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DIGITAL NAVIGATION: For your convenience, hyperlinks are embedded throughout this brochure. Simply click the links above - or those on any of the schedule pages - to navigate through the document. Additionally, clicking any page number will return you to the Contents page.
Dear Colleagues,

We welcome you with warmth and respect.

2020 was a year plagued with pandemic catastrophes, social turmoil, economic failures, and seismic shifts in geopolitical order and relations. 2020 also however, demonstrated itself to be a year of rapid government action; immeasurable individual and private sector resilience; and unprecedented multinational collaboration.

In 2021 governments must continue to provide effective, decisive management for rapid and sustainable domestic rebuilding and recovery and will be judged accordingly.

Founded over 65 years ago in response to another time of turmoil, aiding in the rebuilding of Germany and the whole of Europe following the end of the Second World War, the International Law Institute stands as a leading provider of training and technical assistance in international law, international economics, good governance, and advancing international relations. More than 39,000 senior government officials and private sector officers, from 186 countries, have been trained by ILI and its global affiliates.

ILI also provides technical expertise to nations in the drafting of laws, the designing of economic and government policies, trade and investment, anti-corruption, procurement, finance, leadership and management in efforts to further support and promote good and efficient governance and development, through the rule of law.

In careful response to the needs from the global pandemic, the International Law Institute has updated its program offerings and has included new emergency and crisis management programs on Medical Procurement, Food Security, Cross Border Insolvency, and International Borrowing and Debt Management.

During COVID, ILI transitioned its training to a live online format. When appropriate and safe to do so, we expect a return to in person training at our office in Washington, DC in 2021. ILI will provide ongoing, hybrid training to combine in-person programs (when available) alongside live online broadcasts, for those participants not able to travel. ILI has perfected interactive online training. During the pandemic ILI developed online training methods for governments and international institutions.

The ILI offers our global network and technical expertise to support your country’s development and recovery.

We look forward to welcoming you to an ILI program in 2021.

- Robert Sargin

**THE MISSION**

“Fostering Prosperity Through the Rule of Law”

Economic growth is achieved through a sound legal infrastructure. The mission of the International Law Institute is to raise the level of professional capacity in all nations so that professionals may achieve practical solutions to present and future problems in ways that suit their nations’ own needs.

**THE NEED**

“Nations must build capacity at home for the sake of their own development”

Economic growth is achieved through the right combination of enlightened policies, capable administration, and an active private sector. The process includes developing a transparent, efficient, and stable legal system, sound financial institutions, and a core of trained, able individuals in various professions. These changes are often referred to as “capacity building” and “enhancing the rule of law.”

**THE SOLUTION**

“A nation’s most valuable asset is its people”

The institutions that matter – good governance, stable legal and judicial systems, transparent procurement policies, and functioning capital markets – are fundamental. These are, however, only as effective as the people who create and manage them. The International Law Institute has trained exceptional individuals from both the public and private sectors of developing countries and we are proud that a number of the ILI’s participants have become prime ministers, supreme court justices, lawmakers, heads of various ministries, and leaders of international organizations.
BOARD OF DIRECTORS

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Chairman, International Law Institute
Professor of Law, Georgetown University Law Center

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Co-Vice Chairman, International Law Institute
Partner - Akin Gump, LLP

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Founder & Chair Emeritus of the Int’l Practice - Wiley Rein, LLP

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Former Managing Partner of Akin Gump’s Beijing Office

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Vice Chairman, ILI African Centre for Legal Excellence
Former Chairman, Barclays Bank Uganda
Independent Non Executive Director, Absa Group

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Former Executive Director, World Bank

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Executive Director, World Justice Project

ALBERTO MORA
Director, American Bar Association, Rule of Law Initiative
Executive Director of Global Programs; Human Rights Center; and UN Relations

WILLIAM ALFORD
Vice Dean Graduate Program and International Legal Studies, Harvard University
Director, East Asian Legal Studies
Chair, Harvard Law School Project on Disability

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Partner, Curtis Mallet Mallet-Prevost, Colt & Maste LLP

DR. ALLAN E. GOODMAN
President of the Institute of International Education
Former Executive Dean, School of Foreign Service, and Professor at Georgetown University

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Acting Executive Director

KIM PHAN
Director of Development and International Relations

GERHARD BOTHA
Director of Programs

ANNE MARIE WHITESELL
Director
Alternative Dispute Resolution Center

AMB. H. STEPHEN HALLOWAY
Director
Center for Comparative Legislative Management

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Co-Director
International Investment Law Center

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International Investment Law Center

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International Trade Law Center

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Private Investment in Infrastructure Center

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Center for Public Procurement law and Policy

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Regional Centers Coordinator

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Program Administrator

JASON EVERETT
Special Assistant to the Executive Director

DON DE AMICIS
Senior Advisor

FOSTER DE REITZES
Senior Advisor

HADI ABUSHAKRA
Senior Advisor

ASIF SHAHSAH
Senior Advisor
FACULTY

The International Law Institute’s training and technical assistance programs are conducted by international experts and practitioners of many nationalities. They are drawn from government, academia, multilateral organizations, and the private sector.

These experts not only provide participants with high-level instruction they also present an excellent opportunity to network and establish professional contacts.

The International Law Institute has over 500 adjunct faculty who have taught in our programs and provided technical assistance throughout the world.

Our faculty offer a thorough understanding of their fields of expertise and share with participants a wealth of knowledge tempered by practical experience.

In addition to the ILI Center Directors and Course Advisors that are featured in this brochure, the following is a sample of faculty who have taught at the International Law Institute:

PERRY BECHKY
Partner
Berliner Corcoran & Rowe LLP

HANS-MARTIN BOEHMER
Former Senior Manager
World Bank Independent Evaluation Group

ALLAN BURMAN
President, Jefferson Solutions
Former Administrator of the U.S. Office of Federal Procurement Policy

ANTHONY COE
Former Senior Counsel
Office of the Legislative Counsel, United States Senate

KENNETH FRIES
Former General Counsel
U.S. Trade Development Agency

HON. WILLIAM J. FREEDHICH
Administrative Judge
Atomic Safety & Licensing Board Panel
U.S. Nuclear Regulatory Commission

HELENE GOGADZE
Associate
Sheppard Mullin

MARTIN GOLD
Former Advisor to the U.S. Senate Majority Leader

GARY HORLICK
Partner
Law Offices of Gary N. Horlick

MICHAEL JAVID
Senior Director, Corporate Governance, Senior Vice President
Santander Holdings

GEORGE KAHALE
Chairman
Curtis, Mallet-Prevost, Colt & Mosle LLP

MEG KINNEAR
Secretary General
International Centre for Settlement of Investment Disputes

MATTHEW H. KIRTLAND
Co-Partner in Charge
Norton Rose Fulbright

ARTHUR SMITH
President
Management Analysis Incorporated

OMAR TIWANA
Former Lead Procurement Specialist
Asian Development Bank

HON. ALEXANDER WILLIAMS, JR.
Member of Board of Directors
Judge Alexander Williams Jr. Center for Education, Justice and Ethics at the University of Maryland, College
FOCUSED TRAINING

COMPREHENSIVE APPROACH

Seminars provided by the International Law Institute are designed to present a focused, comprehensive, and critical examination of each topic. Seminars present the most up-to-date information, options, and strategies available. Information is made understandable and actionable for participants and practitioners.

Our seminars place strong emphasis on knowledge-sharing including interactions among participants themselves, each of whom brings unique personal experience that prove insightful in the overall learning process.

ONLINE TRAINING

In response to COVID and travel restrictions, ILI was quick to translate each of the advantages of our in-person training into an online experience. Experts from ILI and our institutional faculty partners work to bring a full measure of knowledge transfer and practicum to each seminar.

EXPERIENTIAL LEARNING AND SITE VISITS

The International Law Institute’s training is rich and rigorous, focused both on the theoretical and the practical. Our training – comprised of lectures, case studies, interactive exercises, team assignments, and, when appropriate and available, site visits which affords participants the opportunity to interact both with their colleagues and the instructor and, in many instances, the ability to observe key institutions in action.

In years past, the International Law Institute integrated a number of on-location learning experiences into our seminars including:

- Congress of the United States
- Crowell & Moring, LLP
- Curtis, Mallet-Prevost, Colt & Mosle LLP
- Federal Judicial Center
- Greenberg Traurig, LLP
- International Centre for Settlement of Investment Disputes
- Library of Congress
- Multi-Door Division of the Superior Court of the District of Columbia
- New York Stock Exchange
- Securities and Exchange Commission
- State House of Maryland
- Supreme Court of the United States
- World Bank

REGIONAL OFFICES AND GLOBAL AFFILIATES

INTERNATIONAL LAW INSTITUTE – ISTANBUL

İSTANBUL ULUSLARARASI HUKUK DERNEĞİ

ILI Istanbul was established in 2012 to provide training to public officials and private sector executives from Turkey, the Middle East and the North African region. ILI Istanbul also publishes materials and organizes training seminars and conferences focusing on an international, comparative and financial analysis of legislative, executive and judicial topics. Recent events organized by ILI Istanbul include training seminars on Public Private Partnerships (PPPs), introduction to U.S. law, legal writing, and commercial arbitration.

Web: www.ili-istanbul.org

AFRICAN DEVELOPMENT LAW CENTRE

Abuja, Nigeria

The African Development Law Center was founded in 2002 with the charter to foster prosperity through the rule of law. The ADLC provides tailored training seminars to government bodies, the private sector and multilaterals. The ADLC has an extensive network of faculty with the ability and experience to help address the challenges facing the country and sub-region. The African Development Law Center has trained participants from Nigeria, Ghana, Sierra Leone, Tanzania, Uganda and Rwanda.

