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**PROPOSITION DE CREATION D'UN INSTITUT INTERNATIONAL
DE FORMATION JURIDIQUE A LA HAYE**

soumis par le Bureau Permanent

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**PROPOSAL FOR A HAGUE INTERNATIONAL
LEGAL TRAINING INSTITUTE**

submitted by the Permanent Bureau

*Document préliminaire No 6 de mars 2003
à l'intention de la Commission spéciale d'avril 2003
sur les affaires générales et la politique de la Conférence*

*Preliminary Document No 6 of March 2003
for the attention of the Special Commission of April 2003
on General Affairs and Policy of the Conference*

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INTRODUCTION

The Hague Conference on private international law is the leading global inter-governmental organisation for cross-border co-operation in civil and commercial law matters. With over a century of experience behind it, the Conference offers a broad spectrum of multi-lateral Conventions, which impact on a variety of human activities, from international commerce, including e-commerce, to international child protection. More recently the Conference has become known for its groundbreaking work in developing Conventions that establish institutional frameworks for co-operation among nations. The ultimate goal of the Conference is to work for a world in which, despite the differences between legal systems, individuals and companies can enjoy a high degree of legal security.

Recently the Hague Conference has taken the opportunity to step back and examine its development in order to strategise for the future.¹ This process has promoted creative thinking on ways in which the organisation might meet the many challenges it currently faces and continue to improve upon its success. Unprecedented growth of the Hague Conference, in terms of its membership,² the numbers of States Parties to Hague Conventions and its activities is a sign of success and yet, it also represents a challenge. In addition, the smooth and sound operation of systems of cross-border co-operation between judicial or administrative authorities established by some of the most successful Hague Conventions require considerable support to maintain. In attempting to meet these needs, the Secretariat has substantially increased its role in the administration, monitoring and support of existing Conventions. In particular, the Secretariat has, at the request of Member States, provided and contributed to training for judges, administrators and other practitioners. Such training has become increasingly important, especially in the case of new Member States with little experience in the field of cross-border legal co-operation, many of whom would not otherwise be able to afford such training.

The time is now ripe to place the provision of some of these post-Convention services on a firmer footing. Resource constraints, both human and financial, have limited the Secretariat's ability to provide the full range of services which it knows are necessary.³ In particular, providing and contributing to training for judges, administrators and other practitioners are time consuming activities that the small legal staff of the Secretariat can only perform to a limited extent. In particular, there is a need for a more structured approach to the provision of training and technical support to Contracting States, especially with respect to those Conventions that require, for their successful operation, close co-operation between judicial or administrative authorities in widely varying legal systems.

Thus, the idea has evolved to establish an Institute at the Hague Conference under the general responsibility of the Secretary General, that will focus on education, training and technical assistance in support of the Conference's global work as a way of responding to the increasing demand, which has already overtaken what the Secretariat is capable of delivering. A separate Institute will not only focus on cultivating public and private funding specifically targeted towards the critical tasks of education, training and technical assistance, but will also be useful in its own right as a more effective and efficient use of resources. By focusing on its specific mission, the Institute will be capable of increasing the supply of high quality services now provided for by the Secretariat at a reduced cost, create and produce new services and products in less time and reach a wider audience in so doing. It will be possible to develop

¹ See The Hague Conference on Private International Law Strategic Plan drawn up by the Permanent Bureau, April 2002.

² Since January 2001 the Conference has grown from 47 to 62 Member States, an increase of almost 30%.

³ In fact, in May 2001, an independent report by PricewaterhouseCoopers concluded that there exists a "30% gap between the resources of the Secretariat and the workload." See "The Hague Conference on Private International Law: Resource Deficiencies and Strategic Positioning", PricewaterhouseCoopers Report, Preliminary Document No 19 of March 2002 for the attention of Commission I of April 2002 at page 3.

standardised programs and materials, and avoid “reinventing the wheel” for seminars on various Conventions, targeting specific audiences. By negotiating long-term contracts at reduced prices with publishers, universities and other institutions that will play a supportive role in its work, the Institute will be in a position to reduce fixed costs. In essence, the Institute will be in a position to enjoy economies of scale. In addition, the Institute will harness and combine international expertise in training with the legal expertise already highly developed at The Hague Conference, thereby ensuring quality and efficiency through division of labour. A Training Institute at The Hague Conference will be in a position to build upon the work done by the Secretariat in this field thus far and hopefully match the supply to the demand. Moreover, a Training Institute will be able to help countries that need training but are unable to afford it, to access the funding for such training. Finally, a Training Institute will have the opportunity to make a unique contribution to the development of effective systems of international judicial and administrative co-operation.

