

## **MISE À JOUR DU PLAN STRATÉGIQUE**

*établie par le Bureau Permanent*

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## **STRATEGIC PLAN UPDATE**

*drawn up by the Permanent Bureau*

*Document préliminaire No 3 de février 2011 à l'intention  
du Conseil d'avril 2011 sur les affaires générales et la politique de la Conférence*

*Preliminary Document No 3 of February 2011 for the attention  
of the Council of April 2011 on General Affairs and Policy of the Conference*

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## INTRODUCTION

Commission I on General Affairs and Policy of the Nineteenth Diplomatic Session, at its meeting of 22- to 24 April 2002, agreed that the implementation of the Strategic Plan of the Hague Conference on Private International Law, whose main directions Commission I supported, “should be reviewed on a regular basis by the organs responsible for General Affairs and Policy [...]”.<sup>1</sup> This decision was confirmed by the Nineteenth Session in December 2002 and is reflected in the Final Act of 13 December 2002 of that Session under B.2.

This Note provides a summary overview of the implementation of the Strategic Directions from April 2010 until March 2011, as set out in Chapter IV of the Strategic Plan. As mentioned in the Strategic Plan, the purpose of the Strategic Directions of the Plan is to assist the Permanent Bureau and the Members of the Organisation in continuing to adapt to the changing and growing demands on the work of the Hague Conference. They provide a framework for the way in which the Hague Conference carries out its mission and operations; the content of the work programme of the Conference at any particular time remains a decision for the Council on General Affairs and Policy. The Strategic Plan supports the Organisation’s budget planning for the coming years.

## IMPLEMENTATION OF THE STRATEGIC DIRECTIONS

### Strategic Direction 1

#### **Increasing the global coverage of the Conference**

##### Membership

- The Conference now has 72 Members:
  - Zambia (2004), Colombia (2006) and Lebanon (2010) have been admitted but still need to accept the Statute. Pending the acceptance of the Statute by these States, they are invited to attend meetings of the Hague Conference as observers.
- The Permanent Bureau continues to work towards increasing the Membership of the Hague Conference in a considered way as provided under paragraph [405] of the Strategic Plan.

##### Global coverage of Hague Conventions

- There are now 132 States in all parts of the world that are Contracting States to one or more Hague Conventions.
- Efforts were made, including the establishment of special funds to support attendance by experts from less-developed States, to ensure that a large number of non-Member States were involved in the 17 to 25 June 2010 Special Commission on the practical operation of the 1993 Convention on Intercountry Adoption (more than 250 experts from 85 States and 14 international organisations attended the Special Commission). Similar efforts are underway for the Sixth Meeting of the Special Commission on the practical operation of the 1980 Child Abduction Convention and the 1996 Protection of Children Convention which will be held in The Hague from 1 to 10 June 2011.
- Efforts continue to support the use of Spanish as a working language for important meetings and documentation.

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<sup>1</sup> See “The Hague Conference on Private International Law Strategic Plan”, drawn up by the Permanent Bureau, April 2002, para. [008] which can be consulted on the Hague Conference website at < [www.hcch.net](http://www.hcch.net) > under the horizontal menu item “About HCCH”.