MIDDLE EAST CENTER FOR LAW AND DEVELOPMENT

Cairo, Egypt

The opening of the Institute in Cairo enables ILI to bring its services closer to its clients and to tailor training programs and technical assistance activities to the specific needs of the region. The Middle East Institute strives to promote the development of sustainable market economies in the countries of North Africa and the Middle East, to provide knowledge for creating an investment-friendly legal infrastructure, and to ensure the region’s greater participation in the international economy.

THE INTER-AMERICAN CENTER FOR LEGAL EXCELLENCE

Santiago, Chile

Established by an Association Agreement with the School of Law at Universidad Católica de Chile, the Inter-American Center for Legal Excellence is the hub for ILI’s programs and projects in South America, including those in Argentina, Brazil and Peru, as well as Chile itself.

SOUTH AFRICAN CENTRE FOR EXCELLENCE

Johannesburg, South Africa

Web: www.ili-sace.org

INTERNATIONAL LAW INSTITUTE – AFRICA

AFRICAN CENTRE FOR LEGAL EXCELLENCE (ILI-ACLE)

Since 1997, ILI-ACLE has been providing high level education to the public and private sectors in the African region. Since its establishment, the ILI’s centre in Uganda has trained over 20,000 participants from over 50 countries spanning the African continent and beyond. With a regional focus in Africa and a combination of regionally and internationally renowned experts, ILI-ACLE’s programmes work to address the unique challenges confronting the African continent in the areas of judicial reform, business, finance and governance, commercial law, legislative drafting and policy, human rights, oil & gas and dispute resolution. The centre is also the regional provider of Georgetown University Law Center certified executive programmes in Johannesburg, Kampala, Lagos and Nairobi.

ILI-ACLE operates in several locations across sub-Saharan Africa

Web: www.iliacle.org
TECHNICAL ASSISTANCE AND CUSTOM TRAINING

ILI serves as an advisor to governments and multilateral organizations in many areas, including, among others: negotiations, drafting of agreements, revision of regulations, contract standardization, legislative drafting, procurement, and project management, and customized training to meet government or institutional needs.

Additionally, the ILI offers customized trainings at the request of host governments. Trainings can be held at the Institute’s headquarters in Washington, D.C. or at a location selected by the host government.

With more than 500 adjunct faculty covering a broad spectrum of law, economics, and management, the International Law Institute has the ability to respond quickly to a government or donor requests for customized training.

If you are interested in having the International Law Institute design and deliver customized training for your institution, please contact Robert Sargin (rsargin@ili.org) or Kim Phan (kphan@ili.org).

Examples include:

- Central Banking Reform (China)
- Judicial Reform (Commonwealth of Independent States)
- Transportation Infrastructure to Support Trade (Ukraine)
- Administrative Law Reform (Ukraine)
- WTO Judicial Training (China)
- Procurement Reform (Honduras)
- Modernization of Procurement Documents (Arab Gulf Finds Coordination Group)
- Contract Administration and Medical Supply Management for the Ministry of Health (Lesotho)
- Customized Training on International Economics Integration including Trade and Investment for Hundreds of Lawyers (China)
- “Managing the Arbitration” - Practical Training Program (Philippines)
- Trade and Investment (India)

ILI proudly provides training on International Trade Agreements for the U. S. Department of State - Foreign Service Institute since 2002. ILI is also an official training partner of the IFC (International Finance Corporation — World Bank) on private sector investments in large public works.

SPECIALIZED ONLINE TRAINING AND COVID-19 SERIES WEBINARS

The International Law Institute adapted was able to instantly accommodate the training and professional exchanges as a result of COVID and international travel restrictions. In addition to our listed courses, ILI conducted a number of specialized online webinars and training to support the technical needs of our global constituency across a number of legal and economic issues. Webinars included:

ILI COVID Series:
- Food Security: Building Resilience in the Face of Crisis
- Moratorium on Payments & Other Mitigating Measures in Response to the Financial Impact of COVID
- Emergency Procurement and Special Considerations in Multilateral Development Bank Funded Operations
- Investment Disputes and COVID: The View Ahead
- Saving Viable Firms: Corporate Insolvency Reforms in Response to COVID
- Whistleblowing and How can We Protect Whistleblowers
- Medical Supply Procurement to Address COVID
- Enhancing Procurement Integrity with Automation and Data Analytics
- Municipal Government Leadership in Times of Crisis
- Project Finance – An African Perspective
- COVID – 19 and the Energy Sector

In partnership with Dentons:
- US, UK, EU Global Sanctions and Implications
- Force Majeure and the Impact of Covid-19: Global and Regional Developments in Law and Practice

In partnership with Inter-University Center for Terrorism Studies, the Ambassadors Forums:
- Rita Colwell: fighting Bio-Terrorism, Cholera, Covid-19
- Covid-19 and Sports: Threats and Responses
- Covid-19 and Energy: Threats and Responses
- Combating Global COVID: From Isolation to International Cooperation
- Combating Global COVID: Assessment of Past Lessons & Future Outlook

ILI Partners with STATUT Law School in Russia:
- Administrative Law Symposium

In Partnership with the Indian National Association of Legal Professionals; the Indian National Bar Association, and the National Law University, Delhi. Joint programs included:
- Essential of International Arbitration, Mediation, and Negotiations for Indian Lawyers
- Police Security and Unification Structure
- The Future of the World Trade Organization in India
- Force Majeure and Contract Dispute in Response to COVID-19
- Essentials of Arbitration in India & International Commercial Arbitration
- The State of the International Trading System and Foreign Investment in India
- 71st Anniversary: India Constitution Day [Trade and Global Economics]
- Transnational Commercial Law, Insolvency, Restructuring, Entrepreneurship: Promoting Trade and Development Post Pandemic

ILI Partners with STATUT Law School in Russia:

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- The Future of the World Trade Organization in India
- Force Majeure and Contract Dispute in Response to COVID-19
- Essentials of Arbitration in India & International Commercial Arbitration
- The State of the International Trading System and Foreign Investment in India
- 71st Anniversary: India Constitution Day [Trade and Global Economics]
- Transnational Commercial Law, Insolvency, Restructuring, Entrepreneurship: Promoting Trade and Development Post Pandemic
PUBLICATIONS

In addition to the International Law Institute’s academic and educational work, the Institute publishes materials on law and economics and also engages in scholarly reporting specializing in the areas of International Trade, Investments, Country Legal & Business Systems, Litigation, Commercial Dispute Resolution, and Foreign Legal Systems.

A publications catalogue may be found online at www.ili.org/publications.

Works published in 2020 / 2021 include:

**INTERNATIONAL JUDICIAL ASSISTANCE – CIVIL AND COMMERCIAL (RISTAU) REVISED 2020**
Co-Published with Oxford University Press to be published by June 2021

Since 1985 International Judicial Assistance: Civil and Commercial has been the authoritative practice guide and standard reference work for attorneys engaged in transnational litigation. The work has been cited repeatedly by the U.S. Supreme Court and lower courts and in scholarly works.

The author presents a thorough treatment of discovery and service of documents abroad; discusses judicial assistance rendered to American courts or litigants by foreign courts as well as assistance by U.S. courts to foreign litigants, and provides forms for all aspects of international judicial assistance. He also analyzes the major international conventions and the case law bearing upon those conventions in the United States and other signatory countries.

**A BUSINESS GUIDE TO TRADE AND INVESTMENT: INTERNATIONAL READ VOL. 1; AND INTERNATIONAL INVESTMENT VOL. 2.**

Additional works of note include:

**INTERNATIONAL JUDICIAL MONITOR**
Monitor is an online publication speaking to a global audience about history, trends, and new developments in the field of international law.

**LEGISLATIVE DRAFTING STEP BY STEP**
Arthur J. Rynearson Co-published with Carolina Academic Press, this book provides valuable instruction and insight into the art and science of legislative drafting. It is of great use to legislators, legal practitioners, and scholars.

For more information, please contact the ILI at international arbitration or mediation.
The International Law Institute’s Center for Comparative Legislative Management offers advice to legislatures at the state, national, and international levels on both strategic and operational issues. The main focus of the Legislative Management Center is to assist lawmakers and staff in being more effective in their oversight and legislative responsibilities.

The ILI examines best practices important to an effective modern legislature: formulating of public policies; a functioning legislative process; working with and oversight of the executive branch; budgeting and monitoring budget utilization; constituent service delivery; and creating a healthy set of checks and balances. Our seminars offer instruction in policy analysis and succession planning (i.e., the ability to preserve and maintain the work of legislatures particularly during periods of transition).

Through the Legislative Management Center, the ILI offers several seminars including: Legislative Strategic Management; Workshop on Legislative Drafting; and Advanced Workshop on Legislative Drafting.

The Strategic Management seminar examines the operation of the U.S. Congress and state legislatures to demonstrate the relevant of scale and to expose participants to different systems and skills. This allows participants to decide which methods and procedures are most appropriate for their needs.

The two drafting workshops are intensive, hands-on seminars with several drafting projects. Participants enhance their knowledge and skills through practical exercises where they work collaboratively with their colleagues as well as experts in the field.

The Legislative Management Center has worked with a variety of legislatures ranging from the well-established to the newly-formed including those in countries transitioning to democracy. In addition, the Legislative Management Center has designed special seminars for legislatures including seminars designed around specific legislative proposals.

Past activities have included:
- Federalism and constitutional reform for the Nigerian Senate Constitution Reform Committee;
- Procurement Oversight for the Nigerian House Public Procurement Committee;
- Legislative Management for the National Institute of Legislative Studies;
- Training for more than 200 professionals from the National Assembly, State Assemblies, and ECOWAS Parliament; and
- Legislative Drafting for the Lagos State House of Assembly.

