

7 February 2022

English only

**Committee on the Peaceful
Uses of Outer Space**
Scientific and Technical Subcommittee
Fifty-ninth session
Vienna, 7 - 18 February 2022

**Request for observer status with the United Nations
Committee on the Peaceful Uses of Outer Space: application
of The Hague Institute for Global Justice**

Note by the Secretariat

1. At its thirty-third session, in 1990, the Committee considered guidelines for granting observer status with the Committee to international intergovernmental and non-governmental organizations. The possible criteria suggested by the Outer Space Affairs Division to the Committee at that time were the following:

(a) As part of its programme, the organization should be concerned with matters falling within the competence of the Committee on the Peaceful Uses of Outer Space;

(b) The aims and purposes of the organization should be in conformity with the spirit, purposes and principles of the Charter of the United Nations;

(c) The organization should be a recognized international organization and should have an established headquarters, an executive officer, and a constitution, a copy of which is deposited with the Secretary-General of the United Nations. In the case of a non-governmental organization, it should be a non-profit organization.

2. Having considered the matter, the Committee at its thirty-third session, agreed, that in the future non-governmental organizations which request observer status with the Committee should have consultative status with the Economic and Social Council (ECOSOC) and should, as part of their programmes, be concerned with matters falling within the competence of the Committee

3. At its fifty-third session, in 2010, the Committee agreed that observer status would be granted to non-governmental organizations on a provisional basis, for a period of three years, pending information on the status of their application for consultative status with the Economic and Social Council. The Committee also agreed



that the provisional observer status could be extended for an additional year, if necessary. The Committee further agreed that it would grant permanent observer status to such non-governmental organizations upon confirmation of their consultative status with the Council.

4. While the Committee's decision did not specifically include the elements referred to in 1 (c) above, it has been the practice of the committee, since its decision in 1990, to have before it the constitution or statutes of the organization or entity requesting observer status.

5. On 17 January 2022, the Office for Outer Space Affairs received an application for observer status with the Committee on the Peaceful Uses of Outer Space from The Hague Institute for Global Justice. The following related correspondence received from the The Hague Institute for Global Justice is attached to this document:

- (a) Letter from The Hague Institute for Global Justice conveying the intention to become a permanent observer of the Committee;
- (b) Honorary Advisory Panel and Leadership;
- (c) Information on the Off-World Approach program;
- (d) Deed of Incorporation in the Hague, the Netherlands.

Request for Observer Status with the Committee on the Peaceful Uses of Outer Space



The Hague Institute
for Global Justice

JANUARY 17, 2022



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Note by the Secretariat

Committee on the Peaceful Uses of Outer Space – 62nd Session – Vienna – 12-21 June 2019

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(a) As part of its programme, the organization should be concerned with matters falling within the competence of the Committee on the Peaceful Uses of Outer Space;

(b) The aims and purposes of the organization should be in conformity with the spirit, purposes and principles of the Charter of the United Nations;

(c) The organization should be a recognized international organization and should have an established headquarters, an executive officer, and a constitution, a copy of which is deposited with the Secretary-General of the United Nations. In the case of a non-governmental organization, it should be a non-profit organization.

2. Having considered the matter, the Committee at its thirty-third session, agreed, that in the future nongovernmental organizations which request observer status with the Committee should have consultative status with the Economic and Social Council (“ECOSOC”) and should, as part of their programmes, be concerned with matters falling within the competence of the Committee.

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4. While the Committee’s decision did not specifically include the elements referred to in 1 (c) above, it has been the practice of the Committee, since its decision in 1990, to have before it the constitution or statutes of the organization or entity requesting observer status.

Ms. Simonetta Di Pippo
Director, Office for Outer Space Affairs United Nations
Office at Vienna International Centre
Wagramerstrasse 5 A-1220
Vienna, Austria

Dear Ms. Di Pippo,

On behalf of The Hague Institute for Global Justice (“THIGJ”), I am writing to formally apply for the status of Permanent Observer Organization to the United Nations Committee on the Peaceful Uses of Outer Space (“COPUOS”).

The Hague Institute for Global Justice was established by the city of the Hague and supported by the Dutch government, as an independent, nonpartisan institute to undertake innovative interdisciplinary policy-relevant development on issues of peace, security, and justice, with a focus on conflict prevention, rule of law and global governance.

The Institute convened “The Off-World Approach” a program on Space Security, Justice & Governance The program was launched in 2021, to develop a new platform for collaborative action amongst civil society and the public and private sectors in response to the growing needs for space security and justice

The Off-World Approach was founded by the Institute to define the intersection of security and justice as critical to understanding and addressing the exponential growth of society into a space faring people; the effective management of which requires innovative and collaborative action at various levels.

The goal of The Off-World Approach is to establish principles for civil society to accelerate the economic benefits of the future space enterprise. On this fundamental them, The Off-World Approach advocate for practical solutions to make the space enterprise meaningful to everyday life around the globe. The Institute is uniquely positioned to forge alliances with existing international entities associated with space activities and draw upon their decades of experience to arrive at fully informed policy recommendations.

Moving beyond the pillars of the Institute, The Off-World Approach will make itself available to address any issue suggested for study by non-governmental entities. It will also study and elaborate on the concepts of transparency, predictability, interoperability, the rule of law, fair and equal governance, sustainability of the space environment, use of space systems for sustainability on Earth, freedom of scientific inquiry and data exchange, permissive international and domestic

frameworks for civil society, wisdom and lessons learned for the next generation of space entrepreneurs.

The Committee on the Peaceful Uses of Outer Space has been on the forefront of revolutionizing space capacity building and development. The philosophy of the Committee to - promote sustainable development through space but also to ensure the sustainability of outer space activities, fostering international solutions to problems, to preserve space for future generations- has set the blueprint for what is necessary of all international community; this philosophy has been a north star for space industry to meet a certain standard of expectations with pride and ambition. Simultaneously, this philosophy has galvanized motivation for all generations to realign their focus on the evolution of space operations.

For the last decades, the Hague Institute for Global Justice, have proudly collaborated with the United Nations and its subsidiaries on several projects and programs, the Institute worked with multi-international, government and nongovernment organizations, academe institutions and civil society Institution.

The Institute was led by distinguished former leaders such as:

- Mayor Jozias van Aartsen:

Former Mayor of the Municipality of The Hague and former Foreign Minister of The Netherlands

- Madeleine K. Albright:

Former Secretary of State of the United States of America

- H.E. Judge Abdulqawi A. Yusuf:

President of the International Court of Justice (ICJ)

- Dr. Shashi Tharoor:

Former Minister of State for Resource Development for India, Member of Parliament, and former Under-Secretary-General for Communications and Public Information at the United Nations

- Dick Benschop:

Chair of the Supervisory Board – President Director of Shell Netherlands, Vice President of Gas Market Development

- Professor Igor S. Ivanov:

Professor at Moscow State Institute for International Relations and former Minister of Foreign Affairs of Russia

- Dr. Marwan Muasher:

Vice President for Studies at the Carnegie Endowment for International Peace and former Minister of Foreign Affairs and former Deputy Prime Minister of Jordan

As an independent, nonpartisan institute established to undertake innovative interdisciplinary policy-relevant research, policy development and professional skills training on issues of peace, security and justice, the Institute focuses on:

(1) Conflict Prevention to improve the theory, policy, and practice of conflict prevention by producing knowledge that shapes academic debate and policy discussions within the Netherlands and abroad.

(2) The Rule of Law that fosters accountability and trust in societies in transition by supporting effective formal and informal justice institutions.

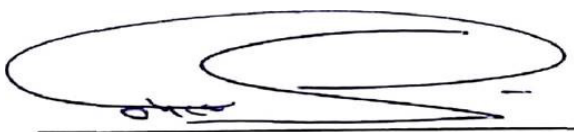
(3) Global Governance to examine gaps in the international system for managing complex issues and to engage stakeholders on practical steps for collective problem-solving, paying attention to informing successful multilateral negotiations on creating or reforming global institutions, and to engaging more effectively new transnational actors from the private sector and civil society.

The primary role of The Off-World Approach is to provide the civil societies with the platform necessary to guide our space justice initiatives and projects. OWA will be vital in helping to serve civil society on issues that could potentially lead a stable, equal, transparent, and predictable international framework to accelerate the global space enterprise.

We truly look forward to having the opportunity to be a permanent observers, to working with you and the esteemed Committee to collaborate with you to potentially lead to a stable, equal, transparent, and predictable international framework to accelerate the global space enterprise.

I sincerely appreciate your willingness to consider our application for observer status with the Committee on the Peaceful Uses of Outer Space to build a sustainable space for the future generations, and I look forward to hearing from you.

Sincerely,



Sohair Salam Saber
President

About THIGJ

The Hague Institute for Global Justice is an independent, non-profit organization that aims to shape discourse and bridge gaps between research, policy, and practice on global issues at the critical intersection of peace, security and justice and is registered with the Netherlands Chamber of Commerce as a Stichting (comparable with Foundation).

The Institute's work focuses on three strategic perspectives organized around key issue areas and regional focus. Each focus has a broad range of short- and long-term projects which explore a spectrum of peace and justice issues. In doing so, they illuminate the roles of governments, diplomacy, international organizations, business, and civil society in a rapidly changing and complex world.

Our Pillars

Global Governance: The Global Governance perspective seeks to examine gaps in the international system for managing complex issues and to engage stakeholders on practical steps for collective problem-solving. It pays particular attention to informing successful multilateral negotiations on creating or reforming global institutions, and to engaging more effectively new transnational actors from the private sector and civil society.

Making global governance work is a defining challenge of our time, given that too often international leaders fail to agree on, let alone pursue, concerted action to address pressing transnational problems at the intersection of peace, security, and justice.

The Hague Institute engages governments, international organizations, the business community, and civil society to create partnerships for policy dialogue and research, capacity-building, and the exchange of knowledge.

By generating innovative, demand-driven solutions derived from evidenced-based research, this program aims to improve global collective action by strengthening institutions, networks, and ideas across borders and professional disciplines.

Rule of Law: The Rule of Law Program fosters accountability and trust in societies in transition by supporting effective formal and informal justice institutions. The overarching goal of the program is to improve the theory, policy, and practice of global justice and the rule of law by

producing knowledge that shapes academic debate and policy discussions in The Hague and beyond.

