in human resources management.

Challenges for the ICC:

11. One of the core challenges identified for the Court is obtaining a positive response to its requests for cooperation with the Court. Given that the Registrar is responsible for disseminating cooperation requests, what are the challenges you see currently for states parties to abide cooperation requests? How would you address those challenges?

Based on my field experience, one of the challenges for States Parties to abide by the requests for cooperation with the court is the security environment in which such requests should be implemented. Difficult security environments have often posed an insurmountable challenge to field operations, particularly when the life of staff members may be at risk. Requests for cooperation may engage States Parties which are facing their own economic, social, and political problems, including challenges to sovereignty, lack of adequate resources to exercise sovereign power within the limits of the State's territory, lack of internal stability, hostile neighborhood environment, etc. In such situations a delayed response or a total lack of response to a request for cooperation might be the result of a genuine inability of the government to control the situation. As a Registrar, I should consider such cases as an opportunity to prepare the ground for cooperation when the situation permits. Multiplying outreach activities to benefit national and local authorities, local communities and the civil society, will help enhancing cooperation, when possible. Faced with new security challenges to international protection of people of concern to UNHCR during mid-1990s, the High Commissioner involved the International Community as a whole, including asylum countries, in the implementation of what UNHCR called a "ladder of options" to enhance international protection. The ladder starts from the identification of people of concern to UNHCR, during eligibility procedures in cooperation with the competent authorities of the asylum country, the separation of armed elements from refugees and asylum seekers, and the quartering of armed groups, by the host country. However, if the security imperatives are such that no separation could take place, the scales of the ladder includes the use of force (national or international) to protect refugees, disarm armed elements and quarter them. The new challenges of that time were the presence of armed individuals and groups in refugee camps, impeding access by the humanitarian community. In most of the cases, host countries are genuinely unable to separate armed groups from refugees. Having implemented "the ladder of options" in northern Democratic Republic of Congo on behalf of refugees from the Central Africa Republic in cooperation with the United Nations Peacekeeping Mission in the Congo (MONUC), I have gained in experience of advising national and local authorities, in cooperating with the military, and in reaching out to local communities for the international protection of civilians.

Another possible challenge is the lack of knowledge about the ICC and its mandate. I am aware there are ongoing robust outreach activities to bring on board, the international community as a whole, in knowing about the mandate of the Court and how to work with its international criminal jurisdiction. However, the Court is only ten year-old. Therefore, the outreach struggle should continue, in a larger scale. I

believe I am well equipped to continue engaging the ICC in such a work at field level, as Registrar, exploring new avenues to address challenges to requests for cooperation and bring about strengthening cooperation with States Parties.

I am also aware of some criticisms coming mainly from some quarters of the African Continent, as a result of the current situations where the ongoing cases before the Court are all from Africa, One of the cases, the Prosecutor vs. Thomas Lubanga Dyilo was completed. On 10 July 2012, Thomas Lubanga was sentenced to 14 years of imprisonment, while other cases are under consideration. Therefore, critics of the Courts maintained that the ICC has been established to deal only with African dictators and warlords, as if there were no dictators and warlords elsewhere in the World. A robust outreach activity in the African Continent, on the ICC mandate and its work with competent authorities in Africa to implement the Rome Statute, could help to address this information gap. People in the war torn African Continent should be made aware that the work of the first permanent international criminal court would not end with situations in Africa. The Court complement national criminal jurisdictions in their work to bring to justice perpetrators of the most serious international crimes: i.e. crimes of genocide, war crimes and crimes against humanity. As a global institution new situations falling under its mandate may arise. Information sharing in Africa, on new country situations before the Court may help to broaden understanding of the ICC in Africa. Sharing information on new field presences in response to new situations may also confirm the global status of the Court. As Registrar, I will examine these opportunities to diversify the Court presence, and strengthen the information sharing system, resources permitting, and with due regard to the principle of confidentiality.

