UN insolvency law failed us

Europe doesn’t have it, the US doesn’t use it, and it has little benefit in the UK.

The UN’s cross-border insolvency law could have been a lifeline in the recent wave of global bankruptcies, by encouraging judges in different countries to work together. But discussion at yesterday morning’s session ‘Cooperation and communication by courts in cross-border insolvency cases’ revealed its many shortcomings.

Civil law countries have yet to adopt the model law and although panellist Klaus-Peter Busch of the Ammergericht Detmold Bankruptcy Court demonstrated how its principles can be read into German regulations, the country’s courts are not urged to cooperate with their international counterparts.

The US implemented the model law five years ago, and while there is a degree of cooperation and information sharing with Canadian courts (spurred on by a number of US cases that encourage this), Judge Allan Gropper said this is usually based on the common law concept of comity.

“Although there is cooperation in fact amongst the English speaking courts, there has been no direct reliance on the provisions modeled on the model law,” he said.

And in the UK, the prevalence of out-of-court restructurings means most insolvency cases are beyond the ambit of the model law. Audience member Derrick Tay, Ogilvy Renault, pointed out that administrators in the UK are empowered to act as they see fit, binding the estates falling within the jurisdiction, and only go to court when they desire.

This is in stark contrast to the US and Canada where court involvement is needed for most things non-business related.

But administrators are not caught by the model law, its application in the UK is of limited use.

“What the courts see is the tip of the iceberg,” Tay said.

“In the UK there is no court that is up to speed with what is happening,” he added. This is because they are often excluded from insolvency matters.

On top of the jurisdiction-specific challenges, the model law’s fundamental problem is it does not deal effectively with corporate groups. It is designed for single entities operating in many countries, leading Canada’s Justice Geoffrey Morawetz to say: “Because we have no recognised way of dealing with insolvent groups, the upcoming challenges are obvious.”

Justice Morawetz and Judge Gropper said the insolvency proceedings of Nortel Networks, in which the former is presiding, gives a glimmer of hope that the model law can help insolvent groups.

The case is being heard as a joint hearing in a US and Canadian court, and has reached the stage of asset realisation proceedings. The next step is creditor claims in different countries (Nortel Networks operates in 140 countries) and asset allocations, plus dealing with any challenges to the relief granted in each court.

“This is where the cooperation can dissolve,” he said – when substantive law comes into play and parties’ interests diverge.

The effectiveness of the model law cannot be fully judged until the end of the case, or the model law is revised to cover corporate groups (which Judge Gropper said the UN is busily doing now). Judge Morawetz suggested another session be scheduled for the IBA annual conference in five years to consider these developments.
ABORIGINALS

How companies and First Nations co-exist

The Canadian Supreme Court’s duty-to-consult provision has finally given First Nations groups a voice in major projects in the country.

In a session entitled: ‘Quotas, minorities, government and the private sector: how should government regulate working and commercial life’, speaker David Brown of Stikeman Elliott in Vancouver explained the impact of the Court’s ruling on Canadian First Nations.

If a government is required to give approval to a company carrying out a major project in Canada, and a First Nations group’s interest is affected by the actions of that project, the government must consult with the First Nations party first. It is then obliged to seek to accommodate the group where possible.

For instance, if a logging operator wanted to build a road in the country that would pass through a First Nations sacred site, a red flag would be raised.

The government body responsible for granting the licence for the road would then need to consult the aboriginal group, and make concessions where possible. “In one particular case, build the road a mile away from the site,” said Brown.

However, the ruling has not solved the problem entirely. The duty to consult is purely procedural. There is no obligation for the government party to seek a compromise.

The pressure on the government agent to act is proportional, and based on two things: the strength of the First Nations’ claim and the potential harm the new project would cause the group.

According to Brown there is also a problem with motives behind the government and companies’ actions, and this distorts the procedure. “Governments aren’t that motivated to make First Nations happy,” he said. “Companies are though, because doing so will smooth the progress of their project.”

So instead of waiting until the government agent begins the consultation process with the group, the company seeking the licence will often approach them first. “This gives the group a seat at the table,” said Brown.

“Although the group has no veto rights or property rights on the project, there is real value in them being able to say: ‘yes, we are okay with this,’” said Brown.

There can also be economic benefits for First Nations groups. Often they will be offered an equity participation in the project or employment guarantees, whereby the group will comprise a set percentage of the workforce.