Examples of services offered by the Institute

The services that the Training Institute will fundraise for and offer will complement and strengthen the services now offered by The Hague Conference’s Secretariat.⁴ Thus, in order to understand the purpose of the Training Institute it is necessary to further understand the work being done at the Hague Conference.

One of the features of the Hague Conventions which distinguishes them from purely national laws is the absence of a centralised authority, such as a court, to ensure that their implementation and application within a very wide diversity of Contracting States is effective and consistent. This means that special efforts are needed, through monitoring and the provision of training and technical assistance, to support Contracting States in their mutual efforts to make the Conventions work well in the interests of their citizens. The Hague Conference has already for many years carried out pioneering work in developing a variety of techniques to monitor and provide continuing support for its Conventions and their Contracting Parties. These include the calling of regular reviews of the practical operation of certain Conventions, the provision of and encouragement of training and technical assistance, the dissemination internationally of information concerning practices and case law under the Conventions made accessible over the Internet, the development of good practice guides, and the development of international networks of those, such as the Judges, who are charged with responsibilities under the various Conventions. The Hague Conference’s Secretariat will, of course, continue to be responsible for the bulk of these important “post-Convention services” because that is an essential aspect of the Conference’s mission, while the Training Institute will be focused on education, training and technical assistance in support of this work, including activities such as:

1. On demand training for judges, government officials, Central Authority personnel and practitioners with regard to the operation of specific Conventions developed by the Hague Conference both before and after the ratification or accession of a State to a specific Convention.
2. The development and sale of products (e.g. training manuals and videos) intended to enhance the implementation and application of Hague Conventions.
3. Public seminars to generally promote knowledge of and research into private international law and into the development of international systems of judicial or administrative co-operation in areas of civil or commercial law.

⁴ “The principal objectives of the educational function of the Conference are to aid the effective implementation of the Hague Conventions, to promote consistency in their interpretation and in the practices developed under them by the States Parties, and more generally to promote awareness of the objectives and value of the Conventions, particularly among new States and other potential States parties”, The Hague Conference on Private International Law Strategic Plan, at footnote 1, *supra*, paragraph 420.

Even if the educational and training activities have an international scope, it could be beneficial for the Institute to concentrate its efforts on developing countries such as Member States of the *Organisation pour l'harmonisation en Afrique du droit des affaires (OHADA)* and of the Commonwealth of Independent States, as well as States from Central America, the Caribbean and Southern Africa.

These services can be expanded upon and enhanced through co-operation and partnership with other organisations that have similar objectives. In particular, these services can be offered through the Institute to States that do not currently have the resources to afford them.

Co-operation with other International Institutions

Locating the Training Institute in The Hague allows it to take advantage of and contribute to the rich community of Hague organisations and tribunals with specific experience in different fields of international law. For example, the Institute may be able to hire individuals who have a history working with the Hague Conference, now serving with other Hague organisations and may co-operate with bodies such as the Asser Institute, the Clingendael Institute and the Institute of Social Studies as well as Universities in the Netherlands (and elsewhere), which co-operate with the various international organisations established in The Hague. The Institute could also take advantage of the relationship existing between The Hague Conference and the European Community and co-operate with this Regional Economic Integration Organisation as well as Organisations such as MERCOSUR and ASEAN.

EXAMPLES OF WORK DONE BY THE HAGUE CONFERENCE IN RELATION TO TRAINING, EDUCATION AND TECHNICAL ASSISTANCE

Judges' Seminars & Legal Workshops

For the last twenty years, the Hague Conference on private international law has played a pioneering role in developing systems of international co-operation, at the administrative and judicial levels in an effort to protect individuals who find themselves in difficult cross-border situations. The development of such co-operative mechanisms require a good deal of support, which the Permanent Bureau has endeavoured to supply through a variety of methods, including training seminars. The provision of support and training to those responsible for implementing unique international systems of cross-border co-operation established by Hague Conventions, are critical to the success of these international instruments. This is especially true in States where experience is lacking or resources are limited. Such seminars familiarise judges, especially from new States Parties to a Convention, with the operation of specific Conventions and promote better mutual understanding and communication among the judiciary or administration of different countries.