Relations with stakeholders:

12. Article 112(2)(b) of the Rome Statute indicates that the ASP provides management oversight of the Registrar. Additionally, the Registrar shall exercise her or his functions under the authority of the President of the Court, how would you describe the relationship between the Registrar and the ASP, as well as the President? How would you describe the relationship between the Registrar and the Office of the Prosecutor and Chambers?

The Registry is one of the four organs of the Court. The three others are the Presidency (composed of the President and two Vice-Presidents), the Chambers and the Office of the Prosecutor. Article 112(2)(b) of the Rome Statute clearly provides that the Assembly of States Parties “provides management oversight to the Presidency, the Prosecutor and the Registrar regarding the administration of the Court “. This provision establishes the ASP as the overall governing body of the Court, which has jurisdiction on the administrative functions of the international institution, just as General Assembly has over the United Nations Secretariat, or in a more limited scale in terms of membership, the Executive Committees and Boards have over UN Funds and Programmes. The Registrar, head of the Registry, is responsible of the non-judicial aspects of the administrative and servicing of the Court. The Registrar is therefore, the principal administrative officer of the Court who provides support to all

organs of the Court, to fulfill its strategic goals. Through its representative bodies and organs, such as the Committee on budget, the ASP exercises direct oversight functions on the work of the Registrar.

The President of the Court is the overall administrative authority of the Court under which the Registrar discharges the responsibilities attached to his function. Taking example from my previous position as Director, Ethics Office under the direct supervision of the High Commissioner, I believe in clear rules of communication as a guaranty of neutrality and efficiency. Objective setting sessions with the Presidency and regular senior management meetings and consultations are among privileged management tools that I will take advantage of to fulfill my responsibilities, as Registrar.

With regard to the Office of the Prosecutor, the Rome Statute emphasizes its independence by clearly stating that it shall act independently as a separate organ of the Court, and the Registrar discharges his/her functions under the authority of the President of the Court, without prejudice to the functions and powers of the Prosecutor. As a neutral organ, the Registry provides support to the Office of the Prosecutor, as it does to other organs, to ensure equal functioning of all organs of the Court. I believe pro-active consultations will ease communication, and coordination on technical issues of interest to the Office of the Prosecutor and the Registry, will further efficient discharge of the respective functions of Registrar and Prosecutor of the Court.

Concerning the relationship between the Registrar and the Chambers, I am aware that the Registrar's role is to support the Chambers and to provide them with neutral technical advice, as appropriate. Timeliness, quality service and efficiency should prevail, in respect of the independence of the Judges for the Court to serve as a model institution for the international community. A good command of the rules of procedure and evidence by the Registrar will help furthering positive relationships in support of proceedings.

I have discharged in the past, overall supervision of administrative servicing of UN Treaty Bodies, as Director of the Office of the High Commissioner for Human Rights and I understand challenges attached to large meetings. As Deputy Director and Acting Director, Division of International Protection, servicing the UNHCR Executive Committee and the Standing Committee on International Protection matters on their agendas, I have learnt to commit staff to achieve results and ease the work of the governing body. I believe some of the most important elements of servicing international bodies are neutrality and impartiality, loyalty and efficiency, quality and timeliness. There is also a need to not only be attentive to issues and challenges, but also pro-active enough to anticipate special needs of an individual organ or an individual member of the organ to prevent any impediment to the functioning of the institution. A visa issue or a specific travel arrangement, for instance, may turn negative in providing timely services to a member of an organ, taxing the success of the meeting. The Registry should be attentive to every details of the service it provides. A thorough reading of the rules of procedures and evidence of the court and the rules of procedures of the registry will provide me, as Registrar with more insight answers to the relationship between the four organs of the Court, thus,

guide my responsibility and accountability for the overall smooth functioning of the Court, enhancing its international credibility.

13. The Registrar has a special mandate vis-à-vis the outreach activities of the Court, especially as regards victims and affected communities. Please elaborate on any experience relevant to fulfilling this mandate as well as your philosophy regarding the role of the ICC field presence.