These measures are welcome. Aboriginals in the country are shown to have higher unemployment and mortality rates. Between 1997 and 2004 aboriginals made up 3% of Canada’s population, yet represented 21% of those incarcerated for provincial crimes, and 18% for federal crimes.

LEGAL AID SYSTEMS

Recession threatens pro bono

According to all speakers at yesterday’s ‘Future of legal aid’ session, one issue is clear: pro bono work is no substitute for government supported legal aid services. And in a time of austerity when most nations are cutting back funding for public services, lawyers must identify new sources of finance.

Among suggestions considered was the introduction of contingency fees to traditionally free services, referred to as “low-bono.” Fukushima Toyama, director of international affairs at Japan’s Federation of Bar Associations, said the Japanese legal aid services are expected to be compensated by users of the system.

“Japan’s legal aid is not a benefit or a gift, but a loan,” Toyama said. When asked what happens when loans cannot be repaid, he said: “the centre has lots and lots of bad loans. These may be a problem in a few years.”

Dmitry Shabelnikov, Director of IBA Daily News - Thursday, October 7 2010
In a powerful session organised by the IBA’s Lesbian, Gay, Bisexual and Transgender (LGBT) Issues Working Group yesterday, lawyers and human rights advocates from around the world called on the legal community to lead the way in encouraging laws to support the LGBT community.

“A key role of lawyers is to give the right legal advice and support to give people dignity, and let them live a life free of violence,” said Monica Mbaru of the International Lesbian and Gay Human Rights Commission in Kenya.

But she also insisted that a fair legal framework was not enough, with local attitudes and cultural prejudices meaning discrimination was still rife, even in jurisdictions with supportive constitutions. Mbaru cited South Africa as such an example, explaining that although it is viewed as a good example, the reality is less positive.

“Because of the framework people are flocking there from other parts of Africa to escape discrimination,” she said. “But once they arrive they find difficulties at immigration and in the community if they are open about their sexuality.”

Boris Dittrich of Human Rights Watch agreed that legal statutes were just the first step towards creating an equal society. “Laws and policies really do protect vulnerable communities but there needs to be something more,” he said. “That’s where lawyers have an important role in setting a good example.”

Speakers also emphasised the low (and sometimes non-existent) prosecution rate for hate crimes against LGBT people, particularly those carried out by government and public figures.

In Honduras for example, the first ever successful prosecution took place last month, when an off-duty policeman was sentenced to up to 13 years in prison for stabbing a transgender woman. Despite the sole conviction, hate crimes in the country are depressingly common, with 19 similar murders carried out in public places since 2004 alone.

And it’s not just developing countries that are reluctant to act on cases involving sexual orientation and gender identity. Only last year the US state of Colorado made its first hate crime prosecution for the murder of a transgender teenager, having added gender identity to its statute as a protected class of citizen.

But though the letter of the law may be headed in the right direction, it can be undermined by the negative attitudes of those implementing it. “Even during the trial in Honduras the prosecutors were very disrespectful to the deceased, and wouldn’t refer to her by the correct pronoun,” said Shannon Minter of the National Center for Lesbian Rights in San Francisco. “This case in the US was the first time I’ve seen a prosecution be more respectful.”

Dittrich then recounted the frightening story of a proposed private members bill in Uganda that would reintroduce the death sentence, and require anyone with information about someone else’s sexuality to reveal it to the police within 48 hours.

The idea for the bill was first formed during a preaching session by a far-right-wing US mission group, at which a Ugandan MP was present. During the teaching ministers emphasised that homosexuality was wrong and a sin, inspiring the MP to draft the bill and present it to the government.

“It’s unclear where the bill is now, because there are no scheduled meetings on it and MPs are divided,” said Dittrich. “But in the run up to an election where political impetus was required it could quickly be pushed through and accepted.

Despite the bill not yet being enacted, Uganda is already a hostile environment for LGBT people to live in. Just last month a prominent national magazine printed a list of the country’s top 100 gay and lesbian citizens, complete with names, photos and information about their locations. In the wake of the article, which claimed that gay men were “recruiting” local children, targeted attacks were launched with no repercussions for the aggressors.

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Rechtsanwälte
Justice Richard Goldstone, South African former judge and pre-eminent human rights advocate, speaks to Danielle Myles about the fundamental challenges of counter-terrorism and his belief in the IBA.

He's known personally to Nelson Mandela, was entrusted by the UN to prosecute the generation's most notorious war crimes, and has a trophy cabinet crammed with humanitarian accolades. Yet despite a busy and illustrious career in human rights, Justice Goldstone has held four positions in the IBA and finds time to promote its annual conference as an invaluable resource for lawyers.