- The Special Programme for Latin American States for the promotion and training in respect of Hague Conventions has completed a sixth year.
- A Workshop on the Apostille Convention will be held in Nairobi, Kenya, on 7 March 2011. The Workshop involved the five Member States of the East African Community (Burundi, Kenya, Rwanda, Tanzania and Uganda).
- An Inter-American Meeting of Experts on International Child Abduction was held in Mexico City, Mexico, from 23 to 25 February 2011. This meeting was organised in co-operation with the Inter-American Children's Institute (IIN) (with the support of Canada, Germany, Mexico and the United States of America) and involved 21 States (Argentina, the Bahamas, Brazil, Canada, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Trinidad and Tobago, the United States of America, Uruguay and Venezuela).
- The first regional meeting on the *electronic Apostille Pilot Program (e-APP) for Europe Project* was held in Helsinki, Finland, on 14 February 2011. This meeting was hosted by the Ministry of Justice of Finland and jointly organised by the Ministries of Justice and Finance of Finland, the Permanent Bureau and the Ministry of Justice of Spain. It involved 19 States and one international organisation (Chile, Czech Republic, Denmark, Estonia, Finland, France, Hungary, International Union of Judicial Officers (UIHJ), Ireland, Latvia, Lithuania, Mexico, Portugal, Romania, Slovakia, Spain, the Philippines, Turkey and the United Kingdom).
- A Judicial Seminar on Cross-Border Protection of Children and Families was held in Rabat, Morocco, from 15 to 17 December 2010. This meeting, organised in co-operation with the Supreme Court of Morocco and the Technical Assistance and Information Exchange Instrument of the European Commission (TAIEX), involved 13 States (Belgium, Egypt, France, Germany, Jordan, Lebanon, Morocco, the Netherlands, Spain, Switzerland, Tunisia, Turkey and the United Kingdom).
- A study visit on the Hague Conference and some of its major Conventions was held for a delegation of senior officials from Vietnam at the Permanent Bureau from 8 to 10 December 2010.
- A seminar on the Choice of Court Convention was held in Brasilia, Brazil, on 8 November 2010. This meeting was co-organised with the Ministry of Justice of Brazil and involved 10 States (Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Mexico, Paraguay, Peru and Uruguay).
- A seminar on the Hague legal co-operation and family law Conventions was held in Bonn, Germany, from 14 to 16 October 2010. The Seminar, co-organised with the German Foundation for International Legal Co-operation (*IRZ-Stiftung*), involved seven States (Armenia, Azerbaijan, Belarus, Georgia, Germany, Moldova and Ukraine).
- A meeting of the Latin American Central Authorities of States of origin under the 1993 Intercountry Adoption Convention was held in Santiago, Chile from 29 to 30 April 2010. The meeting was organised by SENAME (Children National Service) with the support of the Hague Conference, and involved eight States (Brazil, Chile, Colombia, Dominican Republic, Ecuador, Guatemala, Mexico and Uruguay).

#### Regional presence

- On 7 May 2010, the Hague Conference entered into a co-operation agreement with Mercosur (Argentina, Brazil, Paraguay and Uruguay, as well as those of its Associate States: Bolivia, Chile, Ecuador and Peru). The agreement entered into force immediately.
- On 7 May 2010, the Hague Conference entered into an agreement with the Government of Argentina, which clarifies and reinforces the position of the Liaison Legal Officer for Latin America and his office. This agreement is subject to approval by the Parliament of Argentina.

- Further to the September 2008 Third Asia Pacific Regional Conference where it was recommended “to encourage the Permanent Bureau, in co-operation with Member States in the Region, to consider ways in which its presence and representation in the Region might be strengthened”, consultations are ongoing concerning the possibilities for the establishment of such regional presence in one of those Member States.

### Visibility

- The Conference continues to modernise its website – more than 383,000 pages are visited monthly (more than 76,000 unique visitors per month) – with a view to facilitating bilingual usage, and making all the information accessible through a database, including documents in languages other than the official languages of the Conference. Since April 2010, most of the information on the website has been available through a separate home page in German in addition to the Spanish home page. Information in other non-official languages is available with only one click from anywhere on the website.
- During the last year, the Secretary General and members of the Permanent Bureau made official visits to, lectured or gave seminars in: Argentina, Australia, Belgium, Bermuda, Brazil, Bulgaria, Cambodia, Cameroon, Canada, Chile, China, Colombia, Costa Rica, Czech Republic, Denmark, Ecuador, Estonia, Finland, France, Germany, Greece, Haiti, Honduras, Ireland, Israel, Italy, Japan, Kenya, Luxembourg, Madagascar, Malaysia, Mexico, Morocco, the Netherlands, Norway, Panama, Philippines, Poland, Qatar, Romania, Serbia, Spain, Switzerland, the United Arab Emirates, the United Kingdom, the United States of America and Uruguay.
- During the past 12 months the Permanent Bureau welcomed interns and officials on secondment from the following countries: Australia, Canada, China, France, Hungary, Japan, Republic of Korea, Spain, Switzerland and the United States of America.
- Discussions are continuing with the Governments of Portugal and Brazil about the possibility of establishing translation in Portuguese of the Hague Conventions through a joint effort of Portuguese-speaking countries.