The Hague Institute's integrated approach to peace, security, and justice, the Rule of Law program leads interdisciplinary research to contribute to fair and effective solutions for pressing global rule of law challenges. Benefiting from our unique working relationship with international courts, tribunals, and other organizations in and near The Hague, we conduct policy-relevant studies and bring together high-level experts, academics, and practitioners through seminars, panel discussions and training workshops on such issues as:

- accountability and transparency;
- access to and delivery of justice;
- gender equality and non-discrimination;
- improving public trust in formal and informal justice institutions; and
- rule of law capacity building

Drawing upon international human rights law, humanitarian law, criminal law, and principles of transitional justice, the Rule of Law program assist communities, particularly in conflict and post-conflict situations to strengthen the rule of law. We partner extensively with intergovernmental, governmental, and non-governmental institutions to foster rule of law culture worldwide.

Conflict Prevention: The overarching goal of the Conflict Prevention Program is to improve the theory, policy, and practice of conflict prevention by producing knowledge that shapes academic debate and policy discussions within the Netherlands and abroad. The program aims to become a recognized program of excellence for innovative applied research, policy development, and professional skills training.

The Conflict Prevention Program of The Hague Institute for Global Justice addresses conflict prevention in its broadest sense, as a variety of activities aimed at preventing the initial outbreak, spread, escalation and recurrence of violent conflict.

This pillar adopts four main objectives:

1. To develop approaches, frameworks, and tools that deal with the root causes of violent conflict and the norms of protection;
2. To identify through multidisciplinary and practice-oriented research how violent conflict can be prevented by local and international responses;
3. To disseminate such knowledge and expertise to policymakers, practitioners and academics involved in foreign affairs, security, international development, and humanitarian action; and
4. To provide advanced training in conflict prevention for mid and senior-level professionals.

THIGJ Honorary Advisory Panel



Élisabeth Guigou

- Former French Minister of Justice
- Former French Minister of European Affairs
- Member of the European Commission's High-level Group of Personalities on Defence Research



Anne-Grete Strøm-Erichsen

- Former Norwegian Minister of Justice
- Former Norwegian Minister of Health and Care Services



Ambassador Robert Serry

- Former Dutch ambassador
- United Nations Special Coordinator for the Middle East Peace Process
- Special Adviser to the UN Secretary-General
- Former NATO Deputy Assistant Secretary-General for Crisis Management and Operations



Dr. Nikoloas van Dam

- Former Dutch ambassador to Iraq, Egypt, Turkey, Azerbaijan, Germany, and Indonesia
- Former Dutch Special Envoy for Syria



H.E. Dr. Hani Al-Mulki

- Former Jordanian Prime Minister, Minister of Industries and Trade, former Minister of Supplies, Minister of Water, Minister of Energy, and Minister of Foreign Affairs.



Ambassador Cynthia Schneider

- Former US ambassador to Netherlands
- Distinguished Professor in the Practice of Diplomacy at Georgetown University



Dr. Devorah Lieberman

- President of the University of La Verne



Kenneth Hodgkins

- Former Director for the US Office of Space and Advanced Technology in the Bureau of Oceans, Environment and Science
- President of International Space Enterprises Consultants
- U.S. Representative to the UN Committee on the Peaceful Uses of Outer Space



Ambassador Timothy Broas

- Former US ambassador to the Netherlands



Antonie Beukering

- Former Brigadier General of the Royal Netherlands Army
- Former Dutch politician



Dr. Rita Zhao

- President & CEO of the Global Reach Co. LTD
- Journalist,
- World-renowned photographer
- Honorary Principle of the Beijing School of the Deaf



Dr. Vesna Pusić

- Former Croatian Deputy Prime Minister and Minister of Foreign and European Affairs



Salaheddine Mezouar

- Former Moroccan Minister of Foreign Affairs, Minister of Finance and the Economy, and Minister of Finance and the Economy



Dr. Olga Revia

- Founder and Chairperson of QUBF Council
- Former Vice-Chairperson of the International Chamber of Commerce in Ukraine



Marc Udink

- Co-founder of Udink & de Jong law firm
- Secretary General of INSOL-Europe
- Chairman of the Supervisory Board of Porcelyne Fles NV



Cevat Yerli

- Founding CEO and President of Crytek Gaming
- Founder of TMRW



Ben Swagerman

- Former member of the Dutch Senate
- Former Dutch Chief Public Prosecutor

THIGJ Leadership



SOHAIR SALAM SABER
PRESIDENT



MAHMOUD ABU WASEL
VICE-PRESIDENT



SUSAN BASTRESS, ESQ.
EXECUTIVE BOARD
MEMBER



ABDULLA A. WASEL
CHIEF OF STAFF AND
SECRETARY TO THE
BOARD

About The Off-World Approach

In 2020, the Hague Institute for Global Justice convened the program on Space Security, Justice & Governance. The program was launched in 2021 and develops a new platform for collaborative action amongst civil society and the public and private sectors in response to the growing needs for space security and justice.

The Hague Institute for Global Justice views the intersection of security and justice as critical to understanding and addressing our exponential growth into a space faring people, the effective management of which requires innovative and collaborative action at various levels. On this fundamental theme, the Institute conceptualized a program built around Space Security, Justice & Governance, composed of a select group of eminent civil society delegates.

Space systems are vital to sustainability, strategic stability, economic growth, scientific discovery, and the betterment of the human condition. Decision-makers would benefit enormously from a sustained and focused multidisciplinary examination of the current state-of-affairs in space law and policy and the ways and means for civil society to mold the future of space utilization.

While the body of international space law and practice instruments are established and serve as a roadmap for national security, and civil and commercial space activities, much work needs to be done at the national level to give effect to the implementation of obligations under the UN space treaties. The private sector needs a global framework that is transparent, level, and predictable.

The rule of law in space must be flexible, inclusive, and permissive for the next generation of space adventurers to excel. Countries and companies transitioning to the new global space economy will need an unbiased and thoughtful institution that looks at the totality of the challenges ahead.

As the leading institution in the Hague focused on global justice, the Hague Institute for Global Justice provides exploring collaboration on the emerging body of international space law and policy which will define the global architecture for new and innovative transnational commercial space ventures.

The Hague Institute for Global Justice will provide a regular and sustainable platform for all to share their views on the future of the space enterprise that sets the foundation for global stability, economic growth, societal wellbeing, and the rule of law as we proceed through the 21st Century and beyond.

The Hague Institute for Global Justice will advocate for practical solutions to make the space enterprise meaningful to everyday life around the globe. The Institute is uniquely positioned to forge alliances with existing international entities associated with space activities and draw upon their decades of experience to arrive at fully informed policy recommendations.

A Statement from The Off-World Approach

The Hague Institute for Global Justice has launched a program entitled “The Off World Approach” to address the role of civil society in the future space enterprise. The Off-World Approach is the first international, non-governmental organization established to examine all aspects of the future space enterprise in five decades.

The Off World Approach is guided by a Council of leading experts in all aspects of the space enterprise. The first meeting of the Council was convened on September 14, 2021, under the leadership of Co-Chairs Lady Sohair, President of the Hague Institute for Global Justice and Ken Hodgkins, Co-Chair of the Off-World Approach and Honorary Senior Advisor of The Hague Institute for Global Justice.

Governing new and innovative commercial space ventures will require a nimble and comprehensive vision. There is no appetite in the space sector for decades-long negotiations on new binding legal instruments. Instead, a rich menu of legal and policy concepts that space actors can choose from and adapt to their circumstances and goals is urgently needed. Yet, these policy options must balance civil society’s needs with mounting space security challenges, like space debris, that if left unchecked, could render the global commons another tragedy.

The Off World Approach is a basic concept that has great potential to enable the sustainable development of space if it can be adequately supported by civil society and governments alike. As we proceed through the 21st Century and beyond, there must be thoughtful consideration given to the totality of the role of civil society in the future space enterprise. We must look at mechanisms that will provide a regular and sustainable platform for all stakeholders the opportunity to express their vision on global stability, economic growth, societal well-being, and the rule of law. New institutions or confederations not traditionally associated with space should also be examined to bring new perspectives to the space enterprise. For example, the amalgamation of international private and public space law would be another avenue for study as well as other shared domains such as air and the seas.

The Off World Approach is guided by the following cross-cutting concepts:

- Transparency
- Predictability
- Interoperability
- The Rule of Law
- Fair and Equal Governance
- Sustainability of the Space Environment
- Use of Space Systems for Sustainability on Earth
- Freedom of Scientific Inquiry and Data Exchange

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- Permissive International and Domestic Frameworks for Civil Society
 - Wisdom and Lessons Learned for the Next Generation of Space Entrepreneurs
 - Capacity-building for the global community to reap the benefits of space exploration to meet their needs
 - Develop bottom up “best practices” for the utilization of space resources.
 - Integrate civil society into governmental policy decision-making regarding outer space.

The Off World Approach will provide a reliable and objective venue for civil society and government to set the path from Earth to the Moon, Mars, and beyond. But to be part of this construct, participants must commit to transparency, interoperability, sustainability, economic well-being, and the rule of law. The Off World Approach should not be an arbiter of geopolitical differences but an advocate for practical solutions to make the space enterprise meaningful to everyday life worldwide.

We must not limit the future of the space enterprise by clinging only to what is familiar. Rather, the focus should be to discover what is possible. The need for a new approach to space exploration writ-large is not a reflection of failure but progress. It is the result of the natural evolution of space exploration and exploitation and space diplomacy. What started as a few states acting under Cold War pressures has grown into a global, state, and civil society endeavor that requires new thinking to meet emerging space development needs once again. This process of developing new space endeavors followed by new international approaches should be expected to continue. Ideally, it will involve space actors seeking and embracing new methods for engaging in constructive dialogue to further sustain the human experience in and through space.

The Institute welcomes the possibility of collaboration with governments, private industry, the scientific community, educators, and the mass media to take an all-inclusive approach to demonstrating the value of space ventures for everyday life on Earth.

The Council of The Off-World Approach

The Off World Approach is guided by a Council of leading experts in all aspects of the space enterprise under the leadership of Co-Chairs Lady Sohair, President of the Hague Institute for Global Justice and Kenneth Hodgkins, Co-Chair of the Off-World Approach and Honorary Senior Advisor of The Hague Institute for Global Justice.



KENNETH HODGKINS – CO-CHAIR – THE OFF-WORLD APPROACH

Kenneth Hodgkins has been with the Department of State since 1987 and presently is the Director for the Office of Space and Advanced Technology in the Bureau of Oceans, Environment and Science. The office is responsible for bilateral and multilateral cooperation in civil and commercial space and high technology activities, including the International Space Station, collaboration in global navigation satellite systems, the International Thermonuclear Experimental Reactor (ITER), and nanotechnology, and represents the Department in national space policy review and development.