In general, the seminars and workshops listed below have provided judges, other government officials, practitioners and experts with an opportunity to reflect on and discuss current developments in private international law, as related to the specific Convention being focused on in the event. In addition, these seminars have promoted a mutual understanding and confidence between judges, which are necessary for the effective and consistent operation of the instruments being discussed.

1. In June 1998, the Conference organised a seminar for judges on the international protection of children. Thirty-four judges from twenty-six different States participated in this seminar. It was funded by the European Union *Grotius* Programme and was the first judges' seminar organised by the Hague Conference.
2. In June 2000, the Conference organised a second seminar for judges on the international protection of children. Forty judges attended from four different countries. This seminar was funded through voluntary contributions made by the participating governments for this specific purpose.
3. In October 2001, the Conference held a third seminar for judges on the international protection of children at De Ruwenberg at the request of Germany and the United States. The seminar was attended by thirty-one judges from England, France, Germany, the Netherlands, Scotland, Sweden and the United States and Wales. In addition, thirteen experts from various Central Authorities and Ministries attended. This seminar was funded by the European Union *Grotius* Programme, and by the participating States.
4. In September 2000, a workshop of legal experts from Finland, France, Germany, the Netherlands, Portugal, the Russian Federation and Sweden were brought together to facilitate the accession by the Russian Federation to several Hague Conventions on judicial co-operation. This workshop was funded through voluntary contributions made by Finland and the Netherlands.
5. In October 2001, a workshop of legal experts from the Russian Federation and other countries met in order to promote judicial co-operation in civil matters relating to the Hague Conventions. This workshop was funded through voluntary contributions made by Canada and Finland.

6. Several judicial seminars were organised by the TAIEX Programme of the European Union for Eastern Europe in Poland during September 2000, October 2000, November 2000 and June 2001. Hague Conference lawyers were asked to speak at these seminars in order to familiarise judges with the Hague Conventions in the field of international family law.

Regional Discussion Workshops

The Conference has held and participated in a number of regional discussion workshops, which discuss various aspects of proposed or existing Conventions. For example, in an effort to prepare for the Diplomatic Session on *The Hague Convention on the law applicable to certain rights in respect of securities held with an intermediary*, the Conference, with the financial support of Member States and the private sector, conducted ten regional workshops throughout the Asia-Pacific region, Europe, North America and Latin America. These workshops were built upon a series of regional workshops held the year before, which laid the groundwork and allowed these final preparations to be more productive. With respect to existing Conventions, one example is a workshop organised by the *Union Internationale des Huissiers de Justice (UIHJ)* for the Member States of the *Organisation pour l'harmonisation en Afrique du droit des affaires (OHADA)* and held in Senegal, which discussed the Conventions on judicial and administrative co-operation and their importance in a smoothly operating judiciary dealing with cross-border disputes in Africa.

These workshops are particularly effective as a way of promoting the participation by an increasing number of experts, especially in countries whose resources are scarce and thus are not able to send delegates to every meeting that takes place in The Hague during the negotiations over a proposed Convention or with respect to existing Conventions. In addition, regional workshops can be held in the language of the region, which enhances the delegates' opportunities to participate effectively in the discussions and promotes greater understanding of the issues at stake. Moreover, these workshops are free of charge and open to anyone interested in attending, including government officials, legal experts, practitioners and market participants. In fact, practitioners from the region frequently play a role in the workshops, affording the experts present an opportunity to better understand the particular problems that may be present in a region, and to educate the lawyers present with regard to the operation of the proposed or existing Convention. These workshops are an invaluable edifying tool.

Legislative Drafting and Policy Reform

The Conference has also participated in drafting legislation, implementing various Conventions, including, *e.g.* the Trust Convention and the Children's Conventions. Frequently, these efforts have been done in co-operation with other organisations and have focused on developing countries or countries in a state of transition. For example, in 1991, a member of the Secretariat took part in a mission of experts which advised the Romanian Government of the Convention on the Rights of the Child regarding intercountry adoption. In 1992 the Hague Conference collaborated with UNICEF in the drafting of a new law on child protection and adoption of children at the request of Albania. In 1993 the Conference took part in a mission organised jointly with UNICEF and UNHCR for the protection of the rights of unaccompanied children in former Yugoslavia. In 1996, a member of the Secretariat assisted the Parliament of Paraguay in drawing up legislation for the protection of children. In 1998, another member of the Secretariat took part in a mission to Armenia, commissioned by UNICEF in co-operation with International Social Service at the request of the Government of Armenia, to advise on policy and law reform with respect to the care of children living without families.