## **Strategic Direction 2**

### **Being selective in relation to the projects undertaken by the Conference and consolidating post-Convention services**

The Conference continues to focus equally on its two core activities – the development and the monitoring of Conventions, including the provision of unique post-Convention services. At the same time it is increasingly engaged in providing education, training and technical assistance aimed at promoting and improving the implementation and application of Conventions by judges, Central Authorities and others.

### Development of Conventions and other non-binding norms

- Since spring 2009, a Working Party has been meeting by conference call to promote the development of mediation structures to help resolve cross-border disputes concerning custody of, or contact with, children especially between States Parties to the 1980 Child Abduction Convention and non-States Parties.
- Work is well underway with regard to the Guide to Good Practice under the 1980 Child Abduction Convention to develop Part V on mediation in the context of the 1980 Convention with a view to endorsement by the June 2011

Sixth Meeting of the Special Commission. On 17 and 18 February 2011, a group of experts met in The Hague to discuss a draft of the Guide.

- From 15 to 17 November 2010, the Working Group on choice of law in international contracts held its second meeting in The Hague. The Group was set up by the Permanent Bureau to develop a draft non-binding instrument on this subject.
- Work is under way in relation to the feasibility and desirability of a protocol to the 1980 Child Abduction Convention.
- Work is ongoing with regard to the development of general principles for judicial communications within the context of the International Hague Network of Judges. The Permanent Bureau was assisted in that respect by a group of judges which met in The Hague on 28 June 2010.
- During the past year, the Permanent Bureau continued its work to facilitate access to, and exchange of information concerning, foreign law by developing a draft portal for its website.
- An off-print of the Explanatory Report on the 2007 Protocol on the Law Applicable to Maintenance Obligations is under preparation in light of the future coming into force of the Protocol within the European Union. A Spanish version of that Report has been prepared by Professor Alegria Borrás of Barcelona University.

#### Post-Convention services

*Guides to Good Practice, Practical Handbooks, Country Profiles, Implementation Checklists and Forms*

- For a detailed account of the post-Convention services concerning the Children's Conventions, Maintenance, Adults and Cohabitation see Preliminary Document No 7 drawn up for the attention of the Council on General Affairs and Policy of 2011.
- The 12 Recommended Forms for the implementation of the 2007 Child Support Convention reviewed, amended and adopted by the November 2009 Special Commission have been finalised and are available on the Hague Conference website.
- The Country Profile for the implementation of the 2007 Child Support Convention reviewed, amended and adopted by the November 2009 Special Commission is being finalised.
- The Implementation Checklist on the 2007 Child Support Convention has been amended and finalised taking into account comments made and matters raised prior to and during the November 2009 Special Commission.
- Work is under way on the Draft Practical Handbook for Caseworkers for the implementation of the 2007 Child Support Convention in the light of comments made and matters raised prior to and during the November 2009 Special Commission with a view to a future publication in electronic form.
- Part IV of the Guide to Good Practice under the 1980 Child Abduction Convention on the enforcement of orders made under the 1980 Convention has been published in English, French and Spanish.
- A standard country profile to be used by Contracting States to the 1980 Child Abduction Convention has been finalised and will be used in the context of the June 2011 Sixth Meeting of the Special Commission.
- Finalisation of the Guide to Good Practice No 2 on Accreditation and Accredited Bodies under the 1993 Intercountry Adoption Convention is under way taking into account comments made and matters raised prior and during

the June 2010 Special Commission on the practical operation of the 1993 Intercountry Adoption Convention.