Hodgkins currently serves as the President of International Space Enterprises Consultants and the U.S. Representative to the UN Committee on the Peaceful Uses of Outer Space (COPUOS), as well as the Alternate Representative for the Committee’s Scientific and Technical and Legal Subcommittees since 1987. Hodgkins is the leading authoritative voice within the United States on the procedures and dynamics of the Committee and its sub-committees.

In 2010 and 2017, respectively, Hodgkins was the first and only Department of State recipient of the American Institute of Aeronautics and Astronautics’ International Cooperation Award and the American Astronautical Society’s award for Advancement of International Cooperation. He was also named by GPS World as a “GNSS Leader to Watch in 2009-2010.” Hodgkins is a member elect of the International Academy of Astronautics (IAA) and the International Institute of Space Law (IISL). Hodgkins was awarded by the University of Maine in May 2017 an Honorary Doctor of Humane Letters. In September of 2017, he was awarded by the IAA the Social Sciences Award for significant contributions to the advancement of astronautical sciences.

Hodgkins is an Honorary Senior Advisor of The Hague Institute for Global Justice.



DR. SERGIO CAMACHO – COUNCIL MEMBER – THE OFF-WORLD APPROACH

Dr. Sergio Camacho-Lara is the Secretary General of the Regional Centre for Space Science and Technology Education for Latin America and the Caribbean, affiliated to the United Nations. He is also a professor at the National Institute for Astrophysics, Optics and Electronics of Mexico.

Dr. Camacho is a former Director of the United Nations Office for Outer Space Affairs (UNOOSA). Previously, he was Chief, Space Applications Section of UNOOSA focusing on capacity building in space science, technology, and space policy. Before that, he was Chief, Committee Services and Research Section also at UNOOSA and worked on the organization of the Third United Nations Conference on the Exploration and Peaceful Uses of Outer Space (UNISPACE III). Working with Member States of the Committee on the Peaceful Uses of Outer Space (COPUOS), he contributed to implementing the recommendations of UNISPACE III. Highlights of that implementation have been, the establishment of the Space Generation Advisory Council, the establishment of the International Committee on GNSS, and the establishment of the United Nations Platform for Space-based Information for Disaster Management and Emergency Response (UN-SPIDER).

As staff of the United Nations Secretariat and later as a member of the delegation of Mexico to COPUOS, he was involved in many issues dealt with by the Committee and its Scientific and Technical Subcommittee and Legal Subcommittee. As a delegate of Mexico to COPUOS, he was Chair of its Action Team on Near-Earth Objects (NEOs) and Chairman of the Working Group of the Scientific and Technical Subcommittee on NEOs which led to the establishment in 2014 of the International Asteroid Warning Network (IAWN) and the Space Mission Planning Advisory Group (SMPAG). These are among the issues that benefit from the long-term sustainability of activities in outer space which is an issue that he promotes.

Prior to joining the United Nations, Dr. Camacho carried out research in electromagnetic radiation transfer at the Institute of Geophysics, Universidad Nacional Autónoma de México (UNAM). He received his M. Sc. and Ph. D. in Aerospace Science from the University of Michigan, in the United States and his bachelor's degree in physics from the UNAM.



DR. SETSUKO AOKI – COUNCIL MEMBER – THE OFF-WORLD APPROACH

Dr. Setsuko AOKI is Professor of Law, Keio University Law School, Japan since April 2016. She specializes in public international law especially space law, arms control and export control.

She obtained Doctor of Civil Law (D.C.L.) from McGill University, Montreal, Canada in 1993. She is a vice-president of the International Institute of Space Law (IISL) since October 2017; She is a member of the Committee on the National Space Policy (CNSP), Cabinet Office of Japan since July 2012 and the chair of the security subcommittee of the CNSP since April 2017.

Her English publication in 2020 includes: “Nationality for Spacecraft? Revisited: Nationality to be Found”, 44 *Journal of Space Law* (2020), pp.373-404; “International Cooperation Mechanisms in Outer Space Activities for the Next Decade”, in *Proceedings of International Institute of Space Law 2019* (2020), pp. 3-14.



WADE LARSON – COUNCIL MEMBER – THE OFF-WORLD APPROACH

Wade Larson is an entrepreneur and business executive who has spent his entire career in Canada’s space (satellite) sector. He worked for seven years with the Canadian Space Agency, ten years at MacDonal, Dettwiler and Associates (MDA), and nine years at UrtheCast Corp, of which he was a co-founder and served as the company’s President and COO and later as its CEO (he is now Executive Vice President, Business Development and Strategy). Wade is also a Director of the Vancouver chapter of the Founder Institute, the world’s largest pre-seed technology accelerator.

Wade sat on Trinity’s Board of Governors for six years and co-founded the “New Era” TWU Alumni Association in 2011, serving as its first President.

Besides being an alumnus of TWU (1991, B.A. History), Wade has an M.A. from the University of British Columbia and an MBA from McGill.



MICHAEL GOLD – COUNCIL MEMBER – THE OFF-WORLD APPROACH

Mike Gold is the Executive Vice President for Civil Space and External Affairs at Redwire Space. In this capacity Mr. Gold supports the company's business development efforts as well as government and media relations. Prior to joining Redwire Space, Mr. Gold was NASA's Associate Administrator for Space Policy and Partnerships and also served as Acting Associate Administrator for the Office of International and Interagency Relations.

Before joining NASA, Gold was Vice President of Civil Space at MAXAR Technologies and General Counsel for the company's Radiant Solutions Business Unit. Gold also spent thirteen years at Bigelow Aerospace where he established the company's Washington office, oversaw the launches of the Genesis 1 and 2 spacecraft, and was a recipient of a NASA Group Achievement award for his role in the development and deployment of the Bigelow Expandable Activity Module (BEAM) on the International Space Station. In 2012, Gold was appointed Chair of the Commercial Space Transportation Advisory Committee, holding this position until joining NASA in 2019. In 2018, Mr. Gold was appointed to the NASA Advisory Council and served as Chair of its Regulatory and Policy Committee.

Mr. Gold currently serves on the Board of the Commercial Spaceflight Federation, and from 2014 – 2017 he was a member of the National Academies Space Technology Industry-Government- University Roundtable. Gold was awarded NASA's Outstanding Leadership Medal in recognition for his leadership of the Artemis Accords, the Gateway MOUs, and other interagency policy development and coordination efforts. Gold has authored three law review articles on the topic of commercial space and export control reform and has testified several times before the U.S. House of Representatives and the U.S. Senate as a commercial space expert.

Gold graduated from the University of Pennsylvania Law School and is admitted to practice law in the District of Columbia and the State of New York.



DR. MICHAEL SIMPSON – COUNCIL MEMBER – THE OFF-WORLD APPROACH

Dr. Michael K. Simpson retired as Executive Director of the Secure World Foundation in October 2018 and is a former President of the International Space University. He has also been President of Utica College and the American University of Paris with a combined total of 22 years of experience as an academic chief executive officer. He currently holds an appointment as Professor of Space Policy and International Law at ISU.

After graduating from Fordham University, Simpson accepted a commission as an officer in the U.S. Navy, retiring from the Naval Reserve in 1993 with the rank of Commander. His naval experience included service as a Political-Military Action Officer at US European Command in Stuttgart, Germany.

He completed his Ph.D. at Tufts University, The Fletcher School of Law and Diplomacy, holds a Master of Business Administration from Syracuse University; and two Master of Arts degrees from The Fletcher School. He has also completed two one-year courses in Europe: the French advanced defense institute (Institut des Hautes Études de Défense Nationale) and the General Course of the London School of Economics.

He is a member of the International Academy of Astronautics, a member of the International Institute of Space Law, a member of the Institut Aéronautique et Astronautique de France, and a Senior Fellow of the International Institute of Space Commerce. He currently serves as the pro bono managing director of the Institute of Space Commerce in the United States. He is the author of numerous scholarly papers, presentations, articles and book contributions.

His practical experience includes service as an observer representative to the UN Committee on the Peaceful Uses of Outer Space, participation in the IAF committees on Commercial Spaceflight Safety and Space Security, membership in three IAA Cosmic Study Groups, participating organization representative to the Group on Earth Observations and member of its Ministerial Working Group, and the Board of Governors of the National Space Society in the United States. He was a member of the Panel on Asteroid Threat Mitigation organized by the Association of Space Explorers, served as Vice Chair of The Hague Space Resources Governance Working Group, and is an observer at the Global Expert Group on Sustainable Lunar Activities. He continues to serve the Secure World Foundation as a member of its Board of Directors.



MICHELLE HANLON, ESQ. – COUNCIL MEMBER – THE OFF-WORLD APPROACH

Michelle is a Co-Director of the Center for Air and Space Law and an instructor of aviation and space law. Michelle received her B.A. in Political Science from Yale College and her J.D. magna cum laude from the Georgetown University Law Center. She earned her LL.M in Air and Space Law from McGill University where the focus of her research was commercial space and the intersection of commerce and public law.

Prior to focusing on aviation — including uncrewed aircraft — and space law, Michelle was engaged in a private business law practice. Her legal career commenced with the restructuring of sovereign debt for a number of South and Latin American countries and evolved into the negotiation and implementation of cross-border technology mergers and acquisitions. Her subsequent solo practice advised entrepreneurs across four continents on all aspects of bringing their innovative ideas to market: from basic corporate formation to financings and buyouts.

Michelle is a Co-Founder and the President of For All Moonkind, Inc., a nonprofit corporation that is the only organization in the world focused on protecting human cultural heritage in outer space. For All Moonkind has been recognized by the United Nations as a Permanent Observer to the United Nations Committee on the Peaceful Uses of Outer Space. Michelle is the President of the National Space Society and is on the Advisory Board of several start-ups involved in commercial space activities including orbital debris removal, remote sensing and the support of lunar resource extraction. Michelle is the Editor-in-Chief of the Journal of Space Law and the Faculty Advisor for the Journal of Drone Law and Policy.



MAZLAN OTHMAN – COUNCIL MEMBER – THE OFF-WORLD APPROACH

Mazlan Othman was educated in Malaysia and received her PhD in Astrophysics at the University of Otago, New Zealand. On returning to Malaysia in 1981, she pioneered an academic programme on astrophysics at the National University of Malaysia and was appointed Professor of Astrophysics in 1994.