My field experience as UN senior manager is as varied as it is substantial. Outreach activities at field levels have been part of my career development, owing to the nature of the mandates of the two UN High Commissioners that I worked with. I am aware that ICC has a few field offices, which should be facing the same challenges in terms of outreach activities taking place in usually unsecured environments due to the nature and the perception of its mandate, and the geographical location of field offices. In my view, the success of field operations depends on the outreach support lent to field offices to reach out to local communities as well as victims.

Besides my field assignments as country or regional representative, I have undertaken a series of important outreach missions to revamp field offices' outreach activities, listen to their security concerns in relation to international protection activities on behalf of victims of forced displacements, or undertake assessment and fact-finding missions.

During the Rwandan Refugee crisis in 1994, as a result of genocide committed in Rwanda, I served as Senior Roving Protection Officer on mission to the Great Lakes. I designed UNHCR international protection strategy with an outreach programme in a context of heightened tension between local communities and Rwandan Refugees in a situation of massive refugee outflow into countries bordering Rwanda. My role was also to train new recruits in UNHCR on basic notions of international protection, with a particular focus on gender, diversity and age, to mainstream related protection concerns in all aspects of our programmes. I took charge of outreach activities by liaising with offices in countries of origin and host countries to consult with communities at home for cases of voluntary repatriation or family reunion.

As Regional Representative based in Kinshasa/DRC, UNHCR outreach activities in the sub-region under my leadership were geared at involving refugee communities in the implementation of the international protection mandate with a particular focus on protection from sexual exploitation and abuse, children in armed conflict, single mothers, children head of families, the elderly and the handicap, as well as resettlement to other countries of asylum for reasons of protection and family reunion. I have developed privileged relations with the United Nations Mission in the Congo (MONUC) to work in tandem with its field presence.

As Deputy Director, Division of International Protection, I have undertaken important outreach missions on behalf of UNHCR, namely in the Middle East for Somali and Ethiopian Refugees in Yemen, Iraqi Refugees in Syria, or as Facilitator of talks between Eritrea and Sudan in the Arab United Emirates on voluntary repatriation. I supported country offices in their protection outreach programmes, and work with my field colleagues to enhance security procedures for new arrivals from the red sea

(Somalis and Ethiopians) and at the border with Syria (Iraqis), through specific outreach activities on behalf of local communities, the local police and the military.

I have implemented a “hands on” protection training programmes for representatives, social services officers, protection and security officers in West Africa and in East Africa as a follow-up to measures taken by UNHCR to enhance international protection regime, due to allegations of sexual exploitation and abuse in refugee camps. I was also entrusted with a vast international protection outreach programme, as Deputy Regional Representative for West Africa. I have designed a protection-training programme involving police commissioners, judges and civil servants in charge of refugee adjudication programmes in the sub-region of West Africa, and played a key role in implementing the strategic plan to combat xenophobia and enhance international protection in West African asylum countries.

Owing to limited resources, I believe ICC field presence will help implementing relevant outreach programme, including in tandem with other agencies and NGOs on the ground. I am aware the registry, to reach as many people as possible and national institutions, currently uses such opportunities. I can share the varied and substantial field experience I have acquired with my colleagues in ICC, if I am selected as Registrar. I will work in a team spirit with the relevant staff to build on the existing outreach programme, including security considerations to strengthen delivery of ICC mandate. I also believe that ICC field presence should strongly carry out the implementation of some kind of technical assistance to capacitate national institutions, preparing them to cooperate with the Court.

14. Taking into account the important role of field presence in different situations of the ICC, how do you envision the role of the Registry on issues such as exit strategies and legacy once cases are finalised and investigations in specific situations are closed?