- A Country Profile for States of origin and receiving States under the 1993 Intercountry Adoption Convention was developed and filled out by States for the June 2010 Special Commission on the practical operation of the 1993 Intercountry Adoption Convention.
- Work on a Practical Handbook on the operation of the 1996 International Child Protection Convention is well underway with a view to endorsement during the June 2011 Sixth Meeting of the Special Commission.
- The ABCs of Apostilles, a publication for the general public on “How to ensure that your public documents will be recognised abroad” has been published in English and French in both paper and electronic form in March 2010 and is available on the Apostille Section of the Hague Conference website. The Spanish version has been published in electronic form only. A Russian translation has been prepared by the Department of State, United States of America; a German translation has been prepared by the Austrian Ministry of Justice and the Permanent Bureau.
- A brief Implementation Guide on the Apostille Convention has been circulated to Members and Contracting States in January 2011 for comments.
- Work on a comprehensive Practical Handbook on the operation of the Apostille Convention is progressing.
- Work is underway to develop sections of a future Practical Handbook on the operation of the Evidence Convention. All content of the 1984 edition of the Practical Handbook excluding case law digest is now available on the Evidence Section of the Hague Conference website.
- Work continues to develop more multilingual PDF versions of the Model Form relating to the Service Convention and to support its mandatory use.
- Work continues to develop more multilingual PDF versions of the Model Form relating to the Evidence Convention to support its use.
- Work continues to develop several multilingual models of the Apostille Certificate.
- Work is underway to finalise a draft Implementation Checklist on the 2005 Choice of Court Convention.

#### *Electronic tools and databases*

- The International Child Abduction Database (INCADAT) website now includes more than 900 summaries in English and French, most of which are also available in Spanish. An improved version of the database (with a new user interface) was launched in April 2010. The new version includes an integrated case law analysis section.
- The iChild electronic case management system (donated by WorldReach Software (Canada)) in relation to the 1980 Child Abduction Convention has been implemented by more than 10 Central Authorities and further implementation efforts are under way.
- The International Child Abduction Statistical Database (INCASTAT) has been recently improved with a view to making it more user-friendly. INCASTAT is available directly to more than 90 Central Authorities.
- Work has resumed on the ICASAT project for the collection of statistics from States Parties to the 1993 Intercountry Adoption Convention for the purpose of establishing a special database on the subject.
- Preliminary work on the use of modern technologies in relation to the Service and Evidence Conventions has started.

- Work on the development of fillable electronic forms for the Evidence Convention has started.
- The Apostille Section of the Hague Conference website has been renewed and the Evidence Section created. Work is continuing on renewing the Service Section.
- The European Commission has accorded substantial financial support to the *e-APP for Europe* project (electronic Apostille Pilot Program) as a result of a grant application submitted by the Permanent Bureau with Spain as partner and the Czech Republic, Finland and France as associate partners. This support will allow for the further development, implementation and operation of e-Registers of Apostilles and the promotion of e-Apostilles in the European Union and beyond.
- Work relating to the promotion and implementation of the e-APP is ongoing. Fifteen jurisdictions have implemented at least one of the two components of the e-APP; several others are actively studying the e-APP.
- The *6th International Forum on the electronic Apostille Pilot Program (e-APP)* organised by the Ministry of Justice of Spain and the Permanent Bureau of the Hague Conference was held in Madrid, Spain, on 29 and 30 June 2010.
- Development and funding efforts continue on the development of the iSupport electronic case management and Internet-based communication system in support of the 2007 Child Support Convention and its Protocol on Applicable Law.

#### *Judicial Networking*

- The Permanent Bureau published Volume XVI of *The Judges' Newsletter on International Child Protection*, and a special edition, in English only, the focus of which were respectively:
  - the Third Malta Judicial Conference on Cross-Frontier Family Law Issues, 23-26 March 2009, St. Julian's, Malta; and,
  - the International Judicial Conference on Cross-Border Family Relocation, 23-25 March 2010, Washington, D.C.
- The Permanent Bureau continues its work on direct international judicial communications under the 1980 Child Abduction Convention and continues to be involved in the organisation of judicial seminars. Draft General Principles for Judicial Communications will be discussed during the June 2011 Sixth Meeting of the Special Commission.
- The International Hague Network of Judges now includes 59 Network Judges from 41 States compared to 48 Network Judges from 35 States a year ago. During the last year, judges from Belgium, El Salvador, France, Honduras, Paraguay and Sweden were designated to the Network.

#### *Individual requests*

- The Permanent Bureau continues to receive and answer a steadily increasing number of governmental and individual requests relating in particular to the practical operation of the Abduction, Adoption, Child Protection, Child Support, Service, Evidence and Apostille Conventions.

#### *Work in other non-official languages*

- A translation in Spanish of the publication entitled "Transfrontier Contact Concerning Children– General Principles and Guide to Good Practice" is now available on the Hague Conference website.