She was seconded to the Prime Minister's Department in 1990 to direct the establishment of the National Planetarium, under the Space Science Studies Division. As its first Director-General, she also led the design and manufacture of Malaysia's first remote-sensing satellite, TiungSAT-1, launched in 2000.

In 1999, she was appointed Director of the United Nations Office for Outer Space Affairs (UNOOSA) and returned to Malaysia to set up the National Space Agency (ANGKASA). As its founding Director-General, she established the National Space Centre which houses TT&C, AIT, calibration and research facilities; founded the Langkawi National Observatory; and initiated the programme which placed the world's first remote-sensing satellite in near-Equatorial orbit. She spearheaded the Angkasawan Programme which saw the launch of the first Malaysian astronaut to the International Space Station in 2007. That year, she left Malaysia again to resume the post of Director of UNOOSA. In 2009, she was appointed Deputy Director-General of the United Nations Office at Vienna (UNOV). She retired from the UN in 2013.



DR. KAI-UWE SCHROGL – COUNCIL MEMBER – THE OFF-WORLD APPROACH

Prof. Dr. Kai-Uwe Schrogl is the Chief Strategy Officer of the European Space Agency (ESA, Headquarters in Paris, France). From 2007 to 2011 he was the Director of the European Space Policy Institute (ESPI) in Vienna, Austria, the leading European think tank for space policy. Prior to this, he was the Head of the Corporate Development and External Relations Department in the German Aerospace Center (DLR) in Cologne, Germany. Previously he also worked with the German Ministry for Post and Telecommunications and the German Space Agency (DARA) in Bonn, Germany.

He has been a delegate to numerous international forums and has served from 2014 to 2016 as chairman of the Legal Subcommittee of the United Nations Committee on the Peaceful Uses of Outer Space, the highest body for space law making, comprising 73 Member States. He also was chairman of various European and global committees (ESA International Relations Committee and two plenary working groups of the UNCOPUOS Legal Subcommittee, the one on the launching State and the other on the registration practice, both leading to UN General Assembly Resolutions). He presented, respectively testified, at hearings of the European Parliament and the U.S. House of Representatives.

Kai-Uwe Schrogl is the President of the International Institute of Space Law, the professional association of space law experts from 48 countries, Member of the International Academy of Astronautics (recently chairing its Commission on policy, economics and regulations) and the Russian Academy for Cosmonautics as well as Corresponding Member of the French Air and Space Academy. He holds a doctorate degree in political science and lectures international relations as an Honorary Professor at Tübingen University, Germany.

Kai-Uwe Schrogl has written or co-edited 15 books and more than 130 articles, reports and papers in the fields of space policy and law as well as telecommunications policy. He launched and edited until 2011 the “Yearbook on Space Policy” and the book series “Studies in Space Policy” both published by ESPI at SpringerWienNewYork. He sits on editorial boards of various international journals in the field of space policy and law (Space Policy, Zeitschrift für Luft- und Weltraumrecht, Studies in Space Law/Nijhoff; previously also Acta Astronautica).



JEAN-JACQUES TORTORA – COUNCIL MEMBER – THE OFF-WORLD APPROACH

Since June 1, 2016, Jean-Jacques Tortora has served as the Director of the European Space Policy Institute.

From 2007 to mid-2016 he was the Secretary General of ASD-Eurospace, which is the trade association of the European Space Industry.

From 2004 to mid-2007, he was head of the French Space Agency (CNES) office in North America and the Attaché for Space and Aeronautics at the Embassy of France in Washington, D.C.

Previously he was Deputy Director for Strategy and Programs, responsible for the Industrial Strategy of CNES, the French Space Agency.

Prior to that position, he was France's representative in the ESA Industrial Policy Committee and Joint Communication Board.

From 1998 to 2000, Mr. Tortora was adviser to the French Ministry of Research for Industrial Policy Funds management, aiming at industry competitiveness support and new space applications and services development and promotion.

From 1996 to 1998, he was appointed by Arianespace in Evry, France, to lead a risk mitigation and cost reduction plan covering to the end of operational life of the Ariane 4 launcher.

From 1990 to 1996, Mr. Tortora was based in Kourou, French Guiana, as Head of Arianespace Operations Quality Department. There, he led the Quality Management of the Ariane 4 launchers final integration and of the launch pad operations and maintenance. He supervised the industrialization and the implementation of the associated control plans.

Mr. Tortora started his career in 1984 at the French military procurement agency, DGA, as a naval weapons integration and test engineer, expert in signal processing and warships acoustic discretion.



DR. FRANS VON DER DUNK – COUNCIL MEMBER – THE OFF-WORLD APPROACH

Professor von der Dunk was awarded the Distinguished Service Award of the International Institute of Space Law (IISL) of the International Astronautical Federation (IAF) in Vancouver, in October 2004, and the Social Science Award of the International Academy of Astronautics (IAA) in Valencia, in October 2006.

He has written over 120 articles and published papers, has given some 120 presentations at international meetings and was visiting professor at some 25 different universities across the world on subjects of international and national space law and policy, international air law and public international law. He has (co-)organised some 20 international symposia, workshops and other events, and has been (co-)editor of a number of publications and proceedings. As of 2006, he is the Series Editor of 'Studies in Space Law', published by Brill.

Dr. von der Dunk has served as adviser to the Dutch Government, several foreign Governments, the European Commission, the European Space Agency (ESA), the United Nations (UN), the Organisation for Economic Co-operation and Development (OECD), the Dutch National Aerospace Agency (NIVR), the German Space Agency (DLR), the Brazilian Space Agency (AEB), the Association of Space Explorers (ASE) and the Centre for Strategic and International Studies (CSIS), as well as various companies. Such advisory work dealt with a broad area of issues related to space activities, such as space policy, national space law, privatisation of space activities, Global Navigation Satellite Systems (GNSS) (in particular Galileo), satellite communications, radio astronomy, and earth observation. Also, he has acted as the Legal Task Manager in a number of studies undertaken in particular within the context of leading European Commission projects, such as on European space policy, Galileo and GNSS, satellite communications, the Global Monitoring for the Environment and Security (GMES) project and earth observation. Much of his recent work furthermore focused on such topical issues as space tourism, the legal status of the Moon and other celestial bodies and the 'sale-of- lunar-estate hoax', and planetary protection.

He is Director of Public Relations of the International Institute of Space Law (IISL), Member of the Board of the European Centre for Space Law (ECSL), and Member for the Netherlands in the International Law Association's (ILA) Committee on Space Law.



DR. GOUYU WANG – COUNCIL MEMBER – THE OFF-WORLD APPROACH

Guoyu WANG, Bachelor degree in International Law, Master degree in Private International Law, Doctoral degree in Law and Economics (Economic Analysis of Law), Associate Professor of Law School, Beijing Institute of Technology (BIT); Dean, Academy of Air, Space Policy and Law, BIT; Deputy Director, China National Space Administration (CNSA) Space Law Center(2017-), Legal Counsellor in Space Law, CNSA Lunar Exploration and Space Project Center(2016-), Board Member of the Advisory Committee of Security World Foundation(2020-), Member of the Supreme Academic Council at the International Academy of Space Law (IASL) (2020-); Space Security Consultant of United Nations Institute for Disarmament Research (UNIDIR) (2015), Academy Senior Fellow of Royal Institute of International Affairs (Chatham House), U.K. (2014); Visiting Scholar, National Center for Remote Sensing, Air and Space Law, Mississippi University, U.S..(2011-2012). He is also the founder of Beijing HarmonizeSpace Consult Co., Ltd(2021-), Consultant in Space Law of Origin Space(2021-), which is the first and only Chinese private entity engaging in space mining project.

Dr. Wang has been served as a Chinese delegate, Legal Consultant of the United Nation Committee on the Peaceful use of Outer Space (UNCOPUOS, 2012-), Inter-governmental Space Debris Coordination Committee (IADC, 2014-2016), as well as a Chinese expert in the Long-term Sustainability for Outer Space Activities Working Group of UNCOPUOS (2012-2018), has been representing China for international space rules and policies negotiation and drafting. He is an editorial member and expert of McGill Manual for the International Law Applicable for Military Use of Outer Space (MILAMOS) since 2018, an expert of The Hague International Working Group on Space Resources Governance (2015-2019) and a member of Global Experts Group for Sustainable Lunar Activities (GEGSLA, 2021-). He has also been one of the main drafters of Chinese National Space Law (2019-).

Dr. Wang's researches focus on international and national space law, international space politics. Dr. Wang's expertise includes legal and political analysis on space security issues, inter alia, arms control in outer space and space debris mitigation and remediation; space natural resources use and exploration; China space legislation.



DR. ARTEM BONDARENKO – COUNCIL MEMBER – THE OFF-WORLD APPROACH

Dr. Artem V. Bondarenko is the Founding President and Chairman of the Board of Directors of the International Academy of Space Law (IASL). He graduated with honors from the Military University under the Ministry of Defense of the Russian Federation where he eventually obtained his Ph.D. He later graduated with honors from the Institute of Space Technologies at the Peoples' Friendship University (RUDN) earning a master of space management and business administration.

A retired colonel of the Russian Armed Forces and Federal Penitentiary Service, he has shown excellence throughout his illustrious career. His NATO Medal for Kosovo Force (KFOR), a sign of recognition from Russia's most storied geopolitical archrival, just proves how good he was in building camaraderie across multinational contingents in the war-torn land of former Yugoslavia.

Col. Artem V. Bondarenko became the chief ideologist, principal designer, and first commander of the Russian MOD Linguistic Center, an analog of the United States Defense Language Institute Foreign Language Center (DLIFLC) at the Presidio of Monterey, California. He retired from the Public Service in 2017 after spending almost 25 years on active duty.

A war veteran, he has now become an integral part of international formation protecting human rights and democracy around the world. His leadership inspires people from all over the globe to get united standing guard over the rule of law in outer space.



DANIEL DUMBACHER – COUNCIL MEMBER – THE OFF-WORLD APPROACH

Dan Dumbacher is the Executive Director of the American Institute of Aeronautics and Astronautics (AIAA).

Before joining the AIAA staff in January 2018, Dan was a Professor of Engineering Practice in the School of Aeronautics and Astronautics at Purdue University, where he taught courses in systems thinking, systems engineering, and space policy.