Lately his name has become synonymous with the UN Gaza Report, but this doesn't overshadow Goldstone's fast-tracked career and his valuable insights into the law of terrorism and the IBA's role in its abolition.

Your achievements since being appointed to South Africa's Supreme Court are well documented, but how did you start out?

I had a firm commitment from my youngest days to be a barrister. After graduating from the University of the Witwatersrand in Johannesburg I immediately began to practise at the Johannesburg bar. I was appointed to the bench when I was 40.

Why the switch from commercial to humanitarian law?

It was a result of having been appointed to investigate politically contentious events during the four years of South Africa's transition to democracy between 1990 and 1994. That in turn led to my appointment as chief prosecutor of the International Criminal Tribunal for the former Yugoslavia.

You've been involved with the IBA since 2002 in a number of roles. What's the most interesting work you have done over that time?

The most interesting work I have done for the IBA was to co-chair in Human Rights Institute for five years. It was exciting work involving human rights issues on every continent. It was also a privilege and exciting to chair the two task forces on terrorism. The problems raised by combating terrorism without unnecessarily infringing human rights is a challenge to every democracy. It calls for sober assessments of the risks and a search for balanced responses.

Governments are often criticised for over legislating in this area. Has the balance suffered from over-precautious legislators?

Yes I think it has. No political leaders like courting blame for not having taken sufficient precautionary measures to ensure the security of the people. That is both natural and understandable and makes the work of those attempting to protect human rights all the more difficult.

The task forces’ activities evolved to respond to the most recent terrorist events. Is it possible that the task forces, and indeed the law, will always be playing a game of catch-up?

By its nature, the law is always reactive. That is why the law alone is not able effectively to combat terrorism or crime generally. It is the causes of crimes, including terrorism that has to be tackled.

Aside from the law, how is this done?

By identifying and addressing those complaints that are justified. I have in mind, for example, discrimination on grounds of race or religion.

According to the task force, what areas of the law need further attention and development?

The areas are generally the powers given to law enforcement agencies and officials. Those powers have the potential for violating fundamental human rights and there has to be appropriate oversight of their use.

The task forces examine terrorism from a legal perspective – which can be more an academic exercise. How practical are the reports intended to be?

Both reports set out to be practical rather than academic or philosophical. It was for this reason, among others, that at least one member on each of the task forces came from a policing background.

And how did the task forces come to be created?

Mark Ellis [IBA's executive director] and I were together in London on September 11 2001. That led to the establishment of the first task force of terrorism.

Most IBA officers are academics or lawyers. What do you get out of the IBA and how does your background help its activities?

I became actively involved with the IBA towards the end of my judicial career and that arose directly from my many years of friendship with and admiration for Mark Ellis. The IBA is an exciting organisation and facilitates meetings with many people from around the world. My background in human rights and international criminal justice certainly prepared me well for my interactions with the IBA.

Your latest IBA role is co-chairing the Rule of Law Action Group. The group’s usual focus is developing countries, but this year the key topic is Canada and the US. Why the changed focus?

There are rule of law problems in all countries in both the developed and developing world. The former should set an example for the latter. They often fall short and that makes it relevant to shine a light on some of the developed countries.

You seem to spread your time across a number of different projects. Outside of the IBA, what are you working on?

I am teaching at law schools in the US and enjoying that very much indeed. I devote much time to a number of boards on which I sit.

Nelson Mandela appointed you to the bench of the country’s first constitutional court. How well do you know him and what is he like?

I came to know President Mandela well during the time of South Africa’s transition to democracy. I spent a fair amount of time with him during my chairmanship of what came to be known as the Goldstone Commission. He is my hero! In my view his outstanding characteristics are his dignity and his deep concern for all people.

I can’t help but ask, are you on a first name basis?

He calls me by my first name and I call him “Madiba”.

You’ve held so many positions throughout your career. What has been the most challenging and why?

The most challenging was the Goldstone Commission. The violence in South Africa at the time was serious and it was absolutely crucial for the Commission to maintain the confidence of all of the important political parties and leaders. That was a huge challenge.
WHICH OF US IS JOINING THE LEGENDARY KEITH WALKER FOR THE IBA SOCCER MATCH TODAY?