- Translations in Chinese (two versions) of the Practical Handbook on the Service Convention are now available, and Portuguese and Spanish translations are underway.
- Translation and publication of *Implementation and Operation of the 1993 Intercountry Adoption Convention: Guide to Good Practice No 1* in Russian and Kmer are underway.

#### Legal education, training and technical assistance

- The Permanent Bureau has facilitated international judicial seminars and conferences such as the ones referred to under Strategic Direction No 1. In November 2010, the Permanent Bureau hosted a study visit, organised with the Euromed II Justice Programme, for judges and senior officials from Algeria, Israel, Jordan, Lebanon, Morocco, Tunisia and the Palestinian Authority. In addition, the Permanent Bureau assisted in a number of seminars organised by the Euromed II Justice Programme.
- The Permanent Bureau also actively participated in training and legal education activities organised by: the United Nations Children's Fund (UNICEF), *Mercado Común del Sur* (Mercosur), the Organisation of American States (OAS), the Inter-American Children's Institute (IIN), IberRed (Ibero-American Network on International Legal Co-operation), the International Social Service (ISS), the International Association of Women Judges (IAWJ), the International Bar Association (IBA), the International Law Association (ILA), the Centre for International Legal Cooperation (CILC), the International Swaps and Derivatives Association Inc. (ISDA), the American Bar Association (ABA), the Nordic Adoption Council, the Intercountry Adoption Association of Ireland, the National Notary Association (NNA), the National Association of Secretaries of States (NASS), the International Union of Latin Notaries (UINL), the International Association of Judicial Officers (UIHJ), the Academy of European Law (ERA), the European Association for International Education (EAIE), Euromed, the *Deutsche Stiftung für Internationale rechtliche Zusammenarbeit* (IRZ), the *Deutsche Gesellschaft für Technische Zusammenarbeit* (GTZ), the T.M.C. Asser Institute, the Australian and New Zealand College of Notaries (ANZCN) and the Municipality of The Hague, the Netherlands.
- Through the training and technical assistance programme for the effective implementation of the 1993 Intercountry Adoption Convention (ICATAP), the Permanent Bureau is providing extensive technical assistance to Cambodia, Chile, Guatemala, Kenya, Madagascar, Mexico and Nepal. Assistance has been offered to Ethiopia and Viet Nam. Assistance has also been requested by: Azerbaijan, the Republic of Congo, Haiti, Namibia, Panama, Uganda and Swaziland. The programme is financed through the Supplementary Budget. The United Nations Committee on the Rights of the Child regularly recommends to countries of origin to join the 1993 Intercountry Adoption Convention and to seek technical assistance from the Permanent Bureau.
- Through the Legal Co-operation and Litigation Assistance Programme (LCLAP) of the Permanent Bureau, a series of seminars and presentations were held in Bermuda, Brazil, Cameroon, Chile and China.
- Through the Child Abduction and Child Protection Conventions Assistance Programme (CACPA) of the Permanent Bureau, assistance was jointly organised by the Hague Conference and TAIEX to Egypt, Jordan, Lebanon, Morocco, Serbia, Tunisia and Turkey. The Permanent Bureau is also providing extensive technical assistance to Mexico under the CACPA programme.

In consolidating its post-Convention services, the Conference will continue to develop partnerships with States, governmental and non-governmental organisations, academic and research institutions, and will continue to concentrate its efforts on activities to which it brings added value.