For more information please contact Kim Phan at kphan@ili.org.
The International Judicial Academy (IJA), initially founded in 1999, is now a center of expertise at the International Law Institute. The IJA specializes in providing high-level training in all areas relating to a modern judiciary. Through its work, the IJA emphasizes the importance of a fair, efficient, accessible, and transparent judicial system. Recognizing that a fair and effective judiciary is only possible with skilled and knowledgeable individuals, the IJA has, to date, conducted over 160 programs for over 5,000 judges, court administrators, lawyers, and other officials to further develop the capacity to ensure the effective administration of justice throughout the whole of a country’s legal system.

The International Judicial Academy also publishes an online judicial magazine: The International Judicial Monitor. The Judicial Monitor, available at www.judicialmonitor.org, explores various developments and themes in international law, international and national court systems, and other topics of particular interest to judges, lawyers, and all those with an interest in the law.

In addition to the above, the International Judicial Academy conducts a number of custom seminars each year examining a wide array of issues relating to judges, the courts, and the effective administration of a modern, fair, and impartial judicial system. For additional information regarding custom training through the International Judicial Academy please contact the center at training@ili.org.

The International Law Institute established the International Trade Law Center (Trade Center) to help counties effectively participate in the World Trade Organization (WTO) and in Regional Trade Agreements (RTAs). More than 160 governments have signed the agreement establishing the WTO, committing to comply with a large body of rules, regulations, and procedures. RTAs, which account for an ever-increasing portion of world trade, have their own sets of complex rules.

Every country expecting to gain the benefits of WTO membership and of RTAs will be expected to comply with their obligations and implement them effectively through changes to their domestic laws, institutions, and administrative practices. Additionally, each country will need to take steps, when necessary, to ensure compliance by other countries.

The Trade Center provides advice on establishing the legal and administrative structures necessary to comply with these obligations as well as on issues relating to dispute resolution.

Through the Trade Center, the International Law Institute provides training seminars entitled Multilateral and Regional Trade Agreements; and The Trade Facilitation Agreement & Other Important Customs Issues, Negotiation of Trade Agreements in addition to customized training and technical assistance. Each program is designed with reference to the legal institutions, the level of legal development, and the specific needs and challenges of the country the program is designed to assist.

Past projects of the Trade Center include:

- A two-week Joint Certificate Training Program on International Trade and Investment offered in collaboration with the Indian National Association of Legal Professionals (INALP)
- Training on trade and investment for U.S. Foreign Service Institute for 20 years
- Training Chinese lawyers on trade, investment, and commercial law for 15 years
- A six-month training program focused on international economic trade law for a delegation of Vietnamese lawyers from the Ministry of Justice
- Training Rwandan judges on the WTO
- Training more than 250 Chinese judges on the WTO
PRIVATE INVESTMENT IN INFRASTRUCTURE CENTER
JOHN NIEHUSS - DIRECTOR

The Private Investment in Infrastructure Center (PPP Center) of the International Law Institute provides training and technical assistance related to the policy, financial, and legal aspects of private participation in the creation and maintenance of infrastructure. Lack of infrastructure is a major impediment to economic growth in many countries. Governments that have limited resources to carry out needed infrastructure development often seek ways to obtain private sector assistance. This has led to various forms of public-private cooperation. The design and implementation of such projects is often complicated and present myriad complexities to governments and private entities undertaking them.

The PPP Center’s seminars concentrate on topics of interest to host government officials but are also relevant for private sector lawyers, project sponsors, lenders, and contractors. The seminars provide an opportunity for participants to learn from senior practitioners in the field as well as from colleagues around the world. The Center’s annual training seminars – Public Private Partnerships and Infrastructure Finance; Public Private Partnerships and Infrastructure Finance (for Lawyers); Project Preparation, Analysis, Feasibility, and Financing; Project Finance Techniques: Applications and Recent Developments; and Public Private Partnerships Financial and Risk Analysis – emphasize issues related to the design and negotiation of concessions and other forms of public-private partnerships, as well as the financing of infrastructure development.

In addition to the annual training programs the PPP Center also arranges custom seminars by request. These custom seminars can be delivered in Washington DC, online, or anywhere in the world and topics can be adjusted to fit specific needs. Further, the Center provides or arranges technical assistance on matters that might arise concerning the creation or implementation of a private financing or infrastructure program. The assistance provided includes: overall strategy and policy guidance; guidance on the selection of experts; advice on negotiating strategy; and assistance in dealing with problems that might arise in the course of a particular project.

For more information please contact the ILI at training@ili.org.

CENTER FOR PUBLIC PROCUREMENT LAW AND POLICY
JASON MATECHAK - DIRECTOR

In recognizing that countries need strong procurement systems and implementing institutions to enable sustainable development, the International Law Institute’s Center for Procurement Law and Policy (Procurement Center) has worked for over thirty years to provide advice and assistance to governments on the development of legal frameworks for procurement. In addition, the Procurement Center has worked to increase institutional capacity to carry out procurement functions and establish oversight institutions in accordance with international best practices.

The International Law Institute places strong focus on the procurement requirements of international financial institutions, particularly those of the World Bank.

Recent projects undertaken by the Procurement Center include:
- Training of the Nigerian National Assembly in effective procurement oversight
- Basic and advanced procurement training for the Nigerian Bureau of Public Procurement, Ministries, Departments, and Agencies
- Training and certification of 300 procurement officers in Honduras

In addition, the ILI has conducted country-specific training programs around the world in Afghanistan, Barbados, China, Cyprus, Egypt, Honduras, Indonesia, Iraq, Jordan, Kenya, Mauritius, Mongolia, Nigeria, Singapore, Sudan, and Vietnam.

For more information please contact the ILI at training@ili.org.
This seminar familiarizes participants with alternative methods of dispute resolution (ADR). The first part of the seminar introduces participants to the goals and techniques of mediation; the second half focuses on the legal issues involved in international commercial arbitration. The emphasis throughout is on the development of practical skills through lectures and hands-on exercises.

**COURSE OUTLINE**

**PROS AND CONS OF INTERNATIONAL ADR**
- Conciliation, arbitration and mediation versus litigation in domestic courts
- Arbitration between private parties and governments

**THE NEGOTIATION PROCESS**
- Approaches to negotiation: creating value vs. claiming value; structuring a deal vs. resolving a dispute
- Assessing the interests of the parties
- Opening offers
- Strategic concessions
- Why negotiations fail
- Breaking deadlock
- Negotiating a dispute resolution clause

**MEDIATION: TOOLS AND PRINCIPLES**
- Mediation defined
- Why mediation
- Roles and attributes of a mediator
- Changing patterns of communication
- Intervention principles
- Listening and questioning skills
- Stages in mediation
- Problem identification
- Agreement writing

**THE ROLE OF ADVOCATE AND LITIGANT**
- Preparing for mediation
- Devising a settlement strategy
- Advocating for your client
- Guiding and managing your client during mediation

**LEGAL ISSUES IN INTERNATIONAL ARBITRATION**
- National Arbitration Laws; Treaties, including the New York Convention and ICSID Convention; Choice of law
- Validity and scope arbitration agreements
- Role of the courts: judicial review and enforcement of awards; judicial assistance in the arbitration process
- Investment disputes
- Sovereign immunity

**THE ARBITRAL PROCESS**
- Designing the process: drafting the arbitration clause
- Choosing arbitration rules
- Conduct of proceedings: initiating arbitration, constituting the tribunal, establishing terms of reference, production of documentary evidence, interim relief, submitting testimony, hearings, and awards
- Arbitrator ethics and challenges to arbitrators
- Simulated international arbitration exercise

**COURSE ADVISOR**

ANNE MARIE WHITESELL is a Professor and Faculty Director of the Program on International Arbitration and Dispute Resolution at Georgetown University Law Center and Director of the ILI Center on Alternative Dispute Resolution. Ms. Whitesell was Secretary General of the ICC International Court of Arbitration from 2001 to 2007. She has practiced with law firms in both the United States and in France and was a lecturer at the Université de Paris I, Panthéon-Sorbonne and the Institut de Droit Comparé (Université de Paris II). She is admitted to the New York State Bar, the Bar of the District of Columbia, and to the US District Courts for the Southern and Eastern Districts of New York.
The seminar comprises the first week of the Advanced Arbitration and Mediation seminar and examines the foundations of arbitration and mediation, including advanced legal issues in international commercial arbitration. Participants will learn the principles of mediation through case studies and practical exercises. The seminar is an indispensable asset to all professionals seeking to strengthen their knowledge of ADR.