Prior to Purdue, Dan served as the Deputy Associate Administrator, Exploration Systems Development Division, Human Exploration and Operations Mission Directorate at NASA Headquarters. In that capacity, he provided leadership and management as the Program Director for Exploration Systems Development, which included: the Space Launch System, Orion, and Ground Systems Development and Operations development and integration efforts. He led a national team of over 5,000, spanning all NASA centers and industry, and was responsible for a \$3 billion annual budget.

During his 33-year NASA career, he has received numerous awards and honors including the coveted Silver Snoopy Award and the NASA Distinguished Service Medal. In 2015, Purdue recognized him with the Gustafson Teaching Award.

Dan earned his bachelor's degree in mechanical engineering from Purdue University and a master's degree in business administration from the University of Alabama in Huntsville. He has also completed the Senior Managers in Government program at Harvard University.

TESTEMONIES

“The scope and nature of the Space Enterprise is rapidly changing. Civil society must lead in shaping a new global framework among governments, industry and the scientific community that is flexible, predictable, transparent and inclusive.”

– Kenneth Hodgkins

“The long-term sustainability of activities in outer space requires good governance by the international community and is essential for sustainable development on Earth.”

– Sergio Camacho

“The Space Mineral Resources meeting sponsored by the Hague Institute in 2014 inspired a four-year study of the issue whose report is now under review by the UN. The Off World initiative shows great promise for extending insight to an even broader range of challenges facing the human experience of space. Establishing norms of behavior is critical for the safe, successful, and sustainable development of space. I’m thrilled that the Hague Institute is tackling this vital topic to help ensure a peaceful and prosperous future in space for all of humanity to enjoy.”

– Michael Gold

“The space enterprise was once government-oriented and controlled. It is now largely driven by the need to develop multiple applications to serve civil society. As the shift from government-control to private sector-control continues, measures will need to be taken to stabilize and maintain the advancement.”

– Jean-Jacques Tortora

“Space activities play major role in advancing global peace and prosperity. As more actors enter the space arena, our collective ability to continue to harness outer space for peaceful purposes and human development will depend on our ability to develop a common vision for space activities that is underpinned by shared values. This will require inclusive dialogues that incorporate a diverse set of views to arrive at shared understandings of the regulatory and policy challenges facing the international community as it addresses the future governance of space activities. Through its Pillars of Justice approach, the Hague Institute for Global Justice is well placed to help the international community to address these challenges.”

– Peter Martinez

“The Off-World Approach is forging a sound new international framework from a bottom-up approach, no matter from a legal, political or institutional perspective. The Approach per se is a due response to the challenges in global space governance, the rule of law in space and the prevention and settlement of space disputes.”

– Dr. Guoyu Wang

“Civil society must establish a framework for extending the human neighborhood off-world, ensuring peace and prosperity for generations to come.”

– Dan Dumbacher

ENDORSEMENTS

*“It has been an honor to serve as Chair of the Advisory Council of The Hague Institute for Global Justice for the past five years. The Institute has quickly established itself as a leading think tank focusing on practical solutions to the consequential challenges facing policymakers today. It has produced thoughtful and high-quality publications such as *Confronting the Crisis of Global Governance* and *The Hague Approach*, while illuminating the tangible and positive difference that justice makes in people’s lives. I have every confidence that The Hague Institute will continue to make important contributions to the timeless and challenging quest for global justice.”*

- **Madeleine K. Albright, Former Chair of the Advisory Council of The Hague Institute**

“The Hague Institute for Global Justice was established five years ago in response to a growing demand for policy-relevant research and innovative thinking on critical issues of peace and justice. Today, the Institute plays a key role in informing the work of cities, governments and international organizations by conducting research, building capacity, and convening renowned scholars and practitioners to discuss solutions to contemporary global challenges. I am delighted by what the Institute has achieved in just five years and am confident that it will continue to make important contributions to global peace and justice.”

- **Jozias van Aartsen, Former Mayor of The Hague**

“In the five years since its establishment, The Hague Institute for Global Justice has become an important resource for policymakers in the Netherlands and beyond. I was delighted to participate in the consultation organized jointly by the Institute and the Netherlands Ministry of Foreign Affairs on the Strategic Review of the Common Foreign and Security Policy of the European Union in December 2015. The Institute has demonstrated a keen sensitivity to the needs of policymakers and has much to offer in support of national, regional and international policy processes.”

- **Bert Koenders, Former Minister of Foreign Affairs of the Netherlands**

“Since its inception in 2011, The Hague Institute has quickly distinguished itself as an intellectual hub for serious interdisciplinary thinking about ways of promoting international peace and justice. To be sure, in the international city of justice that is The Hague, the Institute has steadily grown into the resource of choice for expert debate and discussion on international criminal justice writ large. The contribution of the Institute to the important issues confronting international criminal justice in general and the International Criminal Court in particular has been noteworthy and is deserving of praise. I thank the Institute for its indefatigable efforts and contributions and wish it continued success.”

- **Fatou Bensouda, Prosecutor of the International Criminal Court**

“By developing and fostering dialogue, interaction and cooperation, The Hague Institute has a key role to play, in the city and internationally. The Institute is developing policy-relevant projects with many international partners. Internationally renowned experts, both scholars and practitioners, find their way to The Hague Institute to attend sessions at its beautiful premises at Sophialaan.”

- **Jozias van Aartsen, Former Mayor of The Hague and former, Member of the Advisory Council of the Hague Institute**

“I believe The Hague Institute will become an important player in convening global powers and actors to develop solutions to [conflicts over resource] and other problems affecting global justice, making use of the newest developments in the technological sector and involving both the private and the public sectors.”

- **Dick Benschop, Vice President Joint Ventures Excellence of Shell International and Former Chair of the Supervisory Board of The Hague Institute**

“The role of The Hague Institute for Global Justice is, as far as I can see, key. It is about justice issues on a global scale. It’s about being a think tank to deliver new ideas. But it is also about being practical giving trainings. I think it is this combination of a think tank and at the same moment delivering action, that can make a difference.”

- **Jan Peter Balkenends, Former Prime Minister of the Netherlands**

“I see the role of The Hague Institute as extremely important. The Institute is art of the wider international community, part of those who are trying to promote international law and rules for responsible global behavior. [The Institute] is also here to set our agendas and draw our attention to things to which the government dose not pay enough attention. [The Institute] is an important reality check for us an dour policies, for thins we have not done properly. The fact that it is located here in the Hague, where so many important international institutions are located gives the institute even greater relevance. I hope that the Institute will continue playing the constructive role in the future.”

- **Miroslav Lajcak, Deputy Prime Minister and Minister of Foreign Affairs and European Affairs of Slovakia**

“What I like about The Hague Institute is its multi-disciplinary approach. There is a tendency for us all to go off into our silos, for lawyers, social scientists and community groups to stick to their ways but The Hague Institute gets it all together. I honor and praise the Institute for its work.”

- **Judge Michael Kirby, former Justice of the High Court of Australia and Chairman of the UN Commission that investigated human rights abuses in North Korea in 2013 and 2014**

“In developing new partnership and holding high-level conferences, the Institute has succeeded in rapidly positioning itself as a distinguished center of discussion and research on international justice and governance.”

- **Philippe Couveur, Registrar, International Court of Justice**

“The International Organization for Migration commends The Hague Institute for Global Justice’s efforts to strengthen the global framework for preventing and resolving conflicts and promoting international peace.”

- **William Lacy Swing, Director General, IOM**

“The Hague Institute for Global Justice gave us a very good chance to learn many things, especially on international criminal law and the ICC.”

- **Naima Gebril, Judge, Court of Appeal in Benghazi, Libya**

“The Hague Approach is very much in line with the United Nations policy in supporting post conflict transitions, it has the added value of providing practical tools in key areas of this agenda which all stakeholders can apply.”

- **Jan Eliasson, Deputy Secretary-General, United Nations**

“This set of principles promises to make significant contributions to the ongoing dialogue over the objective of achieving peace in post-conflict settings. What is more, this initiative is particularly welcome and topical in the current climate, as principled solutions are direly needed to address issues of transitional justice and democratic institute building in war-torn regions.”

- **Peter Tomka, Judge, International Court of Justice**

“This work is illustrative of many shared values between The Hague Institute and the International Criminal Court, such as deterrence and the rule of law. As mentioned in the principles, cooperation at every level is indeed necessary, with concerted and consistent effort by all those involved.”

- **Sang Hyun Song, Former President, International Criminal Court**

“There is great alignment between The Hague Approach and the activities the UN promotes. We hope to continue working with The Hague Institute for Global Justice, especially in light of these relevant principles.”

- **Judy Cheng-Huopkins, Former Assistant Secretary-General for Peacebuilding Support, United Nations**

“The Hague Approach proves that, in a relatively short time span, we are improving our knowledge of the complexity of peacebuilding, these principles are based on lessons learned of the past ten years. You might say that is a long period of time. But, actually if you go back in history, it is a quick learning curve. I hope that these principles get wide dissemination and that practitioners will be aware, and constantly reminded, of these important principles.”

- **Pieter Feith, Former International Civilian Representative for Kosovo**

“In the fight against radicalization and violent extremism, two lessons from the 2013 study The Hague Approach: Six Principles for Achieving Sustainable Peace in Post-Conflict Situations are quite fitting.”

The first is that prevention matters. The second is that we have to foster a rule of law culture. If we want to counter terrorism and extremism, it would be wise to take these lessons into account.”

- **Ard vn der Steur, Former Minsier of Security and Justice of the Netherlands**

“The Hague Institute for Global Justice’s report of Confronting the Crisis of Global Governance is definitely a valuable study that reminds us that shared responsibility is essential in order to effectively deal with issues of global concern.”

- **Silvia Fernandez de Gurmendi, President, International Criminal Court**

“I am sure the report [Confronting the Crisis of Global Governance] will make a key contribution to the current debate on the global governance architecture and whether it is suited to today’s challenges.”

- **Lilianne Ploumen, Minister for Foreign Trade and Development**

“The [Rwanda genocide] conference is giving depth to the material that is already out there. It will permit collating materials and opinions that were not there before.

- **Romeo Dallaire, Lieutenant-General of the Canadian Army and Commander of the UN Peacekeeping force in Rwanda during the Rwandan genocide**

“I think this [Srebrenica conference] is a very good format. The fact that the Hague Institute for Global Justice managed to get most of the actors or close observers at the time and go through what actually happened at the time, to go through the record with 20 years perspective brings out interesting perspectives.”