### Partnerships with States and governmental and non-governmental organisations

- Through the Supplementary Budget and other *ad hoc* funding requests (Intercountry Adoption Technical Assistance Programme, conferences and judicial seminars), the Conference received during the last 11 months (1 April 2010 – 28 February 2011) support by way of contributions or donations from the following States and organisations: Argentina, Australia, Austria, Canada, France, Germany, Italy, Republic of Korea, Malaysia, Monaco, the Netherlands, Norway, the Philippines, Spain, the United States of America, the European Union, the *Deutsche Stiftung für Internationale rechtliche Zusammenarbeit* (IRZ), the *Deutsche Gesellschaft für Technische Zusammenarbeit* (GTZ) and the Hague Forum for Judicial Expertise (see L.c. ON No 7(11) dated 1 March 2011).
- Three secondments of State officials are ongoing: two with Canada (one with the Government of Quebec (part-time since September 2005) and one with the Government of British Columbia (part-time since April 2009)) and one with the United States of America (part-time since April 2009), one secondment was arranged with the Government of Valencia, Spain (full-time from January until June 2010) and the secondment of a judge was arranged with the Supreme Court of the Republic of Korea (full-time from September 2010 until May 2011, with a possible three-month extension).
- One intern from the Quebec Bar was funded by the Government of Quebec, Canada (six months – from February to July 2010).
- One intern from Spain was funded by the Leonardo Programme of the European Union (six months – from September 2010 to March 2011).
- The fourth intern under the Peter Nygh Internship Programme (Australia) joined the Organisation in 2011 (6 months – from February to July 2011).
- The Ministry of Foreign Affairs of Argentina renewed its support to the Latin-American Programme by continuing to provide office facilities to the Liaison Legal Officer.

### Partnerships with academic and research institutes

- In the summer of 2010, the New York University School of Law and the Tokyo University Law School both provided one intern to the Permanent Bureau.
- During the last 12 months different research projects have been undertaken and / or completed with, in particular, Cardiff Law School (United Kingdom). The Permanent Bureau maintains ongoing co-operation with a number of universities and academic institutions around the world such as the universities of Aberdeen and Dundee (United Kingdom), the Law Faculty of the *Université Jean Moulin*, Lyon (France), the Law Faculty of the University of Groningen (Netherlands), the Tokyo University Law School and the Tohoku University School of Law (Japan).

## **Strategic Direction 3**

### **Enhancing working methods and reducing costs by providing flexibility in the development process**

On 2 and 3 December 2010, at the request of the Council on General Affairs and Policy, the Secretary General convened a geographically representative open-ended Working Group of Members to discuss possible improvements in the organisation and working methods of the Council in the context of the amended Statute, as well as strategic issues, including funding, relating to the work of the Organisation. The Report of the Working Group will be the subject of discussion at the April 2011 meeting of the Council, see Preliminary Document No 5 (see below under Strategic Direction No 6).

New working methods

- Meetings by conference call are increasingly taking place.
- Videoconferencing is increasingly being used.
- An electronic secure discussion forum has been put in place to assist the Working Group on choice of law in international contracts.
- An e-mail list has been created to enhance interaction between interested States on the implementation of the Choice of Court Convention.
- The Permanent Bureau has invested in translation software.
- The provision of services from the Buenos Aires Office has been consolidated.

**Strategic Direction 4****Increasing communication and co-operation with other international organisations**Increasing communication

- The Conference continues to modernise its website with a view to facilitating bilingual usage, and making all the information accessible through a database, including documents in languages other than the official languages of the Conference.

Increasing co-operation

- During the past 12 months the Permanent Bureau has intensified its co-operation with other international organisations with regard to issues for which they have a common interest.

During the last 12 months, the Permanent Bureau co-operated with the following organisations:

International and transnational governmental organisations

- African Union
- Asian African Legal Consultative Organization (AALCO)
- Association of Southeast Asian Nations (ASEAN)
- Bank for International Settlements (BIS)
- *Commission internationale de l'état civil* (CIEC)
- Commonwealth Secretariat
- Council of Europe
- East African Community
- European Central Bank (ECB)
- European Union
- IberRed (Ibero-American Network on International Legal Co-operation)
- Ibero-American Conference of Ministries of Justice (COMJIB)
- Inter-American Children's Institute (IIN)
- International Civil Aviation Organisation (ICAO)
- International Institute for the Unification of Private Law (UNIDROIT)
- International Monetary Fund (IMF)
- Mercosur
- Organisation of American States (OAS)
- Organisation for Economic Co-operation and Development (OECD)

- Organisation pour l'Harmonisation en Afrique du Droit des Affaires (OHADA)
- *Organisation internationale de la Francophonie (OIF)*
- Sistema de la Integración Centroamericana (SICA)
- United Nations Children's Fund (UNICEF)
- United Nations Commission on International Trade Law (UNCITRAL)
- United Nations Committee on the Rights of the Child (UNCRC)
- United Nations Conference on Trade and Development (UNCTAD)
- United Nations Development Programme (UNDP)
- United Nations Environment Programme (UNEP)
- World Bank
- World Intellectual Property Organisation (WIPO)
- World Trade Organisation (WTO)

It is important, in particular, to mention the annual co-ordination meeting between the heads of the Secretariats of UNCITRAL, UNIDROIT and the Hague Conference.