OUR IBA TEAM FROM TOP: DR. FARAJ AHNISH, MANAGING PARTNER, ABU DHABI; SADIQ JAFAR, MANAGING PARTNER, DUBAI; RICHARD BRIGGS, EXECUTIVE PARTNER; ALAN RODGERS, PARTNER; SAMEER HUDA, PARTNER; MICHAEL LUNJEVICH, PARTNER; ERIK MUTHOW, PARTNER

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Why did countries with intense regulatory regimes suffer the worst in the financial crisis? And why have those same countries ratcheted up their banking regulations following the crisis, despite their rules failing?

One of the more interesting studies carried out within the area of law over the last few years has been Philip Wood’s Global Law Maps. Wood is the head of Allen & Overy’s Global Law Intelligence Unit, having led the firm’s banking group in the 1990s.

The maps are a series of comparisons in international laws and finance across the globe. More specifically, they measure the increase in types of laws and their enforcement in different countries, with the strength of these countries’ frameworks denoted by different colours. According to Wood, each map takes effectively 10 years to produce, and still doesn’t cover all 320 jurisdictions.

As well as being a fascinating tool for practitioners, the maps raise some important questions. As the two maps illustrate on the right, the intensity of financial regulation appears to have had no positive effect on preventing the latest financial crisis. Does this render financial regulation useless? No, but it does question the usefulness of using laws in reaction to previous crises. “I have nothing against bank regulation in normal times,” says Wood. “But if the global economy fails, these little rules won’t do a thing.”

While Wood agrees that capital requirements needed to be raised, he cites the example of Merrill Lynch as proof that they would not have prevented the crisis at their new rates. Merrill needed almost three times the amount of capital reserves required under new Basel rules.

And the belief that increasing the amount of reserves banks must hold won’t increase the cost of lending is absurd, says Wood.

And what about breaking up banks? “If you break up banks, and GDP doubles in the next few years, where do we all put our money? Under the mattress? It’s ridiculous.”

How about the new whistleblowing rules in the US, which reward those reporting parties to the Securities and Exchange Commission? “I find giving bounties to people for whistleblowing morally repulsive.”

So regulating against past crises is a fruitless pursuit. Many of us believed this already, but Wood’s maps prove it’s undeniable. And they give our evidence a little more colour too.

How the maps work

The main purpose of the maps was to provide a dramatic and synthesised statement in a striking way. They compress data and they also simplify the law. Wood does this by usually using only four grades, blue, green, yellow and red as a type of advance traffic light system.

“You just could not get that level of impact by reading the pages of legal detail,” he says. He intended to grade legal systems in a way which was backed up by his own very in-depth research but to make it look simple and also to remove all the realistic and patriotic prejudices that people feel about their legal systems. “My intent was to bring the truth as much as I could because so much rubbish is uttered.”

The research for one of the maps took Wood 15 years, and according to him it still isn’t right. “They have to be meticulously resourced, although frankly few of them are perfect. And it is actually hard to colour in 320 jurisdictions.”

The template of the world took Wood about two years to develop. The design is non-geographic – it had to be in order to recognise the very large numbers of tiny micro-jurisdictions. For instance, Hong Kong, Luxembourg and Singapore would only be a dot or a sliver on a geographic map but they are hugely significant.

There is also a large amount of geographic distor-
tion, although according to Wood, people tend not to notice it. Thus, Europe is 35% bigger than its real size and the Caribbean islands are wide out into the Atlantic, way out from their root near the coast of Venezuela.

Wood then simplified the longitudes and latitudes but still tried to keep the feel of the size of countries, plus as much accuracy as he could build in as to their actual borders and whether they are coastal.

The map records jurisdictions (about 320), but not nation states (194). “I use the elementary colours of children’s plastic toys because I wanted it to look elementary,” he says. “In fact, they are very difficult.”

Wood’s other invention was to use precise legal indicators to organise the jurisdictions of the world into legal families. “I think that my classification and methodology is much more accurate than that of the great comparative lawyers who in my view largely missed the point,” says Wood.

There are well over 100 maps now and the number is climbing rapidly now. Wood has been helped considerably the Global Law Intelligence Unit at Allen & Overy.

“There are some fundamental changes happening. Many people are not even aware of them, or of their impact on the practice of law in the future.”
Deadly track changes

A recent decision by the Delaware Court of Chancery provides a stark reminder over drafting. By Neil Cummings of Proskauer Rose

A June 2010 decision of the Delaware Court of Chancery highlights the importance of carefully reading the terms of both final contracts and preceding drafts. In Cambridge North Point LLC v Boston and Maine Corporation, Vice Chancellor Strine refused the request of an aggrieved party to invalidate an allegedly unagreed term that the other party had quietly inserted into a near-final draft of an agreement. The party that had inserted the term had not provided a blackline showing the change.