Exit strategy is part of strategic planning in emergency and regular humanitarian and human rights operations. I believe it applies to any international presence. It entails including transition capacity in operations before it starts. For the ICC, it entails including transition capacity in country situations, which may not have the capacity to continue to carry on activities related to international criminal justice. In my experience, field presences are the best tools for knowledge transfer during period of transition, phasing down and phasing out, as part of long-term planning. As I said above, my hope and vision for the ICC is to make it an instrument of technical cooperation with nations parties to the Rome Statute. A field presence is a golden opportunity to plan for helpful transition from field operations to putting in place a capacity to carry out international criminal justice. I know that this might be a too big picture and a challenging endeavor for an exit strategy, specially if the field presence is not long enough to carry out meaningful capacity building projects; but there are issues which could be included in field presence’s portfolio, such as community awareness and solidarity networks to combat and denounce situations of sexual exploitation and abuse, human trafficking, child abuse, etc, which NGOs are very good at in terms of cost-benefit.

A field presence may also have developed a network of intermediaries, which might be exposed to retaliation for a reason or another. In my experience as protection officer the transition period should be carefully planned to include special measures of protection of individuals and groups at risk such as translators, individual members of refugee committees, women human rights activists, etc. The exit strategy should include provisions to team with governmental and non-governmental institutions on the ground, the civil society, local communities and local authorities, at an early stage to prepare them for protection work and to develop appropriate network that may ensure smooth transition to normal life, in the interest of the community as a whole, including the most vulnerable groups.

15. How do you see the Court developing its outreach activities taking into account the complex challenges it continues to face?

The goal of outreach activities is to raise awareness among the general public, target-communities and groups, national and local authorities, etc. Outreach activities are also about raising the profile of the institution through advocacy and training. For an international global organization, which is still new, in terms of age but also in terms of mandate, I believe the challenge is great as to where to start with, how to start, which tools should be used, what would be the appropriate messages to carry and how much to put in outreach activities, in terms of cost-benefit. I understand that ICC field presences offer opportunities to implement outreach programmes on behalf of country situations and affected communities. Taking stock of what is being done, I believe ICC outreach activities should be developed around the following ideas:

- i. Target groups: taking account of limited resources, target groups should be as close as possible to the affected areas. However, activities should be undertaken from time to time for a larger public to add value to the work of the ICC in country situations;
- ii. Prioritizing joint ventures: NGOs, the civil society, artists and the academia are often closer to the affected communities. They may help developing and implement outreach activities and carry out such activities with limited cost.
- iii. Messaging: ICC should work on careful and consistent messaging and make sure there is a possibility to get a feedback from target groups. Operational partners are good at receiving feedback and should be consulted to help, considering limited human resources. This entails careful planning to mitigate problems arising from misunderstanding.
- iv. Tools: For the large public, radiobroadcasts, TV (if available, beware cost); for communities: arts, posters, flyers, other cultural events of low costs; for the academia and specialized groups: training events, seminars and workshops. ICC presence could be a trainer or a resource person in a training event to minimize cost.
- v. People: students (colleges, schools), nominate focal points, focus groups, local ambassadors, religious groups, and national or local activists.

Having worked with human rights and humanitarian organizations, I know how to go about reaching out to people, including door-to-door activities to educate refugees,

asylum seekers, internally displaced people and the stateless, about their rights. I know packaging outreach messages in my work as a trainer in ethics, international protection, preventing and solving conflicts, protection from sexual exploitation and abuse. I am used to teaming-up with work partners internally and externally to carry out outreach activities, minimizing costs for my office and maximizing impact on targeted groups. As a Registrar, I would explore the existing opportunities and commit my experience to maximize results for the ICC.

16. How would you ensure that women and children have access to justice and are cognisant of what the Rome Statute is seeking to achieve.

Access to justice is recognized by the international community as an important component of the strategy to protect vulnerable groups. In situations of forced population displacements, experience shows that women and children form the largest group, and are often the most vulnerable individuals. Access to their human rights in general, remains a challenge to international protection due to their vulnerability compared to men and other adults. I have been in many occasions, a witness to violence against women during food distribution sessions. I have seen women heads of household left alone with their children in the margin of their communities of origin. I contributed to tracing unaccompanied children and have operated family reunions and resettlement or relocation activities. I also have supervised overall community services programmes during my functions as UNHCR country or regional representative that has provided me with insight knowledge of the suffering of vulnerable groups, such as women and children. Therefore, I know what it entails for women and children to have access to justice.