**COURSE OUTLINE**

**MEDIATION**
- Processes, Skills and Techniques
- Mediation Emphasis: mediator role and styles; determining the mediation process, opening statements of mediator and parties
- Finding resolution in mediation; uncovering interests, breaking deadlock, closure, and follow-up
- The Role of Advocate and Litigant: preparing for mediation; devising a settlement strategy; advocating for your client; guiding and advising your client during mediation

**FOUNDATIONS OF INTERNATIONAL ARBITRATION (ADVANCED)**
- The Arbitration Agreement: characteristics, validity, scope, applicable law, transfer, termination
- The Arbitrators: appointment, qualification, arbitrator ethics and challenges
- The Arbitration Proceedings: choosing arbitration rules, seat of the arbitration, commencing and managing proceedings, terms of reference, evidence, interim relief, hearings and awards
- Law Governing the Merits of the Dispute: choice of law, international public policy and mandatory rules of law
- Court Assistance: interim measures, appointment of arbitrators, assistance in taking evidence, judicial review
- Enforcement of Arbitral Awards

**NEGOTIATION AND MEDIATION**
- Process, Skills and Techniques
- Mediation Emphasis: mediator role and styles; determining the mediation process, opening statements by the mediator and parties
- Finding resolution in mediation: uncovering interests, breaking deadlock, closure, and follow-up
- The Role of Advocate and Litigant: preparing for mediation; devising a settlement strategy; advocating for your client; guiding and assisting your client during mediation
- Additional comprehensive mediation exercise

**INTERNATIONAL ARBITRATION**
- The Arbitration Agreement: characteristics, validity, scope, applicable law, transfer, termination
- The Arbitrators: appointment, qualification, arbitrator ethics and challenges
- The Arbitration Proceedings: choosing arbitration rules, seat of the arbitration, commencing and managing proceedings, terms of reference, evidence, interim relief, hearings and awards
- Law Governing the Merits of the Dispute: choice of law, international public policy and mandatory rules of law
- Court Assistance: interim measures, appointment of arbitrators, assistance in taking evidence, judicial review
- Enforcement of Arbitral Awards
- Issues of Particular Interest: introduction to investment disputes
- Simulated Arbitration Exercise: drafting the arbitration clause, requesting arbitration/responding to request, initial conference, terms of reference, drafting statements of claim/defense, challenges to arbitrators, interim relief, witnesses, hearings, drafting an arbitral award

**COURSE ADVISOR**

**ANNE MARIE WHITESELL** is a Professor and Faculty Director of the Program on International Arbitration and Dispute Resolution at Georgetown University Law Center and Director of the ILI Center on Alternative Dispute Resolution. Ms. Whitesell was Secretary General of the ICC International Court of Arbitration from 2001 to 2007. She has practiced with law firms in both the United States and in France and was a lecturer at the Université de Paris I, Panthéon-Sorbonne and the Institut de Droit Comparé (Université de Paris II). She is admitted to the New York State Bar, the Bar of the District of Columbia, and to the US District Courts for the Southern and Eastern Districts of New York.

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This seminar explores the key steps to creating bankable power projects, with a focus on renewable energy. This seminar will be held concurrently and share selected sessions with ILI’s “Project Preparation, Analysis, Feasibility, and Financing” seminar.

**COURSE OUTLINE**

**PROJECT LIFE CYCLE**
- Project assessment, identification and preparation
- Project development context

**ASSESSING PROJECT VIABILITY**
- Technical, economic and financial analysis
- Fiscal impact
- Cost recovery
- Operations and maintenance

**SOURCE OF FUNDING**
- External Assistance and multilateral development agencies
- Project finance

**FINANCING AND APPROVAL**
- Public or private ownership
- Role of PPP laws and regulations

**RISK ANALYSIS**
- Country
- Financial
- Policy and regulatory
- Technical and project specific

**SUSTAINABILITY**
- Institutional aspects
- Environmental, Social, Governance (ESG) considerations

**POWER SECTOR FUNDAMENTALS**
- Power purchase agreements
- Tariffs
- Procurement issues: Auctions
- Interconnection and permitting
- Power financing

**ISSUES FOR RENEWABLE ENERGY PROJECTS**

**COURSE ADVISOR**

**DON DE AMICIS** is a Professor of Law at the Georgetown University Law Center, where he teaches international business transactions, and a Senior Advisor at the International Law Institute. He was previously Vice President and General Counsel of the Overseas Private Investment Corporation, the U.S. government’s development finance institution, which supports private investment through project finance and political risk insurance. Don was a partner at the international law firm Ropes & Gray, where he focused on finance, corporate law, and restructuring. He is a member of the Sanctions Committee of the Inter-American Development Bank and the Enforcement Committee of the European Bank for Reconstruction and Development, and also serves as an independent arbitrator.
This seminar focuses on the fundamentals, legal and regulatory frameworks, current important issues and trends in understanding and negotiating transmission service agreements. The seminar will include financial and project-related themes in the context of transmission services. The objective of the seminar is to assist transmission service agreement role players, including policy makers and practitioners from emerging economies, to develop skills and to better understand the contractual terms and conditions through analysis and applications.

**COURSE OUTLINE**

**FUNDAMENTALS OF TRANSMISSION SERVICE AGREEMENTS**

- Overview of established arrangement of provisions
- Actors and Role players
- Policy Considerations

**LEGAL AND REGULATORY FRAMEWORKS**

- The Regulator, including Tariff Setting
- Compliance, and Discussion of Selected Laws and Regulations

**CONTRACTUAL CONSIDERATIONS**

- Important Concepts/ Definitions
  - Transmission Service Types (e.g. “point-to-point transmission service,” “open access”)
  - Transmission Charges and Affiliates
  - Curtailment Conditions
  - Operating Period
  - Insolvency Events and Occurrences
- General Terms of Service
  - Standards and requirements for operation and maintenance
  - Billing and payments
- Terms and Continuing Obligations
  - Environmental Compliance and Procedures
  - Remediation and Abatement
  - Force Majeure
  - Tax Responsibilities
- Amendments
  - Declare notice of filing and response
  - Limitations in Modifications of Agreement
  - Governing law and dispute resolution
- Miscellaneous
  - Scheduling and Metering

**PROJECT-RELATED TOPICS**

- Procurement Issues
- Utilization of Public-Private Partnerships
- Project Finance Considerations for Transmission Services
- Other Financial Considerations

**TRENDS IN POWER SERVICES AND OTHER CURRENT TOPICS**

- Grid Modernization
- Renewables, integration, and energy storage
- Growing load defections for Utilities
- Design reforms and Distributed Energy Resources (DER)
- Environmental Concerns
- Refocused customer service, including the role of third party vendors
- Changing Utility business models

**NEGOTIATIONS**

- Negotiating techniques
- Negotiating with donor organizations, financiers and sponsors
- Approaching/Drafting Contractual Terms, Conditions and Amendments

**COURSE ADVISOR**

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**COURSE ADVISOR**

**GULY SABAHI** is an independent legal adviser to companies and governments on energy projects (including upstream, gas processing and power projects) as well as on infrastructure projects – mainly, in the Middle East and Africa, and related JV transactions. Previously, Mrs. Sabahi practiced for 15 years in major international law firms in Washington, DC, including as Partner at Dentons. Mrs. Sabahi is Director and Vice President for Model Contracts at the Association of International Petroleum Negotiators (AIPN) in Houston, TX, where she leads the development of the next generation of model contracts for the industry. Mrs. Sabahi is trained in both civil law and common law jurisdictions, and is admitted to practice in the U.S. (District of Columbia and New York) and England and Wales.

**COURSE OUTLINE**

**NATURAL GAS DEVELOPMENT: POLICY CONSIDERATIONS AND BEST PRACTICES**

- Natural Gas Role and Benefits in Meeting Global Primary Energy Demand
- Understanding the Natural Gas Value Chain
- Global Gas Markets and Trade
- Principle-Based Approach to Natural Gas Policy Formation
- The Role of the Public and Private Sector in the Development and Governance of the Sector
- Natural Gas Pricing Policy and Methodologies
- Natural Gas Revenue Management
- Commercial Aspects of Natural Gas Purchase and Sale, and Gas Transportation
- Geopolitics of Natural Gas
- Liquefied Natural Gas (LNG): Critical Success Factors for Import and Export Projects

**COURSE ADVISORS**

**ROBERT LESNICK** is an Executive Advisor to businesses and governments seeking to develop projects which expand development and use of natural gas. Mr. Lesnick recently retired from the World Bank as its Oil and Gas Program Coordinator after a successful 30-year career in the private sector. He has extensive experience in the petroleum sector, including commodity trading, project development, and natural gas field operations. Robert has over 25 years of international experience as a manager and lead negotiator for the development of energy infrastructure projects. He has conducted business in more than 60 countries on 6 continents.

**PAGE 29**
NATURAL GAS DEVELOPMENT: CONTRACTS AND LEGAL CONSIDERATIONS

May 10 - May 14  $2,245

Drafting contracts in the natural gas sector carries a complexity above and beyond what is normally found in conventional oil-based projects. The regional nature of the business and the need for infrastructure to get natural gas to market requires careful consideration of commercialization issues from the initial investment in the upstream and continuing until volumes are physically delivered to end users in the power industry.

This section of the seminar will examine contracts and legal structures necessary for each stage gate of natural gas development. Upstream contracts, host government instruments, and investment laws will be discussed, highlighting key natural gas provisions and drafting issues. A discussion of Midstream natural gas agreements will follow, covering processing, fractionation, transportation, and storage. A special session on LNG and FLNG will be included in the Midstream section and will include discussion of Downstream issues such as tolling and regas capacity. Finally, natural gas marketing will be reviewed, covering essential contracts for both short- and long-term sales situations. Material is delivered through a variety of methods including reference reading, in-class lectures, case studies, industry panels and, interactive group simulations and workshops.

COURSE OUTLINE

- Natural Gas Value Chain
- Overview of Natural Gas Agreements
- Natural Gas Aspects of Upstream Agreements
  (Granting Instruments and JOAs)
- Special Provisions for Natural Gas Development in Environment Laws
- Midstream Agreements: Gathering & Processing, Gas Transportation, Fractionation, and Storage
- Joint Marketing and Separate Marketing of Natural Gas and LNG
- Marketing: NAESB, Gas Sales and Offtake, LNG MSAs, LNG SPAs, and Products Marketing
- Joint or Combined Stream Marketing of Natural Gas
- Separate Marketing of Natural Gas and Gas Balancing Agreements
- Cross-Border Gas Sales
- Pipeline Gas Sales Agreements
- LNG: Project Structuring, Pre-FEED, FEED, LNG vs FLNG, and LNG Gas Sales Agreements
- Downstream LNG Agreements: Tolling and Regasification Capacity

COURSE ADVISORS

JAMES ENGLISH is a senior counsel at Clark Hill Strasburger, specializing in oil & gas industry commercial transactions, infrastructure projects, and acquisitions. His practice focuses on: International and U.S. upstream oil & gas transactions; International and U.S. natural gas/LNG infrastructure projects & marketing; U.S. midstream projects and commercial agreements; Mediation and regulatory advocacy of oil & gas industry disputes. Before joining Clark Hill Strasburger, Mr. English worked at Anadarko Petroleum Corporation. His responsibilities included deepwater transactions and new ventures in Asia Pacific, Africa, Australasia, Canada, and the Caribbean. While at Anadarko, Mr. English also worked extensively with natural gas commercialization and marketing projects in West Africa, East Africa, Central Asia, Trinidad, Australia, and New Zealand. Mr. English served on the Board of Directors of the Association of International Petroleum Negotiators (AIPN) as a representative of the U.S. (District of Columbia and New York) and England and Wales.