The change eliminated certain conditions to the obligation to make a $3.5 million payment. The Vice Chancellor did not find the failure of the drafting party to provide a blackline reflecting the changes persuasive. His conclusion was, at least in part, driven by the facts presented. The Vice Chancellor held that the challenging party had been actively involved in the negotiation of the section containing the disputed term, and, given the circumstances, should not have been surprised by the fact that the other party might want to change the disputed term. The Vice Chancellor noted that the agreement was short, and that both the challenging party and its counsel could easily have discovered the change by reading the entire revised draft agreement, requesting a blackline showing the changes from the prior draft, or running their own computer or manually generated blackline. The Vice Chancellor noted that it was clear that significant changes had been made from the prior draft since the section had undergone significant revisions and the original document’s length had increased by almost 50%.

The Vice Chancellor focused his analysis on the contract’s length having increased by almost 50%.

The court concluded that, even if the challenging party knew or had reason to know of the mistake, the court was particularly unsympathetic, given that the other party had reflected its proposals in the form of specific language. The court stated that there was no plainer way of communicating during a negotiation than the back and forth exchange of drafts that included suggested text.

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The court was particularly unsympathetic, given that the other party had reflected its proposals in the form of specific language. The court stated that there was no plainer way of communicating during a negotiation than the back and forth exchange of drafts that included suggested text.

On the second argument, the court ruled that it could only rewrite a contract to revise a disputed term on the basis of unilateral mistake if the other party knew or had reason to know of the mistake. The court concluded that, even if the challenging party did make a genuine mistake, there was no reason for the other party to know about it. The challenging party had actively participated in the negotiations, including by providing comments on successive drafts of the agreement, and was represented by sophisticated counsel.

What are the lessons to be drawn from this decision?

First, parties and their counsel must closely scrutinize drafts of agreements as they evolve into definitive documentation. If a mistake is made, it will generally be very hard to unwind that error in court, particularly if lawyers were involved in the preparation and review of the disputed agreement. The onus is on the challenging party and it is extremely difficult to satisfy that burden in the absence of very specific evidence of fraud or material misrepresentations.

Second, particularly on longer or more complex documents, all parties should take advantage of readily-available blacklining software that clearly shows changes made between drafts. While it is not a substitute for reading an agreement, it can help flag subtle changes that can escape the reader’s attention, and avoid costly mistakes. In addition, blacklining can pre-empt another party’s ability to argue that it was duped by the inclusion of terms that were not brought to its attention.
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### Today’s schedule

**1000 – 1830**
- Business Crime all day session
- **1000 – 1800**: How sustainability is changing the IT and telecom industries
- **1000 – 1800**: The cases for the defence at international criminal trials
- **1000-1130**: Legal Practice Division General Meeting
- **1000 - 1300**: Successful models for cross-border legal practice – the economics of law firms after the recession
- **1000 – 1800**: The resolution of disputes in the world of travel – time for a fresh look?
- **1000 – 1800**: Post Copenhagen – final turning point in fighting global warming
- **1100 – 1200**: Public and Professional Interest Division General Meeting
- **1145 – 1300**: Post Copenhagen – final turning point in fighting global warming
- **1145 – 1300**: Guilty or not guilty – may or must a lawyer lie for the benefit of the client?
- **1145 – 1300**: How to write a marketing plan

**1000 – 1300**
- Cross-border mass claims and collective redress: are we on the road to an international multijurisdictional litigation panel?
- The resolution of disputes in the world of travel – time for a fresh look?
- The arbitral tribunal: revisiting established practices
- Antitrust regulation for natural resources
- Investment incentives and managing risk in financing new generating capacity: can and must fossil fuelled generation compete?
- Insurance coverage disputes – claims handling and loss adjustment in emerging markets
- Transfer of technology – difficult issues in licensing
- WHY CANT I WIN: government tendering, bid protests and remedies in national and international cross-border procurement: compliance, transparency, anti-corruption and other exciting war stories
- Accessing healthcare – the availability of generic medicines in the healthcare marketplace: price and prejudice
- Antitrust issues in airline alliances
- Recent developments in maritime law
- Ethical competence: preparing lawyers for substantial client responsibility
- 1000 – 1115 Lawyer liability
- 1145 – 1300 Guilty or not guilty – may or must a lawyer lie for the benefit of the client?
- How to write a marketing plan
- Twelve more months of multidisciplinary partnerships – forwards, backwards, or sideways?
- Climbing the ladder – how to progress in a law firm
- 1300 Taxes open committee business meeting and lunch