Conceptually, access to justice means that justice is there for all members of a society, not only for a few privileged groups. It also means that the existing justice system provides fair trials for all, including for women and children. To address the challenges to access to justice for serious human rights violations in the context of the ICC mandate, I believe a special protection programme for vulnerable groups should be put in place to accompany women and children victims of human rights abuses. For instance, the field based complaint mechanisms that the Inter-Agency Standing Committee Task Force, of which I have been a member, is developing, is one of the tools aimed at offering unimpeded access by victims, to people who are trained to receive complaints of sexual exploitation and abuse. The ultimate goal is to help victims to access international protection, to access justice and possible reparation.

Women and children should be considered as target groups in the implementation of specific outreach activities to help them have access to justice, thus, helping them to become normal members of the communities with their human rights and social obligations. Experience shows that women's rights have a positive effect to the rights of other family members. Enabling women and organizing them in a sort of solidarity group will unite the group to defend women's rights, including access to justice for international crimes. I know through experience that men in refugee camps and internally displaced people's settlements, remain suspicious of women's organizations and may oppose the participation of their spouses and daughters in outreach activities; but experience also shows that outreach activities on behalf of

heads of communities and other influential individuals, such as heads of religious groups, traditional leaders, etc, to involve them in international protection matters, help to advance the cause of women. I also know that sometimes, incentives in the form of economic and social activities, such as food for work, work for cash, artistic groups, when properly implemented may attract more women looking for subsistence activities and be used for outreach programme implementation, that could enhance access to relevant channels and to justice.

For access to justice to produce results, there should be a functioning justice system for all, including women and children, including through juvenile justice. The ICC may play a role in capacitating country situations to handle cases of victims of international crimes and help them to cooperate and bring perpetrators to justice. For instance field toolkits could be developed together with flyers and posters to educate women and children on “where to go for help”. I believe the strategic approach in the context of the ICC’s work is through a robust outreach programme and capacity building initiatives with the communities and with national authorities, in situation countries.

17. The ICC has established constructive and long-term relationships with non-governmental organisations (NGOs). Please describe any previous experience you have working with NGOs. What do you think the role of NGOs should be in the Rome Statute system?

I have extensive experience in working with NGOs not only in UNHCR field operations that I lead as representative, but also at UN HQs in New York and Geneva. As a Human Rights Officer and Humanitarian worker, I learned to value the role of NGOs. They have been the operational partners that I have relied on to fulfill my objectives of international protection of civilians, and the most trusted Human Rights advocates in my work with the Office of Human Rights. In my experience, NGOs have always been the first to be on the ground. Therefore, as a programme manager, I have always factored their support into my strategic plans. They are the most reliable point of contact for first hand information and advice, including on field security challenges. NGOs have been instrumental in helping to combat impunity and to denounce human rights abuses. They are actively helping to design protection mechanisms, including individual complaint mechanisms for victims of sexual exploitation and abuse. At UN HQs I have worked with NGOs partners and advocacy groups to design and implement a yearlong human rights campaign celebrating the 60th Anniversary of the Universal Declaration of Human Rights that attracted hundreds of participants during the full year 2008 in New York.

In UNHCR, NGOs, which are implementing partners, help in the delivery of material assistance, and provide support to international protection activities carried out by UNHCR staff. Operational NGOs carry out valuable protection work themselves, provide important resources to victims to complement UN assistance programmes and remain valuable sources of information that enhance international protection and staff security.