- **Carl Bildt, Former EU Special Envoy to Yugoslavia**

“I think this conference is very important. The fact that this exercise needed to be done is beyond dispute. What I found particularly useful about this conference is that it was conducted in a very professional atmosphere. Very sober, very sensible discussion. At the same time with a tremendous amount of details and with a lot of documentation assembled.” “The value of this exercise is that it is a portrait of a particular period of time, but its lessons are valid for the indefinite future.”

- **Shashi Tharoor, Former UN Under-Secretary-General**

“This conference contributes to clearing misunderstandings about who did what, at what time and why not. So that victims can move on and work towards a better future.”

- **Muhamed Durakovic, Survivor of Srebrenica massacre**

APPENDIX A
“THIGJ Deed of Incorporation”



dossiernummer CN/HH/73531.01

AKTE OPRICHTING

Stichting The Hague Institute for Global Justice

Heden, achtentwintig december tweeduizend achttien verscheen voor mij, mr. Caroline —
Emily Cecile Neering-de Nerée tot Babberich, notaris te 's-Gravenhage: _____
de heer mr. Halbert Taede Huitema, geboren te 's-Gravenhage op acht maart _____
negentienhonderdeenentachtig, met kantooradres Koninginnegracht 23, 2514 AB _____
's-Gravenhage, te dezen handelend als schriftelijk gevolmachtigde van: _____
mevrouw **SOHAIR ABDALSALAM IBRAHEEM SABER**, geboren te Amman, Jordanië, op
twee mei negentienhonderdzeventig, houder van een paspoort met nummer N930251, _____
wonende te 22 Hamdan Abbas Al-zaghateet street, Amman, Jordanië, ongehuwd en niet —
geregistreerd als partner (geweest), hierna te noemen: de "oprichter". _____

VOLMACHT

Van de verleende volmacht blijkt uit één (1) onderhandse akte, welke aan deze akte is —
gehecht. _____

De verschenen persoon, handelend als gemeld, verklaarde dat de oprichter bij deze akte —
een stichting opricht met de volgende statuten. _____

STATUTEN

Artikel 1 - Naam en zetel

1. De naam van de stichting is: **Stichting The Hague Institute for Global Justice**. _____
2. De stichting is gevestigd in de gemeente 's-Gravenhage. _____

Artikel 2 - Doel en middelen

1. De Stichting heeft geen winstoogmerk en heeft als doel: _____
 - a. het bundelen en versterken van kennis en expertise over recht en gerechtigheid —
als basis voor en in samenhang met vrede, veiligheid en sociale en _____
economische ontwikkeling, aanwezig binnen de Haagse kennisinstellingen, de —
Nederlandse universiteiten, niet-gouvernementele organisaties (NGO's), de _____
internationale hoven en verdragsorganisaties in Den Haag om een sterke _____
internationale concurrentiepositie in te kunnen nemen; _____
 - b. het samenwerken met buitenlandse partners; _____
 - c. het stimuleren van innovatie en coherentie van relevante (inter)nationale kennis —
over recht en gerechtigheid in samenhang met vrede, veiligheid en ontwikkeling;
 - d. het bijeenbrengen van (inter)nationale vraag van publieke en private actoren en —
het beste en meest innovatieve aanbod dat wereldwijd beschikbaar is; _____
 - e. het ontwikkelen en onderhouden van een mondiaal netwerk op het hoogste _____

- niveau, gericht op innovatie en valorisatie; _____
- f. het vervullen van de rol van onafhankelijke internationaal gezaghebbende denktank, om een actieve bijdrage te leveren aan het debat over recht en gerechtigheid in samenhang met vrede, veiligheid en ontwikkeling. _____
2. De Stichting bereikt haar doel door: _____
- a. het ontwikkelen van een interdisciplinaire, geïntegreerde, cultuursensitieve en derhalve duurzame benadering van complexe mondiale vraagstukken; _____
- b. het bevorderen van wetenschappelijk excellent en beleidsrelevant onderzoek, opleidingen, advisering en publiek debat; _____
- c. te fungeren als een katalysator voor innovatie onder meer door middel van het organiseren van conferenties, seminars en het onderhouden van een webportaal; _____
- d. zich te profileren als expert op het gebied van recht en gerechtigheid in samenhang met vrede, veiligheid en ontwikkeling en dit pro-actief uit te dragen door opiniërende en wetenschappelijke publicaties; _____
- e. te functioneren als platform en aanjager alsook coördinator van activiteiten die samenhangen met door andere actoren in Den Haag geplande activiteiten/evenementen die gerekend kunnen worden tot het Global Justice-cluster; _____
- f. alle andere wettige middelen. _____
3. De Stichting houdt niet meer vermogen aan dan nodig is voor de continuïteit van de voorziene werkzaamheden ten behoeve van de doelstelling van de stichting. _____
4. De beheerskosten van de stichting staan in redelijke verhouding tot de bestedingen ten behoeve van het doel van de stichting. _____
5. Een bestuurder van de stichting kan nooit over het vermogen van de stichting beschikken als ware het zijn eigen vermogen. _____

Artikel 3 - Bestuur: samenstelling, benoeming, beloning, ontslag

1. Het bestuur van de stichting bestaat uit drie (3) of meer natuurlijke personen. Één (1) bestuurder heeft de titel President en één (1) bestuurder heeft de titel Vice-president. De President stelt het aantal bestuurders vast. Een niet-voltallig bestuur behoudt zijn bevoegdheden. _____
2. Mevrouw SOHAIR ABDALSALAM IBRAHEEM SABER, geboren te Amman, Jordanië, op twee mei negentienhonderdzeventig (hierna ook te noemen: de "oprichter") benoemt één bestuurder met de titel President. De overige bestuurders worden benoemd door het bestuur. Het bestuur kent aan één van haar leden de titel: Vice-President toe. De overige bestuurders worden benoemd voor een periode als bepaald door de President. De President stelt een rooster van aftreden op. In vacatures wordt zo spoedig mogelijk, maar in elk geval binnen drie maanden na _____



het ontstaan ervan, voorzien. _____

3. Iedere bestuurder moet voldoen aan de volgende vereisten: _____
 - a. een bestuurder is een natuurlijk persoon; _____
 - b. een bestuurder heeft het vrije beheer over zijn vermogen; _____
 - c. een bestuurder heeft aan de Stichting laten afgeven een Verklaring Omtrent het Gedrag (VOG) van de Staatssecretaris van het Ministerie van Justitie en Veiligheid waaruit blijkt dat zijn gedrag in het verleden geen bezwaar vormt voor het vervullen van zijn taken als bestuurder van de stichting. _____Ten hoogste de helft van het aantal bestuurders mag met een andere bestuurder een familieband hebben. Onder familieband wordt verstaan bloed- of aanverwantschap tot en met de vierde graad en de hoedanigheid van echtgenoot, geregistreerd partner of andere levensgezel. _____
4. Alle bestuurders kunnen een vergoeding krijgen van de kosten die zij redelijkerwijs hebben gemaakt in de uitoefening van hun functie. _____

De bestuurders ontvangen geen beloning voor hun werkzaamheden. _____
5. Een bestuurder verliest zijn functie: _____
 - a. door zijn overlijden; _____
 - b. door zijn faillissement, door het op hem van toepassing verklaren van de schuldsaneringsregeling natuurlijke personen of doordat hij surseance van betaling verkrijgt; _____
 - c. door zijn ondercuratelestelling of de onderbewindstelling van zijn gehele vermogen; _____
 - d. door zijn vrijwillig aftreden; _____
 - e. door zijn ontslag door de rechtbank; _____
 - f. nadat door de overige bestuurders is vastgesteld dat de betreffende bestuurder niet voldoet aan de eis als bedoeld in artikel 3 lid 3 sub b of sub c en de overige bestuurders om deze reden de betreffende bestuurder ontslaan; _____
 - g. voor wat betreft de bestuurder met de titel President: door zijn ontslag door de oprichter. _____
 - h. voor wat betreft de overige bestuurders (zonder de titel President): door het verloop van de periode waarvoor de bestuurder is benoemd (als bedoeld in lid 1); _____
 - i. voor wat betreft de overige bestuurders (zonder de titel President): door zijn ontslag gegeven door de gezamenlijke overige bestuurders, ten minste twee in getal; _____

Artikel 4 - Bestuur: bijeenroeping, vergaderingen, besluitvorming _____

1. Iedere bestuurder is bevoegd een vergadering van het bestuur bijeen te roepen. _____
2. De bijeenroeping van de vergadering van het bestuur vindt schriftelijk plaats. Bij deze bijeenroeping wordt opgegeven op welke dag de vergadering plaatsvindt, wat het aanvangstijdstip van de vergadering is en welke onderwerpen worden behandeld _____

(agenda). De bijeenroeping vindt plaats met inachtneming van een termijn van ten minste zeven dagen, de dag van bijeenroeping en die van de vergadering niet meegerekend.

De bestuurder die voor dit doel een adres aan de stichting bekend heeft gemaakt, kan tot de vergaderingen van het bestuur worden opgeroepen door een langs elektronische weg aan dat adres toegezonden leesbaar en reproduceerbaar bericht.

3. De vergaderingen van het bestuur worden gehouden op de plaats te bepalen door degene die de vergadering bijeenroept.
4. Als wordt gehandeld in strijd met enige bepaling van de twee vorige leden kan het bestuur niettemin rechtsgeldige besluiten nemen als alle bestuurders in de vergadering aanwezig of vertegenwoordigd zijn.
5. Een bestuurder kan aan een andere bestuurder schriftelijk volmacht verlenen om zich in de vergadering te laten vertegenwoordigen. Een elektronisch vastgelegde volmacht geldt als een schriftelijke volmacht.
Een bestuurder kan niet meer dan één medebestuurder in de vergadering vertegenwoordigen.
6. In de vergaderingen van het bestuur heeft iedere bestuurder één stem.
Besluiten van het bestuur worden genomen met volstrekte meerderheid van de uitgebrachte stemmen.

Artikel 5 - Bestuur: leiding van de vergaderingen, notulen, besluitvorming buiten vergadering

1. De President leidt de vergaderingen van het bestuur. Bij zijn afwezigheid leidt de Vice-President de vergaderingen. Bij de afwezigheid van zowel de President als de Vice-President wordt de vergadering niet gehouden.
2. De President van de vergadering bepaalt de wijze waarop de stemmingen in de vergaderingen worden gehouden.
3. Het in de vergadering uitgesproken oordeel van de President van de vergadering over de uitslag van een stemming is beslissend.
4. Van het verhandelde in de vergaderingen van het bestuur worden notulen gehouden door het bestuur.
De notulen worden vastgesteld doordat de President en de Vice-President deze ondertekenen.