#### International non-governmental organisations

- American Association of Private International Law (ASADIP)
- *Association internationale de droit judiciaire (AIDJ)*
- *Association internationale francophone des intervenants auprès des familles séparées (AIFI)*
- *Association internationale des Magistrats de la Jeunesse et de la Famille (AIMJF)*
- Australian & New Zealand College of Notaries (ANZCN)
- *Centro de Estudios de Derecho Economía y Política (CEDEP)*
- Child Focus
- ChildONEurope
- Conference of Central Securities Depositories
- Defence for Children International (DCI)
- Euradopt
- European Federation for Missing and Sexually Exploited Children
- European Network on Parental Child Abduction
- Financial Market Lawyers Group (FMLG)
- Inter-American Bar Association (IABA)
- International Academy of Matrimonial Lawyers (IAML)
- International Association of Judicial Officers (UIHJ)
- International Association of Women Judges (IAWJ)
- International Bar Association (IBA)
- International Centre for Missing and Exploited Children (ICMEC)
- International Chamber of Commerce (ICC)
- International Foster Care Organisation (IFCO)
- International Law Association (ILA)
- International Swaps and Derivatives Association (ISDA)
- International Social Service (ISS)
- International Society of Family Law (ISFL)
- International Union of Latin Notaries (UINL)
- Latin American Foster Care Network (RELAF)

- Nordic Adoption Council
- US-Mexico Bar Association
- World Legal Forum

### **Strategic Direction 5**

#### **Enhancing the management of internal information**

- The Permanent Bureau continues its implementation of a 2003 Report on the management of internal information and documents, prepared by an outside consultant, in order to increase corporate memory, consolidate the filing system (including electronic filing), enhance the maintenance of the library and improve the use of information technology to that effect (see para. [437] of the Strategic Plan).
- During the past year, the Permanent Bureau continued to work on the reorganisation of its electronic files following the consistent and coherent classification numbering system implemented in 2009 to reorganise its paper files and archives systems resulting in an effective and logical system. Work is underway to make the new classification system bilingual.
- During the past year, the Permanent Bureau launched an Intranet for the purpose of facilitating internal communications.

### **Strategic Direction 6**

#### **Matching resources and demands by making the decision process more transparent and informed and by increasing the capacity to seek additional funding**

- The Council on General Affairs and Policy of the Conference, which will meet on 5 to 7 April 2011, will have before it for its information a Proposed Budget for Financial Year LVII (1 July 2011 – 30 June 2012) (see Strategic Plan, para. [427]), see Preliminary Document No 8.
- An interim Report on the Supplementary Budget for Financial Year LVI (1 July 2010 – 30 June 2011) was sent to Member States in March 2011 (L.c. ON No 7(11)) and a Proposed Supplementary Budget for Financial Years LVII-LIX (1 July 2011 – 30 June 2014) Part I on Special Projects and Expenses and Part II on the International Centre for Judicial Studies and Technical Assistance, will be presented to the Council of Diplomatic Representatives, and, for information, to the Council on General Affairs and Policy of the Conference on 5 to 7 April 2011 inviting all Members to make voluntary contributions to provide funding for activities not covered by the Regular Budget, see Preliminary Documents Nos 9 A and 9 B.
- With regard to the workload, timelines and budget implications for 2011-2012 in relation to the work programme of the Permanent Bureau, the projects concerning the Children's Conventions, Maintenance, Adults and Cohabitation and the task list and status of implementation of Conclusions and Recommendations adopted by the Special Commission on the practical operation of the Hague Apostille, Service, Taking of Evidence and Access to Justice Conventions see respectively Preliminary Documents Nos 10, 11 and 13.
- The Council of Diplomatic Representatives at its meeting of 6 July 2010 approved the implementation of a pre-funding scheme of pension liabilities.
- Matching resources and demands was discussed, among other things, by the open-ended Working Group of Members which met on 2 and 3 December 2010, see Preliminary Document No 5 (see above under Strategic Direction No 3).