Scholarly Programs and Research Products of the Hague Conference that will be of potential use to the Training Institute

Colloquia

The Hague Conference has organised and/or participated in a number of colloquia which focus on different aspects of private international law in co-operation with other organisations. These meetings are useful in that they initiate attendees to various Hague Conventions and allow participants to learn from the experts present at such events. These scholarly seminars are funded by universities, other private sources and occasionally States. In addition, in many cases, the results of the seminars are published. The Training Institute could similarly co-operate with other organisations to provide seminars for practitioners on various Conventions, under the auspices of the Conference. Below is a list of colloquia held by the Conference:

1. Colloquium on *The Outlook for Private International Law After the End of the Cleavage in Europe*. This three-day conference was held in April 1992 in conjunction with the Institute for Private International Law and Comparative Law of the University of Osnabrück. The papers given at this colloquium were subsequently published by Carl Heymanns Verlag KG. This event was funded by the European Commission, the German Ministry of Justice, the Netherlands Ministry of Foreign Affairs, the Government of Lower Saxony, Stadtparkasse Osnabrück, Kreissparkasse Osnabrück, and the University of Osnabrück.
2. Colloquium on *The Role of the Hague Conference on Private International Law*. This three-day conference was held in October 1992 in conjunction with the American Bar Association and the Private Adjudication Center of Duke University School of Law. This meeting was funded jointly by the American Bar Association and Duke University.
3. Colloquium entitled "*Towards a Convention on the Private International Law of Environmental Damage*". This three-day conference was held in April 1994 in conjunction with the Institute for Private International Law and Comparative Law of the University of Osnabrück. The papers given at this colloquium were subsequently published by Carl Heymanns Verlag KG. This event was funded by German Bundesiftung Umwelt.
4. Colloquium entitled "*Children on the Move: how to implement their right to family life*". This three-day conference was held in October 1994 in conjunction with the Netherlands Committee for the International Year of the Family. This conference was funded by the Ministry of Health, Welfare and Sports of the Netherlands, the Ministry of Justice of the Netherlands and Martinair Holland. The papers given at this conference were subsequently published by Kluwer Law International.
5. Colloquium entitled "*Internet; Which court decides, which law applies?*". This conference was held in 1997 in conjunction with the Molengraaff Institute of the University of Utrecht. This conference was funded by the University of Utrecht.
6. Colloquium entitled "*Globalisation of Child Law: The Role of the Hague Conventions*". This conference was held in 1997 in conjunction with the University of Tilburg and the International Society of Family Law. This event was funded by the Levi Lassen Foundation located in The Hague, Tilburg University, Kluwer Law International, the International Society of Family Law and the Ministry of Justice of the Netherlands.
7. Colloquium entitled "*Islamic Law and its Reception by the Courts in the West*". This three-day conference was held in October 1998 in conjunction with the Institute for Private International Law and Comparative Law of the University of Osnabrück. This event was funded by the German Forschungsgemeinschaft at Bonn, the foundation for the promotion of private international law research in The Hague, the Lower Saxony of Science and Culture and the Sparkasse Osnabrück. The papers given at this colloquium were subsequently published by Carl Heymanns Verlag KG.

8. Colloquium entitled "*Geneva Round Table on the Questions of Private International Law Raised by Electronic Commerce and the Internet*". This three-day meeting was held in September 1999 in conjunction with the University of Geneva. This meeting was generously funded by the European Union *Grotius* Programme.
9. *Experts meeting on electronic commerce and international jurisdiction*. This meeting was held in February 2000 at the invitation of the Government of Canada and was funded by the Ministry of Justice of Canada. There was a second, follow-up meeting on the same subject in February 2001, also held at the invitation of the Government of Canada. Both meetings were voluntarily funded by the Government of Canada.

Publications

Besides the Proceedings of the Diplomatic Conferences, which are published by SDU publishers at the expense of the Netherlands Ministry of Foreign Affairs, and the many publications that have come out of the colloquia described above, the Hague Conference produces a Judicial Newsletter. This newsletter, now published bi-annually by the Permanent Bureau, is designed to promote co-operation, communication and the exchange of ideas between judges and others who deal with international child protection cases. The newsletter is published and distributed by Butterworths, at their cost, to more than 350 judges, practitioners and other interested parties around the world.