Artikel 6 - Bestuur: taken en bevoegdheden

1. Het bestuur is belast met het besturen van de stichting.
Iedere bestuurder is tegenover de stichting verplicht tot een behoorlijke vervulling van de hem opgedragen taak.
Het bestuur is verplicht van de vermogenstoestand van de stichting en van alles met betrekking tot de werkzaamheden van de stichting, naar de eisen die voortvloeien uit deze werkzaamheden, op zodanige wijze een administratie te voeren en de daartoe behorende boeken, bescheiden en andere gegevensdragers op zodanige wijze te



bewaren, dat op ieder moment de rechten en verplichtingen van de stichting kunnen worden gekend. _____

Het bestuur is verplicht de bedoelde boeken, bescheiden en andere gegevensdragers gedurende zeven jaren te bewaren. _____

2. Het bestuur is bevoegd te besluiten tot het aangaan van overeenkomsten tot verkrijging, vervreemding of bezwaring van registergoederen en tot het aangaan van overeenkomsten, waarbij de stichting zich als borg of hoofdelijk schuldenaar verbindt, zich voor een derde sterk maakt of zich tot zekerheidstelling voor een schuld van een derde verbindt. _____
3. Erfstellingen mogen alleen onder het voorrecht van boedelbeschrijving worden aanvaard. _____

Artikel 7 - Bestuur: vertegenwoordiging _____

1. Tot vertegenwoordiging van de stichting zijn bevoegd: _____
 - het gehele bestuur samen; _____
 - de President afzonderlijk; _____
 - de Vice-President afzonderlijk; _____
2. Het bestuur kan besluiten tot het verlenen van incidentele dan wel doorlopende volmacht aan anderen, zowel samen als afzonderlijk, om de stichting binnen de grenzen van die volmacht te vertegenwoordigen. _____

Artikel 8 - Boekjaar; verslaggeving _____

1. Het boekjaar van de stichting is gelijk aan het kalenderjaar. _____
2. Het bestuur is verplicht jaarlijks binnen zes maanden na afloop van het boekjaar de balans en de staat van baten en lasten van de stichting op te maken en op papier te stellen. _____
3. Het bestuur kan, voordat tot de vaststelling van de balans en de staat van baten en lasten wordt overgegaan, deze stukken laten onderzoeken door een door hem aan te wijzen accountant als bedoeld in artikel 2:393 lid 1 Burgerlijk Wetboek. Deze accountant brengt over zijn onderzoek verslag uit aan het bestuur. Hij geeft de uitslag van zijn onderzoek weer in een verklaring over de getrouwheid van de stukken. _____
4. De balans en de staat van baten en lasten van de stichting of de jaarrekening wordt vastgesteld door het bestuur binnen een maand na het opmaken van de stukken als bedoeld in lid 2. _____

De vastgestelde stukken worden ondertekend door alle bestuurders. Als een handtekening van één van hen ontbreekt wordt de reden daarvan op de stukken vermeld. _____
5. De in lid 2 vermelde termijn kan door het bestuur worden verlengd met ten hoogste vier maanden op grond van bijzondere omstandigheden. _____

Artikel 9 - Beleidsplan _____

De stichting beschikt altijd over een actueel beleidsplan dat inzicht geeft in de door de stichting verrichte activiteiten ter verwezenlijking van haar doelstelling, de wijze van _____

verwerving van inkomsten, het beheer van het vermogen van de stichting en de besteding — daarvan. Ten minste één keer per boekjaar, binnen één maand nadat de stukken als — bedoeld in artikel 8 lid 2 zijn ondertekend door de bestuurders op de wijze als bedoeld in — artikel 8 lid 4 stelt het bestuur, na actualisatie, het beleidsplan opnieuw vast. —

Artikel 10 - Reglementen

1. Het bestuur kan een of meer reglementen vaststellen. In een reglement worden — regels of nadere regels opgenomen, die het bestuur nodig acht voor de uitvoering van zijn taak. Een reglement mag nooit in strijd zijn met de statuten of de wet. — Het bestuur kan elk door hem gemaakt reglement wijzigen en ook intrekken. —
2. Een reglement wordt schriftelijk vastgelegd met vermelding van de dag waarop het — van kracht wordt. Deze datum kan niet zijn gelegen vóór de datum waarop het besluit — werd genomen. —

Artikel 11 - Statutenwijziging

1. Het bestuur is bevoegd de statuten te wijzigen. —
2. Als een voorstel tot wijziging van de statuten wordt gedaan, moet dat bij de oproeping tot de betreffende vergadering, worden vermeld. De woordelijke tekst van de — voorgestelde wijziging moet bij die oproeping worden gevoegd. —

Artikel 12 - Fusie; splitsing; omzetting

Het bestuur is bevoegd om te besluiten tot fusie of splitsing in de zin van titel 7 van Boek 2— van het Burgerlijk Wetboek of tot omzetting van de stichting in een andere rechtsvorm — overeenkomstig artikel 18, Boek 2 van het Burgerlijk Wetboek —

Artikel 13 - Ontbinding en vereffening

1. Het bestuur is bevoegd de stichting te ontbinden. —
2. Het bestuur stelt bij zijn besluit tot ontbinding de bestemming vast van een eventueel — batig saldo. — Het batig saldo wordt besteed ten behoeve van een algemeen nut beogende — instelling met een doelstelling die zoveel mogelijk de doelstelling van de stichting — nabijkomt. —
3. Het bestuur is belast met de vereffening van het vermogen van de stichting, voor — zover bij het ontbindingsbesluit geen andere vereffenaar(s) is (zijn) aangewezen. —

Artikel 14 - Immateriële vermogensbestanddelen

De oprichter is juridisch eigenaar van bepaalde immateriële activa, daaronder begrepen — intellectuele eigendomsrechten (hierna ook te noemen: de "Activa"). De oprichter stelt — deze Activa in licentie ter beschikking aan de stichting, tot het moment dat de oprichter — deze licentie intrekt. De Activa worden geassocieerd met de stichting, maar de oprichter — blijft juridisch eigenaar van de Activa, tenzij de oprichter anders beslist. —

Artikel 15 - Opvolging

De oprichter en de stichting zijn in een separate overeenkomst overeengekomen dat (alle — rechten met betrekking tot) de Activa worden overgedragen aan de stichting in het geval — de oprichter is overleden of niet meer in staat is te handelen. —

**Artikel 16 - Overgangsbepaling boekjaar** _____

Het eerste boekjaar eindigt op éénendertig december tweeduizend negentien. _____

Dit artikel vervalt op de dag dat het eerste boekjaar eindigt. _____

Artikel 17 - Overgangsbepaling bestuur _____

In afwijking van het bepaalde in artikel 3 lid 1 bestaat, vanaf de oprichting tot een door het bestuur te bepalen tijdstip, het bestuur uit één (1) lid. Het bestuur is verplicht binnen drie (3) maanden na oprichting te voorzien in een aantal bestuursleden overeenkomstig het bepaalde in artikel 3 lid 1. Dit artikel vervalt zodra is voorzien in een aantal bestuursleden overeenkomstig het bepaalde in artikel 3 lid 1. _____

SLOTVERKLARINGEN _____

De verschenen persoon verklaarde ten slotte: _____

Eerste bestuurslid _____

De oprichter wordt benoemd tot eerste bestuurslid met de titel: President. _____

Eerste adres _____

Het eerste adres van de stichting is: Alexanderstraat 2, 2514 JL 's-Gravenhage. _____

SLOT __________ Waarvan akte in minuut _____

Verleden te 's-Gravenhage op de datum in het hoofd van deze akte vermeld. _____

De verschenen persoon is mij, notaris, bekend. _____

De inhoud van de akte is aan hem opgegeven en toegelicht. De verschenen persoon heeft verklaard op volledige voorlezing van de akte geen prijs te stellen, tijdig voor het verlijden van de inhoud van de akte te hebben kennis genomen en met de inhoud in te stemmen. _____

Onmiddellijk daarna is de akte beperkt voorgelezen en door de verschenen persoon en mij, notaris, ondertekend. _____

Volgt ondertekening.

UITGEGEVEN VOOR AFSCHRIFT.

This document is an unofficial English translation of a document prepared in Dutch. In preparing this document, an attempt has been made to translate as literally as possible without jeopardizing the overall continuity of the text. Inevitably, however, differences may occur in translation and if they do, the Dutch text will govern by law. In this translation, Dutch legal concepts are expressed in English terms and not in their original Dutch terms. The concepts concerned may not be identical to concepts described by the English terms as such terms may be understood under the laws of other jurisdictions.

dossiernummer CN/HH/73531.01

DEED OF INCORPORATION

Stichting The Hague Institute for Global Justice

On this twenty-eight day of December in the year two thousand and eighteen the following person appeared before me, Caroline Emily Cecile Neering-de Nerée tot Babberich, a civil-law notary practising in The Hague, the Netherlands:

Halbert Taede Huitema, employed and domicile chosen at the office of me, civil-law notary, 2514 AB The Hague, Koninginnegracht 23, born in The Hague on the eighth day of March nineteen hundred and eighty-one, acting on behalf of and based on a written power of attorney of:

SOHAIR ABDALSALAM IBRAHEEM SABER, born in Amman, Jordan, on 2 May 1970, identifying herself with her passport, number N930251, issued in Doha on 14 July 2016, residing at 22 Hamdan Abbas Al-zaghateet street, Amman, Jordan, unmarried and not registered as a partner, hereinafter referred to as: the "incorporator".

POWER OF ATTORNEY

The power of attorney is evidenced by a document attached to this deed.

The person appearing, acting as mentioned, declared that the incorporator hereby forms a foundation (*in Dutch: stichting*), the articles of association of which are as followed.

ARTICLES

Article 1 - Name and registered office

1. The name of the foundation is: **Stichting The Hague Institute for Global Justice**.
2. The foundation is established in the municipality of The Hague, the Netherlands.