It is therefore, a strategic endeavor for ICC to maintain constructive relationships with NGOs. From my experience, I am aware they can provide valuable support in areas such as victim's assistance and protection, securing relevant information, reaching out to local communities, reaching out to States Parties with stronger arguments and advocacy roles, etc. As a matter of fact, in a specific international protection activity such as resettlement to new countries of asylum, UNHCR/NGO relationships have resulted in developing a toolkit on cooperation for resettlement that helps conducting outreach activities on issues related to refugee communities' access to their human rights. In my view, NGOs are reliable partners in the work of international protection of civilians and they can play an important role in the international criminal justice system, as they are less hampered by political considerations than International Organizations. I will continue to enhance relationships, including in field operations, if I become the principal administrative manager of the Court. I have established a network of relationships with both local and international NGOs in my long career with the UN. As a Registrar, building on what has been already put in place in ICC, I will use that network to reach out, as I have previously done, and make the ICC brand resonate in the NGO community, to maximize delivery of results. .

18. How would you manage the Registry's role to ensure that the statutory right of victims to participate in proceedings is achieved in the most meaningful manner whilst ensuring efficiency and expediency?

I see victim's participation as a key human rights issue. In my work as UNHCR focal point for PSEA, I accorded great importance to the role of victims in combating sexual abuse as provided for in relevant instructions of the UN Secretary General and the Code of Conduct. Victims should be enabled to participate in the proceedings, through psychological and legal support. As a young institution, the Court should keep on reaching out to attach the competencies of relevant professionals and prepare them to play the support role with victims. UNHCR field community services are valuable instruments of advice and psychological support that I have worked with to support vulnerable individuals and groups. Assessment missions on the ground should help identify target communities, intermediaries, such as local or international NGOs that may help access to victims. As in humanitarian work with victims of forced displacements, rallying the support of people and institutions on the ground is a key element to advance the cause of victims, ensure international protection, and ensure their participation to the Court's proceedings. I am a witness to situations of indigence, while administrative and judiciary matters are of high cost for many victims with limited resources or no resources at all. Fighting impunity has a very high cost. States Parties and donors should be constantly sensitized about financial needs to raise more funds in support of victims' participation to the proceedings, if they expect to build a model international criminal court. The international community is aware that war crimes and crimes against humanity are intrinsically linked to banditry, narcotics and arms trafficking, other criminal acts such as human trafficking, within a context of lawlessness and failed States. As human rights officer, I believe indigent victims are victims three times: victim of the crime they have endured; victim of lack of any State protection, therefore exposed to retaliation, and

victim of indigence. In my humanitarian experience, it does not take much to start restoring some kind of human dignity to an asylum seeker, before it could attend the refugee eligibility procedures. I believe participation in Court proceedings starts with restoration of human dignity.

In my view, capacitating a victim to participate to proceedings may, therefore, entail providing for very basic needs, such as clothing to rapidly restore his human dignity, before the proceedings could start; but even basic needs have a cost, which as a programme officer, I am aware, could derail and delay victim's participation, let alone other serious considerations such as security arrangements, travel documents, transportation, health issues, particularly for the seriously wounded people or victims of trauma from sexual exploitation and abuse, which need to be promptly attended to. I have many years of experience in working with States Parties in refugee eligibility and status determination procedures, as well as resettlement programmes for as a protection tool. I have developed experience in humanitarian emergencies. I also have a proven experience in implementing the UN whistleblower protection policy as a senior Ethics Officer. Based on the existing rules and procedures, I believe I can easily hit the ground and run the Registry's role to ensure victim's participation to the proceedings, while ensuring efficiency and expediency. I should use my field experience to contribute and provide leadership to rally support of other stakeholders, including NGOs to achieve results.

19. The ICC Registrar is responsible for establishing the eligibility and qualifications of defence counsel, providing support to them, and working with the Court to promote the rights of the defence. What would you do to ensure adequate representation of accused persons, and in particular how would you ensure that the defence have equal facilities, resources and access ('equality of arms') in proceedings?