Educational Products

The Hague Conference has developed and continues to develop various products that can be used for training and educational purposes to enhance the consistent and effective application of Hague Conventions:

1. *A Practical Handbook on the Hague Convention on the Service of Documents Abroad and a Practical Handbook on the Hague Convention on the Taking of Evidence Abroad*. These handbooks provide a useful commentary on the application of both Conventions, including a discussion of issues raised in the case law of various Contracting States to each Convention. They are a substantial resource for practitioners.
2. *Good Practice Guide for Central Authorities*. This guide, currently being developed, is a "how to" guide to help implement the *Hague Convention of 25 October 1980 on the Civil Aspects of International Child Abduction*. It focuses on operational issues and is targeted to particularly address new Contracting Parties to the Convention. It is being funded by voluntary contributions from Member States.
3. *INCADAT*. The International Child Abduction Database is a special initiative that provides easy access to many of the leading judicial decisions taken by national courts around the world in respect of the 1980 Hague Convention on international child abduction. Summaries of each case can be found in English and French, along with a link to the full text of the opinion. It is being funded by voluntary contributions from Member States.

THE FINANCES

In order to launch the Training Institute, some initial seed money is necessary. This start-up funding will cover the cost of hiring an Executive Director, a Legal Officer and an Assistant for a period of one year, who will then set-up an office, publicise the Institute, prepare for the upcoming conference on post-convention services, plan, fundraise for and implement two pilot projects and perhaps most importantly, develop with the board a plan for the future of the Institute.

Below is a list of start-up expenses, along with a budget for first year expenditures, which should allow the Executive Director to accomplish these many tasks. In addition, following each budget is a brief explanation as to what the various categories listed include.

START-UP COSTS	EUROS	PERCENTAGE
Recruitment	10,000	13.4%
Legal	5,000	6.7%
Initial Public Relations		
Opening Reception	5,000	6.7%
Brochures	16,000	21.5%
Design of Logo & Letterhead	5,000	6.7%
Press Packages	10,000	13.4%
Translations	4,500	6%
Website Design	5,000	6.7%
Office Equipment		
Three Computers	4,500	6%
Printer, Fax, Copy Machine	1,200	1.6%
Office furniture	7,000	9.4%
Utilities		
Installation of SDSL for the Internet	1,000	1.3%
Three telephone lines & telephone	225	0.3%
TOTAL	74,425	100%

Start-up Costs

Recruitment - This includes the cost of bringing potential candidates for the positions of Executive Director and Legal Officer to The Hague for an interview and advertising for a Secretarial Assistant locally.

Legal - Initially the Institute will require legal help in drafting its bylaws, articles of incorporation, employment contracts, incorporating in the Netherlands, etc.

Opening Reception - The Institute will hold an opening reception so that the Executive Director can be introduced to the community of contacts that surround the Hague Conference. This will also be an opportunity to introduce the existence of the Institute to the international community.

Brochure - This is a start-up cost, as it will be necessary to design a brochure both for clients of the Institute and for fundraising purposes, immediately upon launching the Institute. The amount budgeted for will include the design of the brochure, a print run of approximately 4,000 and postage for sending the brochure out in a mass mailing.

Design of Logo & Letterhead - It will be necessary to design a logo and a letterhead for the new Institute.

Press Packages - With the initial launching of the Institute, and with regard to the two pilot programs that will be launched during the course of the first year, it will be necessary to design and send out a great many press packages, so as to garner interest in the Institute and prepare the ground for an effective fundraising campaign.

Translations - All of the public relations materials will have to be translated into various languages, as appropriate, in order to be effective. For example, in promoting the pilot program that will be conducted in South America, it will be critical to have Spanish and Portuguese translations of the explanatory materials.

Website Design - Designing a user-friendly website that promotes the Institute and serves as a resource for information on international training sources related to Hague Conventions, will be a critical part of the launching process for the Institute.

Office Equipment - The office equipment listed will be enough to set-up workstations for both the Executive Director, the Legal Officer and the secretarial assistant.

Utilities - It will be important for the Institute to have fast Internet access, which will allow for the expansion of the Institute over the coming years.