Article 2 - Objects

1. The foundation is a not-for-profit organisation and has the following objects:

- (a) to pool and enhance the knowledge and expertise possessed by the knowledge institutions of The Hague, the Dutch universities, non-governmental organisations (NGOs) and the international courts and treaty organisations in The Hague and relating to justice and the law as a basis for and in connection with peace, security and social and economic development, in order to create a strong competitive position internationally;
 - (b) to collaborate with foreign partners;
 - (c) to encourage innovation and coherence in respect of relevant national and international knowledge of justice and the law in connection with peace, security and development;
 - (d) to match national and international demand from public and private organisations with the best and most innovative supply of expertise available worldwide;
 - (e) to develop and maintain at the highest level a global network aimed at innovation and valorisation;
 - (f) to fulfil the role of independent, internationally authoritative think-tank to make an active contribution to the debate on justice and the law in connection with peace, security and development.
2. The foundation will achieve its objects by:
- (a) developing an interdisciplinary, integrated, culturally sensitive and hence sustainable approach to complex global issues;
 - (b) promoting research, training, advice and public debate that are of an excellent academic standard and relevant to policy;
 - (c) acting as a catalyst for innovation, for example by organising conferences and seminars and operating a web portal;
 - (d) presenting itself as a source of expertise in the field of justice and the law in connection with peace, security and development and proactively propagating this profile through opinion-forming and academic publications;
 - (e) serving as a forum for and promoter and coordinator of activities connected with activities and events that are planned by other organisations in The Hague and may be regarded as belonging to the global justice cluster;
 - (f) all other legal means.
3. The foundation does not hold more equity than is required for the continuity of the foreseen activities to the benefit of the objects of the foundation.
4. The management costs of the foundation are in appropriate relation to the expenditures to the benefit of the objects of the foundation.
5. A board member of the foundation does not have the equity of the foundation as if it is his own equity.

Article 3 - Board: composition, appointment, remuneration, discharge

1. The board of the foundation consists of three (3) or more natural persons.
One (1) board member has the title President and one (1) board member has the title Vice-President.
The President determines the number of board members.
A non-complete board retains its competences.

2. SOHAIR ABDALSALAM IBRAHEEM SABER, born in Amman, Jordan, on the second day of May nineteen hundred and seventy, (hereinafter referred to as: the "incorporator") appoints the board member with title: President.

The board appoints the other board members. The board grants one of its members the title: Vice-President.

The other board members are appointed for a period as designated by the President. The President draws up a retirement schedule.

Provisions will be made for vacancies as soon as possible, but in any event within three months.

3. Each board member must meet the following requirements:
 - a. He/she is a natural person;
 - b. He/she has the right to freely dispose of his/her assets;
 - c. He/she has arranged for a certificate of conduct (in Dutch: "Verklaring Omtrent het Gedrag", VOG) to be issued to the foundation by which the Dutch Secretary for Justice and Security has declared that the applicant did not commit any criminal offences that are relevant for the performance of his duties as a board member of the foundation.

A maximum of half of the number of the board members may have a family relationship with another board member. A family relationship is understood to mean blood or affinity up to and including the fourth degree and the status of spouse, registered partner or other life companion.

4. All board members may obtain a reimbursement for costs that they have reasonably incurred while exercising their duties. The board members will not receive payment for their work.
5. A board member will lose his/her post due to:
 - a. his/her death;
 - b. his/her bankruptcy, through the declaration of the debt management scheme for natural persons applicable to his/her or because he/she is granted a suspension of payments;
 - c. his/her guardianship order or the appointment of an administrator for the entirety of his/her assets;
 - d. his/her voluntary resignation from the post;
 - e. he/she has been discharged by a court;
 - f. After the other board members have determined that he/she does not meet the requirements as mentioned in article 3 paragraph 3 paragraph b or paragraph c and the board members have resolved to discharge him/her because of this;
 - g. concerning the President: by his/her resignation by the incorporator;
 - h. concerning the other board members (not being the President): by the expiry of the period for which the board member was appointed (as mentioned in paragraph 1);
 - i. concerning the other board members (not being the President): due to his/her resignation by the remaining board members, at least two in number.

Article 4 - Board: convening, meetings, passing resolutions

1. Each board member is authorised to convene a meeting of the board.
2. Meetings of the board will be convened in writing. When convening the meeting, the date on which the meeting will be held, the start time of the meeting and the items to be dealt with (agenda) will be stated. The meeting will be convened with due observance of a period of at least seven days, not counting the day of on which the meeting was convened and the day of the meeting.

3. The board will convene at a location to be determined by the board member convening the meeting.
4. If the absence of compliance with any stipulation in the foregoing two paragraphs, the board may nevertheless validly pass a resolution if all board members are present in the meeting or are represented.
5. A board member may grant a written authorisation to another board member to enable him/her to represent him/her in the meeting.
A board member is not permitted to represent more than one board member in the meeting.
6. Each board member has one vote in the meetings of the board.
Resolutions will be passed by the board by an absolute majority of votes.

Article 5 - Board: chairing meetings, memos, passing resolutions without holding a meeting

1. The President chairs the meetings of the board. In the absence of the President, the Vice-President chairs the meetings of the board. In the absence of both the President and the Vice-President, the meeting of the board will not take place.
2. The President determines the manner in which the votes are held in the meetings.
3. The judgement pronounced by the President of the meeting about the outcome of a vote will be decisive.
4. Minutes must be kept of the proceedings of each convening of the board.
The minutes will be adopted after they have been signed by the President and the Vice-president.

Article 6 - Board: tasks and competences

1. The board is charged with the management of the foundation.
The board is obliged to keep records of the financial position of the foundation and of everything concerning the foundation's activities, in accordance with the requirements arising from these activities, and to keep the books, documents and other data carriers in such a way that the foundation's rights and obligations can be known from them at any time.
The board is obliged to keep the aforementioned books, documents and other data carriers for seven years.
2. The board is authorised to pass resolutions to enter into agreements to acquire, sell and encumber registered goods, or to enter into agreements in which the foundation commits itself as a guarantor or joint and several debtor, warrants performance by a third party or provides security for the debt of a third party.
3. Claims may only be accepted under the benefit of inventory (In Dutch: '*beneficiair aanvaard*').

Article 7 - Board: representation

1. The following are authorised to represent the foundation:
 - the entire board; or
 - the President acting individually; or
 - the Vice-President acting individually.
2. The President may pass a resolution to grant an ad-hoc or continuous authorisation to others to represent the foundation within the limits of this authorisation.

Article 8 - Financial year; reporting

1. The financial year of the foundation coincides with the calendar year.

2. The board is obliged to annually assess and put into writing the balance sheet and the statement of income and expenditure of the foundation within six months of the end of the financial year.
3. The President may, prior to the adoption of the financial statements, have a certified accountant audit these documents, as referred to in article 2:293 sub 1 Dutch Civil Code. The accountant reports to the board. He reports on the truthfulness and accuracy of the Statements.
4. The balance sheet and the statement of income and expenditure of the foundation or the annual financial statements will be adopted by the board within one month of the preparation of the documents referred to in paragraph 2.
The adopted documents will be signed by all board members. If a signature of one or more of the board members is missing this shall be stated, giving the reason therefor.
5. The period stated in paragraph 2 can be extended by up to four months by the board in the light of special circumstances.

Article 9 - Policy plan

The foundation always has a current policy plan at its disposal which provides insight into the activities carried out by the foundation to achieve its objects, the manner in which the foundation acquires its resources, the management of the resources of the foundation and the spending of resources of the foundation. At least once every financial year, within one month after the documents as mentioned in article 8 paragraph 2 are signed by the board in the manner as mentioned in article 8 paragraph 4, the board, after actualisation, redetermines the policy plan.

Article 10 - Regulations

1. The board can determine one or more regulations. Rules or further rules are included in regulations that the board deems necessary for the performance of its duties. Regulations may never be in conflict with the articles of association or the law.
The board can amend any regulations made by it and also withdraw.
2. A regulation is recorded in writing stating the day on which it will take effect. This date can not be before the date on which the decision was taken.

Article 11 - Amendments to the articles

1. The board is authorised to amend the articles.
2. If a motion to amend the articles of association is made, this should be indicated in advance when convening the respective meeting. The verbatim text of the proposed change must be attached to the notice convening the meeting.

Article 12 - Merger; demerger; conversion

The board is authorized to adopt resolutions to merge or demerge as defined in Part 7, Book 2 of the Dutch Civil Code or to change the foundation into another legal form in accordance with section 18, Book 2 of the Dutch Civil Code.

Article 13 - Termination and liquidation

1. The board is authorised to terminate the foundation.
2. The board will establish the designation of any credit balance in its resolution to terminate the foundation. The positive balance is spent on behalf of a public benefit institution with an object as close as possible to the object of the foundation.
3. The board is charged with the liquidation of the assets of the foundation in so far as the resolution for the dissolution of the foundation does not appoint any other liquidator(s).

Article 14 - Intangible assets (intellectual property)

The incorporator is the legal owner of certain intangible assets, including intellectual property rights, (hereinafter: the "Assets"). The incorporator provides a license to the foundation to use these Assets, until the incorporator revokes this license. These Assets shall be associated with the foundation but the incorporator shall remain the legal owner of these Assets, unless the incorporator decides otherwise.

Article 15 - Succession

The incorporator and the foundation have entered into an agreement that (all rights with regard to the) Assets held by the incorporator are transferred to the foundation in the case of the incorporator's demise or in the case the incorporator is incapacitated.

Article 16 - Transitional provision for financial year

The first financial year ends on the thirty-first day of December two thousand nineteen. This article ceases to apply on the day that the first financial year ends.

Article 17 - Transitional provision board

In deviation of article 3 paragraph 1, after the incorporation, until a time to be determined by the board, the board consists of one (1) member. The board is required, within a three (3) months after incorporation, to arrange for a number of board members in accordance with article 3 paragraph 1. This article will lapse as soon as the number of board members is in accordance with article 3 paragraph 1.

OTHER PROVISIONS

The person appeared finally declared:

First board member

The incorporator is appointed of first board member, with the title: President.

First address

The first address of the foundation is the Hague, The Netherlands.

FINAL

IN WITNESS WHEREOF

These presents were executed in original in The Hague on the date mentioned in the preamble.

The appearer is known to me, civil-law notary.

The substance of these presents has been read out and explained to the appearer. The appearer has declared that she does not require these presents to be read out in full, that she has taken cognizance of their contents timely before the execution of the deed and that she agrees with the contents.

Immediately following a limited reading, these presents have been signed by the appearer and me, civil-law notary.

(Followed by signatures.)

-stamp-

FOR CERTIFIED COPY