As an international criminal jurisdiction, the ICC's role is to set examples of fair trials to the world. Therefore, "equality of arms" is a key principle that should guide the work of the Registry in providing assistance to the defence counsel. Based on existing Rule of Procedure and Evidence, facilities, legal aid resources and access to information tools should be provided to the defence counsel to do its job. In my experience, field missions of experts are quite often the pre-requisite for an adequate assessment of the reality of the case and the resources needed. Defense-lawyers may need to do field visits. Resources should be made available for their travel, as appropriate. I am also aware that the Registry has put in place adequate units such as the Office of the Public Counsel for the defense. I will take stock of the work of such a specialized unit and review with my colleagues the experience gained so far, then assess the kind of improvement that could be attained to keep on meeting the "equality of arms" principle.

Moreover, I do not see the "equality of arms" principle only in terms of material assistance such as facilities, financial resources or access to information. Capacity building is a key aspect of the principle. I believe the legal aid system provides for

identifying national lawyers representing the various legal systems of the world, to train them to ensure the defense of the accused is effective and meets the test of “equality of arms” principle. As a Registrar I’ll be attentive to the defense’s needs and also pro-active in identifying areas where support is needed to meet the above-mentioned principle’s test. I believe my current answer tallies with the vision that I presented in response to question 1. The ICC should be an instrument of technical cooperation on international criminal justice. As Registrar I’ll encourage specialized working units to factor into their strategic plans the possibility to provide capacity building services in country situations, within the limits of their respective resources.

20. The role of the Registrar is to provide support to Counsel and their teams including the management of legal aid for both defence and victims representatives. In light of the fundamental importance of fair trial and victim participation provided for by the Rome Statute, as a Registrar what, if anything, would you do to improve the support to defence counsel and legal representatives of victims?

The ICC should be considered a model international criminal justice system. Expediency and fairness in the delivery of its mandate are important considerations for the credibility of the Court. I understand that the Registrar’s role in support of all parties in all neutrality and impartiality is the best guaranty to ensure respect of the “equality of arms” principle. Therefore, there is a necessity to always test the system in place and look for improvement of the support to defence counsel and legal representation of victims. Taking advantage of the experience already gained by the Court and the Registry staff, it should be an advantage to keep the defense counsel and legal representatives abreast of new developments in the Court. Indeed, as a Registrar I’ll keep ICC as a learning ground to give chance to defense counsel members, and legal representatives to test their knowledge of the Court and its procedures at all times. Head of working units should be in a position to provide briefing sessions, as appropriate, while international to l criminal lawyers should be invited to such learning programmes. Benchmarks should be put in place to get feedback on the impact of the support provided to the defence counsel and legal representative to measure results in terms of knowledge of the Court by the users and to reduce bureaucracy. Material support should be examined in accordance with the Registry rules of procedure. Acquaintance with the Court’s set up, including the library may appear as a routine and minor issue, but it makes a great difference if a new defence counsel or legal representative can always have easy and timely access to relevant documentation.

21. The first case at the ICC has highlighted the reliance of the ICC on its use of intermediaries. What are your thoughts on the role of intermediaries and their relationship with the Court?

From reports and the media coverage, Thomas Lubanga’s case, the first ever completed by the Court, has highlighted that the use of intermediaries by the ICC represent a real challenge to the functioning of the Court. At the same time,

intermediaries are needed because of the nature of the activities of the Court, in terms of outreach to communities, access to victims and witnesses, overcoming communication and language barriers, etc.

In my view the term “intermediary”, itself does not carry a very positive connotation, as it seems to relate to some kind of business relationship for profit. Therefore, my first thought will be to ask about the origin of the term, why is it chosen, and the legal challenges, if any, behind the terms. I should then encourage to oppose it to other terms that could help identify these people who are working in country situations to help furthering ICC’s mandate. I am aware the ICC is working on draft documents to guide its relationship with intermediaries. Therefore, It might be too late to change the term; nonetheless, the term seems less attractive to me than what I am used to as humanitarian worker, such as consultants, experts, operational partners, contract personnel, temporary assistant personnel, local staff, general support staff, general service staff, etc.