GULY SABAHI is an independent legal adviser to companies and governments on energy projects (including upstream, gas processing and power projects) as well as on infrastructure projects – mainly, in the Middle East and Africa, and related JV transactions. Previously, Mrs. Sabahi practiced for 15 years in major international law firms in Washington, DC, including as Partner at Dentons. Mrs. Sabahi is Director and Vice President for Model Contracts at the Association of International Petroleum Negotiators (AIPN) in Houston, TX, where she leads the development of the next generation of model contracts for the industry. Mrs. Sabahi is trained in both civil law and common law jurisdictions, and is admitted to practice in the U.S. (District of Columbia and New York) and England and Wales.

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CROSS BORDER INSOLVENCY: IMPACT AND STRATEGIES

March 15 - March 19 $2,245

Inadequate cross-border insolvency policies negatively impact a country’s financial and institutional stress and security. It inhibits foreign direct investment; burdens judicial systems; leads to asset outflow; and increases recovery time of financial downturns. Comprehensive legal frameworks that target domestic and international proceedings can counteract these consequences and attract investments and minimize lending risks. This one-week seminar on advanced cross-border insolvency will compare insolvency regimes, analyze model laws, discuss domestic needs and limitations, and introduce the latest developments in the field. Through this course, participants will be able to consider current and potential reforms addressing their country’s bankruptcy policies.

COURSE OUTLINE

CORE PRINCIPLES FOR INSOLVENCY
- Fairness; transparency; accountability
- Minimizing asset wastage
- Maximizing recoveries by creditors
- Minimizing loss of employment
- Reorganizing businesses

IMPACT OF INADEQUATE DOMESTIC AND CROSS-BORDER INSOLVENCY LAWS
- Economic Impact
- Cross-border investment
- Personal liability of officers and directors
- Off-shoring of Cash Assets
- Impact on Institutional Lending and Banking; Distress and Rescue Financing
- Judicial Efficiency
- Impact on fairness

RELATIONSHIP BETWEEN DOMESTIC AND CROSS-BORDER INSOLVENCY LAWS
- Stakeholders; Debtor; Banks; Trade Creditors; Employees; Insolvency Representative; Government
- Regulators; Judiciary; other stakeholders
- Types of Insolvency Proceedings: Liquidation; Reorganization
- Extraterritoriality

REVIEW OF CROSS-BORDER INSOLVENCY REGIMES
- UNCITRAL Model Law Provisions
- EC Regulation on Insolvency Proceedings 2015
- Other robust country-specific laws
- Comparison of advantages and disadvantages

DISCUSSIONS ON SPECIFIC PROVISIONS AND THEIR IMPACTS
- Access
- Application and commencement
- Eligibility and jurisdiction
- Commencement standards and applicable laws

TREATMENT OF ASSETS UPON COMMENCEMENT
- Assets included and excluded
- Protection and preservation of estate
- Use and disposal
- Post-commencement finance
- Treatment of contracts
- Avoidance proceedings

CONDUCT OF INSOLVENCY PROCEEDINGS: DOMESTIC AND CROSS-BORDER
- Treatment of creditor claims
- Priorities and distribution of proceeds
- Treatment of corporate groups
- Judicial procedure
- Fraud, asset tracking and recovery

COORDINATION AND COORDINATION
- Judicial; inter-court communications and interaction Insolvency professionals

CONCLUSION, DISCHARGE AND CLOSURE OF INSOLVENCY PROCEEDINGS

SPECIFIC ISSUES
- Forum shopping
- Recognition and Enforcement of Insolvency-Related Judgments
- Buying and selling creditors’ claims against debtor
- Third party funding of litigation cross-border insolvency of multinational enterprise groups

PROGRAM WILL BE INFUSED WITH CASE STUDIES AND UPDATES ON INTERNATIONAL BANKRUPTCY POLICIES

COURSE ADVISOR

DON DE AMICIS is an Adjunct Professor of Law at the Georgetown University Law Center, where he teaches international business transactions, and a Senior Advisor at the International Law Institute. He was previously Vice President and General Counsel of the Overseas Private Investment Corporation, the U.S. government’s development finance institution, which supports private investment through project finance and political risk insurance. Don was a partner at the international law firm Ropes & Gray, where he focused on finance, corporate law, and restructuring. He is a member of the Sanctions Committee of the Inter-American Development Bank and the Enforcement Committee of the European Bank for Reconstruction and Development, and also serves as an independent arbitrator.
This seminar has a dual focus, where the first week (May 17-21, 2021) explores key topics and recent developments with respect to international borrowing and debt management. Special emphasis will be placed on the severe impact that the Covid-19 pandemic will have on all aspects of borrowing, debt management, economic growth, and the negotiation and renegotiation of current and future obligations. The goal is to assist policy makers and practitioners from emerging economies to deal with immediate crises, plan for long term challenges in a fast changing international borrowing and debt management environment, but also to engage with the immediate and urgent challenges. There will be a topical discussion of the increasingly important role of the private sector and Chinese Sovereign and State Enterprise lending. Other current topics include debt moratoriums and debt forgiveness which will also be discussed.

The second week (May 24-28, 2021) focuses on the strategies, processes, skills and techniques necessary for conducting successful negotiations and renegotiations in respect to international borrowing and debt transactions and obligations. The discussion will also include the realities and challenges related to the inevitable policy and political considerations, but from within the perspective of a negotiation approach and strategy. Special attention will be paid to the challenges in dealing with negotiation and renegotiation in the context of the current Covid-19 crisis.

Participants can choose to enroll in the first week only, as a self- standing seminar and will then receive a certificate entitled “International Borrowing and Debt Management & Recent Developments;” or choose to enroll in the second week only as a self- standing seminar and will then receive a certificate entitled “Negotiating and Renegotiating International Borrowing and Debt Management Obligations;” or choose to enroll in the full two week seminar, and will then receive a certificate entitled “International Borrowing and Debt Management, Negotiation and Renegotiation.”

COURSE OUTLINE

FIRST WEEK:

FINANCIAL DEVELOPMENT & ECONOMIC GROWTH

- Impact of the Covid-19 pandemic on the international macro-economic and financial environments
- Developing effective borrowing and debt management strategies within the above fast changing environments
- Responses from the IMF and other donors
- Private sector/creditor involvement and potential impact, including the role of vulture funds and collective action clauses
- Overview of the research
- International market access
- Debt management capacity
- Developing local capital markets
- Accountability and transparency
- Government guarantees and contingent debt
- Microfinance
- Chinese Sovereign and SOE lending

SECOND WEEK:

NEGOTIATIONS AND RENEGOTIATIONS

- Negotiation strategies, approaches, processes, skills and techniques
- Integration of political and economic realities into the negotiations process
- Negotiating and renegotiating with international donor organizations and private sector entities
- Debt restructuring and loan negotiation in the light of current developments
- Role plays and case studies based on current events and realities
- Role of outside advisors

DEVELOPMENT OF CAPITAL MARKETS

- Bond market development
- Ratings and rating agencies
- Country credit spreads
- Exchange rate risk and management
- Project Finance in Public-Private Partnerships
- The market for project finance: Applications and sectors
- Project characteristics and risk analysis
- Designing projects and managing risk
- Financing the deal

COURSE ADVISOR

PROFESSOR REID CLICK is an Associate Professor of International Business and International Affairs and Chair of the International Business Department at The George Washington University in Washington, DC. He received his Ph.D. in economics and international business from the University of Chicago. Prof. Click teaches courses in international financial management, international business strategy, and international economics. His academic research has been published in leading journals, and he has also been a consultant for several international organizations.

CAPITAL MARKETS: FOUNDATIONS OF DEVELOPMENT AND REGULATION

October 4 - October 8 $2,245

This course highlights the foundational issues in respect to the development and regulation of capital and securities markets, and comprises the first week of the Capital Markets: Development and Regulation seminar. The Foundations seminar also includes the field trip to New York where typical capital markets institutions are visited.

Participants will be exposed to selected topics based on the Course Outline listed under the “Capital Markets: Development and Regulation” seminar, depending on the final schedule, but topics could include:

COURSE OUTLINE

LEGAL, REGULATORY AND INSTITUTIONAL FRAMEWORK

- Institutional structure related to market’s needs
- Government regulation: securities laws, securities exchange commissions, central banks, ministries of finance
- Stock exchanges: rules and regulations, self or external regulation, membership and listing standards
- Corporate governance
- Transparency
- Prospects

ROLE OF PARTICIPANTS IN CAPITAL MARKETS

- Regulators, financial institutions, accountants/ auditors, government
- Issuers of securities in capital markets
- Investors in capital markets: individuals and institutional players
- Professionals: brokers, dealers, underwriters
- Financial intermediaries: commercial banks, merchant banks, mutual funds, hedge funds, insurance companies, pension funds
- Initial public offerings (IPOs)

SITE VISITS (AS AVAILABLE)

New York Stock Exchange; Nasdaq; U.S. Securities and Exchange Commission, U.S. Federal Reserve Bank in New York; a ratings agency, such as Standard and Poor’s; The Depository Trust and clearing Corporation

COURSE ADVISOR

PAUL FREEDMAN is Counsel at the AES Corporation, a global energy company. Mr. Freedman was previously Chief Counsel for Credit Programs at the U.S. Agency for International Development (USAID) and has substantial government and private sector experience in capital markets transactions in developed countries and emerging markets. He worked on the first non-sovereign bond offerings in several developing countries, and he played a leading role in the structuring and negotiation of USAID’s partial credit guarantees for bond offerings and bank loans in over 40 developing countries.