**1500 – 1800**
- The rule of law and the development agenda recovering Africa’s looted wealth
- Trade-related developments in the Pacific Rim
- Curse or cure – recent variations in treatment of foreign investment
- Ideology in international arbitration: a debate
- Energising mediation

**1800 – 1830**
- Latest developments in construction
- The co-existence within one country of different legal frameworks for oil and gas operations, and the impact on the oil and gas market
- Watershed management and water basin planning: myth or reality?
- Air and space financing on the basis of the UNIDROIT Protocols to the 2001 Cape Town Convention
- Ethics for deal lawyers
- Immigration and employment issues to consider in cross-border M&A
- Counterfeiting and piracy: new approaches to an age-old scourge
- Personality and rights of publicity: international legal issues and approaches to limiting liability
- Accessing healthcare – the role of complementary and alternative medicines in promoting access to healthcare: the legal position of the traditional healer?
- From room service to Rock Band – exploring the nexus of technology and leisure
- Aviation roundtable
- Marine insurance – a legal and market update
- Taxes Global trends and service permanent establishments under double tax conventions
- Cowboys - natural resource corporate and social accountability
- Mental health issues in law firms: protecting your firm’s most important assets
- Establishing national young lawyers’ associations
- Give a winning presentation

### Friday’s schedule

**1000 – 1300**
- Managing portfolio companies Room
- New York Convention workshop
- When a sale of goods goes south: freezing orders, cancellation of contract, damages, business interruption
- Mediation in international family law
- Restructuring in shipping – how the financial crisis has affected shipping companies and led to the restructuring of these entities
- Cross-border investigations of corruption
- Rule of Law Action Group Rule of Law Symposium

**1430 – 1600**
- The rule of law in Haiti
VOX POP

QUESTION:
What do you recommend doing in Vancouver?

Gwendoline Godfrey
DMH Stallard, London
We went on an excellent sea plane trip to Victoria to do some whale watching. Victoria is a very different city and is a lot more old fashioned and historic. On the boat, we saw killer and humpback whales – it was quite a thrill and I thoroughly recommend it to others. The plane ride only takes 35 minutes.

Hadiza Coomassie
Nigerian National Petroleum Corporation
I am just on my way to book myself onto the Vancouver Discovery tour actually! I have very limited time due to all the great sessions, so I think a bus ride will be a good way to see the city without having to find the sights myself.

Vincent Prager
Stikeman Elliott, Canada
I would recommend taking one of the boat cruises around the harbour; it is a fantastic way to see the skyline of downtown and to get a better view of the mountains. I went up to Grouse Mountain with the Maritime Section on Tuesday evening – it was spectacular.

Philip WC Wong
Gallant YT Ho & Co, Hong Kong
I haven’t had time to do much yet as I gave a presentation yesterday and I was busy preparing. But I plan to take the bus to tour the entire city and then go to the restaurants for some seafood. I heard that it is pleasant to visit the local market, so I would like to do that at some point too.

Ewa Butkiewicz
Wardynski i Wspólnicy, Poland
I don’t have time for real sightseeing, so I have been taking the opportunity to see things at the evening events. On Tuesday I went to The Vancouver Lookout, which was an exceptional place with fantastic views at night. I have also been on a wonderful sunset cruise.

Bob Grabowski
Thomson Reuters, USA
I have been here several times on business, so I’ve seen a lot before. But I haven’t done Grouse Mountain yet, so that is a possibility. Stanley Park and the boat cruises are good options for people with little free time. All in all, Vancouver is a great city with great restaurants. Enjoy!

Gagan Anand
Legacy Law Offices, India
I will be taking the Vancouver Discovery tour and I am looking forward to seeing a bit of everything. I went to Victoria for three days before the conference and it was very beautiful. I took lots of photos! The buildings are amazing and I really enjoyed touring the parliament.

Rod Fletcher
Russell Jones & Walker, London
I have been over to Granville Island and have enjoyed the coastal and harbour paths. I have really enjoyed that so far, but will go further afield during the weekend. We will probably head to Whistler or Vancouver Island if we can get out there.

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