FIRST YEAR EXPENSES *	EUROS	PERCENTAGE
Salaries		
Executive Director	70,000	20.7%
Legal Officer	50,000	14.9%
Secretarial Assistant	31,200	9.3%
Subtotal	151,200	44.9%
Consultants & Training	5,000	1.5%
Legal	15,000	4.5%
Insurance	2,500	0.7%
Accounting	7,500	2.2%
Rental / Lease Payments	40,000	11.9%
Communication Materials	5,000	1.5%
Board Meetings	20,000	5.9%
Experts	30,000	8.9%
Translations	10,000	3%
Fundraising (networking lunches, etc.)	5,000	1.5%
Newsletter (2 issues)	4,000	1.2%
Travel Budget	26,000	7.7%
Subtotal	170,000	50.5%
Office Supplies / Upkeep		
Paper, Pens, Files, etc.	3,000	0.9%
Cleaning	2,000	0.6%
Postage, Mailing Materials, etc.	800	0.2%
Books, Subscriptions, etc.	4,500	1.3%
Depreciation	1,000	0.3%
Subtotal	11,300	3.3%
Utilities		
Gas/Electric	1,350	0.4%
Telephone & Cell phone	1,600	0.5%
Internet	1,200	0.4%
Subtotal	4,150	1.3%
TOTAL	327,650	100%

*Note: During the first year, the Institute will be housed within the Permanent Bureau. Some amounts may vary when the Institute is housed in an independent location.

First year Expenses

Executive Director / Training Coordinator - This figure will cover the salary of the Executive Director / training coordinator for the first year.

Legal Officer - This figure will cover the salary of the Legal Officer for the first year.

Secretarial Assistant - This figure will cover the salary of an assistant for the first year, who will help in producing training materials, get mailings out and co-ordinate workshops, seminars, and meetings of the new board.

Consultants and Training - This includes the cost of specialist advice on specific projects and other training items, such as computer software and language skills.

Legal - During the first year it will be necessary to retain a lawyer who will offer advice on such issues as contracts for employment, establishing the Institute as a non-profit in other countries and mechanisms for fundraising.

Insurance - It will be necessary to purchase insurance for the Institute, and also for the equipment in the office.

Accounting - This item will pay for the services of an accountant who will provide periodic reports on the budget of the Institute.

Rental / Lease Payments - This includes the rental of some rooms in the Permanent Bureau building which are currently used by the Hague Conference.

Communications Materials - This includes the cost of printing stationery, business cards and materials on the projects being conducted by the Institute. High quality materials are important, as they will help in fundraising for the Institute.

Board Meetings - This would pay for 2 board meetings over the course of the year. The Institute would cover the travel and lodging expenses of board members and cater meals during the meeting.

Experts - In order to produce a plan for the two pilot programs that are to be launched during this inaugural year, plan future work and produce initial training materials, it is necessary to hire experts in training and/or in private international law.

Translations - During the first year, it will be necessary to translate communications materials, special event materials, letters for funding, and programme materials into a variety of languages in order to ensure and take advantage of the global nature of this Institute.

Fundraising - It will be necessary for the Executive Director to network extensively in order to fundraise for the Institute. The amount listed here will help with the cost of lunches, dinners, and membership fees for organisations that are of importance in this respect and fees for conferences that will also be of use.

Newsletter - A newsletter will help to appraise interested parties as to the activities of the Training Institute, advertise the Institute's successful projects to potential funders and nurture the family of contacts that the Conference has already collected in this field. The Hague Conference has an agreement with Butterworths Publishers who publish and distribute the Judges Newsletter twice per year. The amount of €4,000 represents the translation costs only. It is the intention that the Institute would find such an agreement with a publisher for its Newsletter.

Travel Budget - It will be necessary for the Executive Director and the Legal Officer to travel considerably during the first year, in order to fundraise for the Institute and to collect and meet experts in the field who will participate in future programmes.

Office Supplies - The amount budgeted for various office products listed, will be enough to supply an office for the Executive Director, the Legal Officer and the secretarial assistant over the course of a year.

Utilities - Gas and electric costs will be shared with the Permanent Bureau. Presuming that the Institute will use the half of a floor and therefore the eighth of the building, the costs should be fixed consequently. The Training Institute will also have its own phone line and Internet connection. In addition, the Executive Director will have a cell phone.