PROFESSOR REID CLICK is an Associate Professor of International Business and International Affairs and Chair of the International Business Department at The George Washington University in Washington, DC. He received his Ph.D. in economics and international business from the University of Chicago. Prof. Click teaches courses in international financial management, international business strategy, and international economics. His academic research has been published in leading journals, and he has also been a consultant for several international organizations.
Institutional structure related to market's needs

Brief history

APPLY

Corporate governance

Professionals: brokers, dealers, underwriters

Exercise to assess viability of project

Capital markets and housing finance

Team presentation

Prospectuses

Planning, objectives and PPP policy framework

Toolkit's Graphical and Numerical models

Regulators, financial institutions, accountants/auditors, government

Investors in capital markets: individuals and institutional players

Professionals: brokers, dealers, underwriters

Financial intermediaries: commercial banks, merchant banks, mutual funds, hedge funds, insurance companies, pension funds

Initial public offerings (IPOs)

ROLE OF PARTICIPANTS IN CAPITAL MARKETS

DEVELOPMENT OF CAPITAL MARKETS

Policy issues affecting development of capital markets

Managing risks and responding to crises in Capital Markets

Capital markets and housing finance

APPLY

CAPITAL MARKETS: DEVELOPMENT AND REGULATION

October 4 - October 15 $4,200

This course highlights the major issues and procedures relating to the development and regulation of capital and securities markets in developing economies. Participants will discuss the major building blocks of an effective capital market and the policy environment needed to help its development. The course also includes issues related to the growing interaction of emerging markets with developed capital markets.

COURSE OUTLINE

LEGAL, REGULATORY AND INSTITUTIONAL FRAMEWORK

▪ Institutional structure related to market’s needs
▪ Government regulation: securities laws, securities exchange commissions, central banks, ministries of finance
▪ Stock exchanges: rules and regulations, self or external regulation, membership and listing standards
▪ Corporate governance
▪ Transparency
▪ Prospectuses

DEVELOPMENT OF CAPITAL MARKETS

▪ Policy issues affecting development of capital markets
▪ Managing risks and responding to crises in Capital Markets
▪ Capital markets and housing finance

ROLE OF PARTICIPANTS IN CAPITAL MARKETS

▪ Regulators, financial institutions, accountants/auditors, government
▪ Issuers of securities in capital markets
▪ Investors in capital markets: individuals and institutional players
▪ Professionals: brokers, dealers, underwriters
▪ Financial intermediaries: commercial banks, merchant banks, mutual funds, hedge funds, insurance companies, pension funds
▪ Initial public offerings (IPOs)

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Public Private Partnerships Financial and Risk Analysis

APPLY

Public Private Partnerships Financial and Risk Analysis

November 15 - November 19 $2,245

Financial and risk assessments of proposed projects have become necessary for countries considering PPPs for infrastructure projects. These assessments are essential to attracting private investors. This is particularly important for countries with substantial needs in infrastructure rehabilitation and expansion. The course primarily focuses on the review and applications of: (a) the financial models of the Toolkit for PPP in Roads and Highways (graphical and numerical, including multi-sector adaptations of the models), which have proven quite successful for preliminary financial evaluations when detailed data and financial arrangements are not yet fully defined; and (b) the GIH risk matrices for PPP in transport, energy, water and sanitation sectors.

This course provides a review of essential concepts and available toolkits, case studies, hands-on conceptual and numerical exercises. Attendees of the ILI course on Financial and Risk Analysis of projects will deepen their understanding on the key principles behind PPPs (also known as P3s), alternative delivery methods, financial and risk assessments, and the role they can play in improving service quality, addressing O&M challenges, and delivering essential infrastructure (e.g. transport, energy, water, wastewater, building) projects.

Workshop participants are encouraged to obtain, prior to the workshop, basic data available on an existing or proposed PPP project of their interest, to be analyzed during the course. If this is not feasible, pro forma project data will be provided at the course.

COURSE OUTLINE

FINANCIAL ASSESSMENTS OF PPP PROJECTS

▪ Toolkit’s Graphical and Numerical models
▪ Exercise to assess viability of project
▪ Team presentation

RISK ASSESSMENT OF PPP PROJECTS

▪ GIH risk matrices for PPP in infrastructure
▪ Exercise to build a risk matrix for a project
▪ Team presentation

OVERVIEW OF PPP OPTIONS AND STRATEGIES

▪ Brief history
▪ Key success factors
▪ Applications to different forms of infrastructure (e.g., transport, energy, security, health and education)
▪ Main stakeholders and their interaction

COURSE ADVISOR

CESAR QUEIROZ is an international consultant on roads and transport infrastructure. His main expertise is in public-private partnerships in infrastructure and road management and development. Between 1986 and 2006, he held several senior positions with the World Bank, including as Principal Highway Engineer and Highways Advisor. Prior to joining the World Bank, Cesar was the deputy director of the Brazilian Road Research Institute in Rio de Janeiro. He holds a Ph.D. in civil engineering from the University of Texas at Austin; a M.Sc. in production engineering; and a B.Sc. in civil engineering. Cesar has published two books and more than 150 papers and articles. His assignments include infrastructure advisory services to over a dozen countries, He has been member of several committees at TRB, ASCE, SHRP and PIARC, served as visiting professor at the University of Belgrade, Serbia, and lectured on PPP at George Washington University between 1996 and 2016, and has contributed to the International Law Institute since 2007. He has been a consultant with the World Bank, Asian Development Bank, Inter-American Development Bank, European Bank for Reconstruction and Development, and several private and public organizations.
Judges and other Judicial Officers face increasingly complex challenges in managing and adjudicating cases. This seminar focuses on the principles and techniques for the development and management of a modern, efficient, fair and transparent court system and judicial proceedings, from a judge’s perspective. References will be made to the experience of judges in the United States as a basis for discussion. The seminar will include presentations on the judge’s role in court and case management for the efficient adjudication of cases, as well as site visits to local federal and state courts and court support institutions. Selected sessions and site visits will be combined with the “Court and Case Administration for Court Administrators” seminar which will be conducted concurrently with this seminar.

### COURSE OUTLINE

#### BASIC CONCEPTS AND PRINCIPLES

(PRESENTED CONCURRENTLY WITH COURT ADMINISTRATION SEMINAR)

- Overview of the United States legal system and its component state court systems
- The role of an independent judiciary in trial and appellate courts
- Court structures
- Fundamental principles of judicial management and court administration

#### GENERAL ISSUES OF JUDICIAL MANAGEMENT

- Securing the independence of the judiciary through administration
- Judicial leadership
- The role of the judge as manager
- Judicial integrity: ethics and codes of conduct for judges

#### SPECIFIC ISSUES OF JUDICIAL MANAGEMENT

- Court governance
- Budget and finance
- Judicial education
- Strategic and long-range planning

#### CASE MANAGEMENT (PRESENTED CONCURRENTLY WITH COURT ADMINISTRATION SEMINAR)

- Case management principles and practices
- Evaluation of court procedures and case processing
- Developing and implementing a case management plan
- Establishing a case management system
- Technology for case management
- An efficient clerk’s office: filing and other systems
COURT AND CASE ADMINISTRATION FOR COURT ADMINISTRATORS

July 26 - August 6   $4,200

Court Administrators, Clerks of the Court and other Court Administrative Officials have to contend with constant changes and increasing complexity in the Court Administration environment. This seminar focuses on the principles and techniques for the development and administration of a modern, efficient, fair and transparent court system, from a court administrator’s perspective. References will be made to the experience of court administrators in the United States as a basis for discussion. The seminar will include presentations on case and document management for the efficient processing of cases through the courts, as well as site visits to local federal and state courts and court support institutions. Selected sessions and site visits will be combined with the “Judicial, Court and Case Management for Judges” seminar which will be conducted concurrently with this seminar.

COURSE OUTLINE

BASIC CONCEPTS AND PRINCIPLES
(PRESENTED CONCURRENTLY WITH JUDICIAL SEMINAR)
- Overview of the United States legal system and its component state court systems
- The role of an independent judiciary in trial and appellate courts
- Court structures
- Fundamental principles of judicial management and court administration

GENERAL ISSUES OF JUDICIAL AND COURT ADMINISTRATION
- Court administration at the national level, regional and local level
- Non-judicial court management
- Court staff integrity: ethics and codes of conduct for court managers

SPECIFIC ISSUES OF JUDICIAL MANAGEMENT
- Budget and finance
- Space and facilities
- Legislative and public affairs statistics
- Court staff training
- Strategic and long-range planning

CASE MANAGEMENT (PRESENTED CONCURRENTLY WITH JUDICIAL SEMINAR)
- Case management principles and practices
- Evaluation of court procedures and case processing
- Developing and implementing a case management plan
- Establishing a case management system
- Technology for case management
- An efficient clerk’s office: filing and other systems

LEADERSHIP AND MANAGEMENT

- Leadership and Management in International Development
  March 15 - March 19
  August 16 - August 20

- Negotiations in International Development
  March 22 - March 26
  August 23 - August 27

- COMBINED: Leadership, Management, and Negotiations in Int’l Development
  March 15 - March 26
  August 16 - August 27

- Women in Leadership and International Development
  August 16 - August 20
LEADERSHIP AND MANAGEMENT IN INTERNATIONAL DEVELOPMENT

March 15 - March 19 $2,245
August 16 - August 20 $2,245

This course empowers participants to become effective leaders and managers in the international development context. International development work involves multi-stakeholder cooperation and delivery in challenging environments. We designed this course to target governments from developing countries as well as practitioners in the international development community. The course tailors leadership and management training as it pertains to the public service sector and public sector reform. The skill set that needs to be developed includes leadership and decision-making, organizational management, human capital development, navigating through political waters, and effective communications. The case studies are designed to address key issues in international development.