Concerning the role of intermediaries, I share the view that the ICC needs people who know the ground to help achieve results. Moreover, experience shows that local staff members are often the institutional memory in situations where international staff may come and go. I also believe that such staff working in country situations could remain as a reference or focus group, when the ICC is phasing its operations down or is phasing out. Some of them are part of the national judiciary that the ICC could train to improve the national criminal justice system.

I also share the view that there is a need to develop clear guidelines of cooperation with the intermediaries, including a clear categorization of functions with benchmarks and lines of accountability, which I am sure, do exist for monitoring and reporting purposes. There should also be a management system to evaluate intermediaries and hold them accountable for their deeds. The Registry should also remain alert to create and maintain in country situations conditions conducive to expert work that is expected from intermediaries. I believe categorization of functions is one of the tools that could be used to that effect. It should include relevant profile and minimum experience from candidates, as well as statement of duties and obligations, with a view to furthering relationship with intermediaries.

22. Article 68(1) of the Rome Statute provides that the Court ‘shall take appropriate measures to protect the safety, physical and psychological well-being, dignity and privacy of victims and witnesses’. What measures would you take to strengthen the protection of victims and witnesses, particularly women?

Protection of civilian in general, including vulnerable people in forced displacements has been my area of work as UNHCR protection officer. Victims and witnesses are amongst the vulnerable category of people that the ICC should be dealing with. Measures to be taken to protect their safety, physical and psychological well-being dignity and their privacy, with particular regards to women, should be carefully planned.

Identifying the individuals concerned and getting access to them are the first set of important steps to be taken. Identifying the protection needs of each individual is the

next important measure that will inform the protection activities to put in pace. I have implemented or provided overall supervision to protection activities on behalf of women victims of gender-based violence, Measures including specialized health care, psychological support, counseling relocation for protection purposes, were taken to ensure safety, and help to restore some kind of dignity following the trauma, were taken. UNHCR operations in eastern DRC work hand in hand with specialized clinics to care for women victims of sexual and gender-based violence.

Preventive measures include access to water points, fuel, opportunities for income generating activities, community vigils. Such measures help protect victims and witness from harassment, physical and verbal abuse, ostracism and all kinds of discrimination. Access to justice through “Legal Clinic” for the community is a deterrent measure, which experience shows, has played its restorative and preventive role for vulnerable groups.

Whatever measures are in place, protection of victims and witnesses will be effective and durable only if national authorities can play their role of protection of their citizens and take over from the international community. They should be made aware of protection challenges that victims and witnesses are facing. The work on measures to be taken should therefore be conducted in tandem with the national judiciary, the security officers, and the community leaders for a durable solution.

My experience has also been to take specific protection measures when physical security is at stake. Relocation to other parts of the country is one such measure. But bearing in mind that it may create dependency on humanitarian assistance without any durable solution in view, relocation should be only an exceptional measure, particularly as it will separate the individual victim or witness from her/his community. Another protection measure of last resort in this case concerning individual situations, is resettlement to another country of asylum for protection imperatives.

Miscellaneous:

23. Have you made speeches and presentations regarding the ICC or related topics and/or have you published articles/books on these subjects. If so, can you please provide details?

No. However, during my tenure as Director, New York Office of the High Commissioner for Human Rights, the interpretation of article 13 (exercise of jurisdiction) and article 17 (issues of admissibility) have been at the centre of task force debates to which I have contributed, with regards to very specific country situations.

24. Have you ever been found after an administrative or judicial hearing to have discriminated against or harassed an individual on the grounds of actual or perceived age, race, creed, colour, gender, sexual orientation, religion, national

origin, disability, marital status, socioeconomic status, alienage or citizenship status? If yes, please describe the circumstances.

NO.

25. Do you know of any factors that would adversely affect your ability to competently serve as the Registrar, to comply with a member's ethical responsibilities, or to complete the responsibilities that the Registrar is required to assume? If yes, please explain.

NO.

Thank you.