COURSE OUTLINE

LEADING TEAMS AND ORGANIZATIONS
- Developing personal leadership competencies: self-awareness; courage; vision; strategic and analytical thinking; learning agility; decisiveness; energy; results driven; credibility; influence; communication
- Planning for and achieving team and organizational results
- Building and maintaining relationships
- Recognizing human potential and delegating appropriately
- Building diversity
- Fostering innovation
- Handling risks, changes, complications and conflicts
- Cultural adaptation

MANAGING TEAMS AND ORGANIZATIONS

Team and organizational management skills in respect to:
- Change
- Communication
- Conflict
- Constraint
- Crisis
- Decision
- Finances
- Human resources
- Information
- Operations
- Perception
- Performance
- Process
- Projects and programs
- Quality
- Resources
- Risk
- Skills
- Strategy

LEADERSHIP AND MANAGEMENT IN INTERNATIONAL DEVELOPMENT WORK
- Meeting donor and other key stakeholder requirements
- Building strong relationships with strategic partners
- Executing in challenging political environments
- Working with limited resources
- Institutionalizing open and participatory communication channels

NEGOTIATIONS IN INTERNATIONAL DEVELOPMENT

March 22 - March 26 $2,245
August 23 - August 27 $2,245

This highly interactive seminar focuses on the development of effective negotiation skills, styles, and strategies, with special emphasis on multilateral negotiation with and within international organizations and companies. Through in-depth analysis of theory and practice with exercises and simulated negotiations, participants will gain the necessary skills to become confident negotiators, overcome impasse in the negotiation process, and utilize strategic tactics to further their own positions and interests. Officials and practitioners from developing countries, who have been confronted by the challenges of negotiating with their domestic and international counterparts as well as international development institutions, would find this seminar highly beneficial.

COURSE OUTLINE

- Negotiation and conflict styles
- Approaches to negotiation
- Preparing for negotiation
- Process and key stages of negotiation
- Analyzing positions, interests, options, and more
- Techniques and skills
- Exploring power and cultural dynamics
- Overcoming impasse
- Dealing with difficult negotiators
- Multilateral negotiation in international organizations and companies

COURSE ADVISORS

KIM PHAN is a Director at the International Law Institute. Ms. Phan also serves as the Project Director of ILI projects with various donors and has worked on projects in over 30 countries. Prior to joining ILI, she worked at the U.S. Embassy in Manila/Office of the U.S. Commercial Liaison to the Asian Development Bank where she served as the United States – Asia Environmental Partnership Liaison to the Asian Development Bank. She has a Masters in the Study of Law from Northwestern University Law School and a B.A. from Allegheny College. She teaches a course at the University of California at Irvine Law School. Ms. Phan is the immediate past President of the Board of the Friends of the Law Library of Congress.

GERHARD BOTHA is the Director of Programs at the International Law Institute in Washington D.C. Previously, he worked for the World Bank as a senior sector specialist in legal and judicial reform and private and financial sector development. Gerhard specialized in labour/employment law and relations, conflict resolution and negotiations, both in private practice and within a large corporate environment in Southern Africa. Dr. Botha has over 36 years’ experience in legal and labour relations practice, and in international development. Gerhard holds B.A. and LL.B degrees from the University of Stellenbosch in South Africa, an LLM in labour law from the University of South Africa and an LLM focusing on labour/employment law and alternate dispute resolution, from The George Washington University Law School. He also holds a Ph.D. in Conflict Analysis and Resolution from George Mason University.

COURSE ADVISOR
COMBINED: LEADERSHIP, MANAGEMENT, AND NEGOTIATIONS IN INT’L DEVELOPMENT

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<td>LEADERSHIP AND MANAGEMENT IN INTERNATIONAL DEVELOPMENT</td>
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This seminar offers an exciting opportunity for personal and professional development, and consists of a combination of two courses: Leadership and Management in International Development; and Negotiations in International Development. Participants in this course will receive two certificates indicating completion of each seminar. To see descriptions of the topical areas covered, please refer to the two descriptions above or in the ILI Brochure.

COURSE OUTLINE

LEADERSHIP AND MANAGEMENT IN INTERNATIONAL DEVELOPMENT

- Leadership—aligning your leadership strategy and style with your own personal values and self-image
- Values—emphasizing ethical communication and decision-making strategies across all levels of the organization
- Learn tactics for building effective, supportive, professional, and diverse networks

NEGOTIATIONS IN INTERNATIONAL DEVELOPMENT

- Acquire new best practices to achieve balance and cultivate personal fulfillment
- Discuss strategies for analyzing, developing, and maintaining diversity in the workplace
- Global and Local—understanding and implementing knowledge and ideas from international bodies, trends, and organizations

WOMEN IN LEADERSHIP AND INTERNATIONAL DEVELOPMENT

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Around the world, talented, ambitious leaders are confronted with unique sets of challenges specific to a range of cultural, social, educational, and situational barriers. Here at the ILI, we focus on collaboration and professional development tools involving self-awareness in the workplace regarding gender, self-expression, systematic barriers to entry, recruitment pipelines, and maintenance of workplace diversity. This seminar empowers participants to accurately diagnose and manage workplace situations, master powerful communication tactics, and set a path for professional success. We understand diversity is more than a namesake but a source of increased fluidity, competency, and solvency in business, government, legal, and international development. Not only does this course consider questions of legality, ethics, and leadership authenticity, but it also provides instructions for best practices using casework and peer-reviewed research.

COURSE OUTLINE

- Leadership—aligning your leadership strategy and style with your own personal values and self-image
- Values—emphasizing ethical communication and decision-making strategies across all levels of the organization
- Learn tactics for building effective, supportive, professional, and diverse networks

COURSE ADVISORS

KIM PHAN is a Director at the International Law Institute. Ms. Phan also serves as the Project Director of ILI projects with various donors and has worked on projects in over 30 countries. Prior to joining ILI, she worked at the U.S. Embassy in Manila/Office of the U.S. Commercial Liaison to the Asian Development Bank where she served as the United States – Asia Environmental Partnership Liaison to the Asian Development Bank. She has a Masters in the Study of Law from Northwestern University Law School and a B.A. from Allegheny College with a focus in Nuclear Warfare Strategy. She teaches a course at the University of California at Irvine Law School. Ms. Phan is the immediate past President of the Board of the Friends of the Law Library of Congress.

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WORKSHOP ON LEGISLATIVE DRAFTING
June 14 - June 25 $4,200

This seminar stresses learning by doing. Participants will convert specific legislative proposals into the drafting of bills. Instruction will include the basics in drafting common statutory provisions. The United States legislative process will be introduced as a case study.

COURSE OUTLINE

PRINCIPLES AND ANALYSIS
- Applying legislative drafting principles and analysis to proposals for new legislation

ELEMENTS OF LEGISLATIVE DRAFTING: RULES AND EXERCISES
- Achieving the intended legal effect
- Drafting clear legislative sentences
- Structuring and organizing bills and other legislation
- Drafting amendments, repeals, and superseding language to existing law

HANDS-ON DRAFTING OF LEGISLATION
- Drafting bills from specific legislative proposal

DRAFTING COMMON LEGISLATIVE PROVISIONS
- Enforcement provisions
- “Power of the purse” funding provisions
- Grant programs
- Governmental commissions

LEGISLATIVE PROCESS
- Development of legislative policy
- Comparison of U.S. and foreign legislative processes
- Implementation of trade agreements through domestic legislation
- Role of legislative committees in developing legislation
- Role of professional legislative services and other legislative support services
- Statutory Interpretation

COURSE COORDINATOR
JEFF ZIARNIK has coordinated over 20 high level ILI legislative drafting seminars over the last decade and in addition more than 100 other seminars, including legislative seminars not focused specifically on drafting. He has a J.D. from the Western Michigan University Cooley School of Law and has a Bachelor of Science in History and Political Science from the University of Wisconsin – Madison. Prior to law school, Jeff was a U.S. Peace Corps volunteer in The Gambia.

SELECTED FACULTY
ARTHUR J. RYNEARSON former Deputy Legislative Counsel of the United States Senate
ANTHONY C. COE former Senior Counsel, United States Senate Office of the Legislative Counsel
POLLY CRAIGHILL former Senior Counsel, United States Senate Office of the Legislative Counsel
LEGISLATIVE STRATEGIC MANAGEMENT

September 20 - October 1 $4,200

This seminar focuses on skills necessary to sustain a modern legislature. Elected officials and legislative staff at the National, State, and International level are ideal candidates for this seminar. Legislatures work under constant pressure to enact laws and review national policies efficiently and effectively in an ever-changing and complex environment. Working in this environment requires close attention to how the process is managed and how the institutions function. The focus of this seminar will be organizational structure and practical techniques for managing legislative institutions.

ROLE OF LEGISLATIVE STAFF

▪ The relationship between career and political staff appointments
▪ Effective allocation of staff to support member offices, committees, leadership and administrative services

LEGISLATIVE ORGANIZATION

▪ Comparative analysis of legislative and parliamentary models
▪ Review of unicameral and bicameral structures
▪ How to work with leadership offices and through committees
▪ How can the legislative branch have a more productive relationship with the executive branch?

LEGISLATIVE SUPPORT OFFICES

▪ Budgeting, staffing and training
▪ Determining what legislative support offices are appropriate for a specific country or state; e.g. research, legislative drafting, committees, administration and members’ offices

COURSE ADVISOR

H. STEPHEN HALLOWAY is the Director of ILI’s Center for Comparative Legislative Management. He has over 35 years of experience in senior legal and policy positions in the U.S. Government, the U.S. Senate, the United Nations and the Inter-American Development Bank. He was Chief Regulatory Officer for the U.S. Department of Commerce and a civil rights attorney in the U.S. Department of Justice. He is co-founder of the Multilateral Procurement Group, an informal steering committee of multinational companies and consultants regularly doing business with the MDBs and UN.

ADVANCED LEGISLATIVE DRAFTING

October 4 - October 15 $4,200

This course offers an intensive experience in drafting legislation. The course assists participants in mastering legislative provisions that pose special challenges to legislative drafters. Participants will draft all language necessary to develop and amend a simple bill as it would move through the legislative process and will also organize and draft a long, complex bill involving the reorganization of government bodies. Some prior experience in legislative drafting or legislation is helpful.

COURSE OUTLINE

DRAFTING A SIMPLE BILL

▪ Learning to convert a legislative proposal into a bill for introduction in a legislative chamber

DRAFTING AMENDMENTS TO BILLS AND LAWS

▪ Committee “markup” amendments
▪ “Floor” (whole House) amendments
▪ Amendments to existing law

SPECIALIZED LEGISLATIVE PROCESSES

▪ Working with legislative committees
▪ Budget and appropriations rules and problems
▪ Participating in a mock committee markup session

DRAFTING A GOVERNMENT GRANT PROGRAM

▪ Instruction in selection and drafting of legislative language authorizing grants

DRAFTING GOVERNMENT REORGANIZATION

▪ Establishing a Government Agency
▪ Abolishing a Government Agency
▪ Consolidating Government Agencies
▪ Savings (“grandfather”) clauses
▪ Transition provisions
▪ Repeals

DRAFTING A COMPLEX BILL

▪ Organization of Legislative Provisions
▪ Close Supervision and Review of Drafting Work

COURSE COORDINATOR

JEFF ZIARNIK has coordinated over 20 high level ILI legislative drafting seminars over the last decade and in addition more than 100 other seminars, including legislative seminars not focused specifically on drafting. He has a J.D. from the Western Michigan University Cooley School of Law and has a Bachelor of Science in History and Political Science from the University of Wisconsin – Madison. Prior to law school, Jeff was a U.S. Peace Corps volunteer in The Gambia.

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POLLY CRAIGHILL former Senior Counsel, United States Senate Office of the Legislative Counsel
INTEGRITY AND PROCUREMENT AUDIT
January 18 - January 22  $2,245

The Procurement Integrity program covers the institutional, legal, and procedural issues involved in the procurement of goods and services by public entities and discusses reform programs to improve transparency, efficiency, and accountability. The program incorporates the strategies and approaches within the United States and globally to create an organizational culture committed to high ethical standards and integrity. Participants will learn best practices on ensuring organizational procurements are performed fairly, impartially, honestly, legally, and free from fraud and abuse.

COURSE OUTLINE

PUBLIC PROCUREMENT REFORMS

- Reform programs and approaches to enhance transparency, efficiency, integrity and accountability

U.S. ANTI-CORRUPTION

- U.S. Anti-Corruption Agencies
- Inspector General Community
- Oversight

RISK FRAMEWORK MODELS

- Committee of Sponsoring Organizations of the Treadway Commissions (COSO)
- Government Accountability Office (GAO)
- Association of Certified Fraud Examiners (ACFE)

GOT ETHICS

- Ethics & Compliance Programs
- Whistle-Blower Protections

PROCUREMENT FRAUD

- Make-up and Schemes
- Vulnerabilities
- Criminal, Civil and/or Administrative

THE FRAUDSTER

- Mind-set & Motivation
- Elusiveness

PROCUREMENT INTEGRITY CONTROL SYSTEM®

- Elements
- Criteria

INVESTIGATIONS

- Fraud Risk Theories
- Proactive Approaches
- Case Preparation

CASE STUDY

- Ethical Reform Movement
- Road Blocks
- Victories and Set-Backs

COURSE ADVISOR

SABINE ENGELHARD  is a lawyer specialized in procurement whose career focus has been in international development, capacity building and governance-related issues. She held various senior positions at the Inter-American Development Bank (IDB). She also worked at the World Bank, with a prominent international law firm, and headed the Washington office of an international consulting firm. Sabine has been involved in high-profile initiatives with the World Trade Organization (WTO) and the Organisation for Economic Cooperation and Development (OECD), to strengthen country procurement governance. Today Ms. Engelhard consults for different international organizations. She is an independent expert with the United Nations (UN) Award-Review Board, advising on procurement challenges resolution. She is a course advisor and a lecturer at the International Law Institute (ILI) in Washington DC, and lectures in the Procurement Master’s Program of the International Training Center of the International Labour Organization (ITC/ILO) in Turin, Italy. She holds master-level and post-graduate degrees in Law, International Relations, and European Studies.
**MEDICAL PROCUREMENT AND SUPPLY CHAIN MANAGEMENT**

February 22 - February 26  $2,245

This seminar/course focuses on Health Sector - Medical Procurement and Supply Chain Management and monitoring, including team building and leadership. It sets the Context to distinguish Health/Medical Procurement from procurement in other sectors.

The objective of this seminar/course is to address & develop strategic and organizational aspects, knowledge and skills in public procurement in Health/Medical Sector; What is Procurement strategy and how to define it; How to design and formulate comprehensive procurement strategy for Health/Medical sector at country/ministry/project level; Why and how procurement system/function should be designed; How to design and implement procurement strategy for goods/services/consultant contracts.

Managing the Health Project Life Cycle and Hierarchy of Objectives in order to build successful relationships with suppliers; Contract Terms, Legal Aspects, and Performance Criteria; Investigating and Preventing Fraud and Corruption; Dispute Resolution; Contract Restructuring; Health Procurement from a Contract Management Perspective making use of modern value for money selection tools; Change Order Management/Implementing Change in Health Contracts; Practical Issues and latest emergency lessons learned; How to avoid the risk of overdependence on a small pool of suppliers; the Mechanics of Payment and Delivery Contract Management and Implementation; Negotiations: Process, Skills, and Techniques; Performance-Based Acquisition.

**COURSE OUTLINE**

- What is different in Medical Procurement from other sectors
- How to build successful relationships with your suppliers
- How use modern value for money selection tools
- How to avoid the risk of over-dependence on a small pool of suppliers
- Orientation and Logistics
- Participant Expectations and Overview
- Procurement Strategy for Medical Supplies and Pharmaceuticals
- Introduction to Medical Procurement
- Practical Issues in Medical Supply Contracts – Mechanics of Payment and Delivery
- Introduction to Medical Supply Chain Management
- Contract Management for Medical Supply Contracts
- Lessons from COVID-19 Emergency Response Procurement
- Managing Risks for Medical Procurement and Contracts
- Procurement Planning and Quantification Forecasting
- Supplier Relationship Management (SRM)
- Using Purchase Orders to Improve Supplier Performance
- Managing Change and Improvement
- Resilient Medical Procurement for Emergencies
- Wrap-Up: Actions and Lessons to bring to your Work

**COURSE ADVISORS**

ALLAN ROTMAN Leadership, Governance and Procurement Advisor GHSC-PSM. Allan is a procurement and health supply chain professional with 30 years of experience including cross cutting experience in infrastructure, energy, water, urban and environment fields. He has worked for multilateral institutions in senior positions at the World Bank (20 years), Africa Development Bank (2 years), Millennium Challenge Corporation (3 years), and directly for government ministries in Kenya (2 years). Previously he worked in the private sector (15 years) with a Canadian engineering consulting firm. Allan has worked in over 55 countries internationally.

VELJKO SIKIRICA has over forty-five years’ experience in Procurement, Engineering, Project Design, Management, Implementation, Sustainable Development and Capacity Building. He has extensive experience as staff of the European Bank for Reconstruction and Development (10 years), the Inter-American Development Bank (25 years), and in the last two years, as consultant on UN Development Program Projects.

He has vast experience in planning, organisation and implementation of Procurement under Emergency Situations, such as Major Natural Disaster Management (hurricanes, earthquakes and floods), as well as, human made disasters, such as procurement for nuclear safety recovery projects including Chernobyl. Sectors covered include: energy, infrastructure, water & sanitation, health and environment.

He has been, in the last eight years, part of the permanent faculty Teaching Staff and continues to teach at the International Master in Public Procurement Management (IMPPM), University of Rome. He is also a permanent faculty, member of the teaching staff and Executive Committee at the Belgrade University Master Programme in Procurement. At International Law Institute in Georgetown, USA he is the leader of the Project Management seminar.

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**INTERNATIONAL PUBLIC PROCUREMENT**

March 1 - March 12  $4,200

The International Procurement program covers the institutional, legal, financial and procedural issues involved in the procurement of goods and services by public entities and discusses reform programs to improve transparency, efficiency and accountability. It provides participants with a detailed analysis of the project-procurement cycle including a full presentation of the procurement policies of international financial institutions (IFI) such as the World Bank, and comprehensive coverage of the open tender system. The seminar incorporates the recent developments in procurement policy undertaken by the World Bank, African Development Bank and other regional multilateral financial institutions.

**COURSE OUTLINE**

- **PUBLIC PROCUREMENT REFORMS**
  - Reform programs and approaches to enhance transparency, efficiency, integrity and accountability

- **NATIONAL PROCUREMENT LAWS & INSTITUTIONS**
  - Differing approaches under common law and civil code systems
  - UNCITRAL model law
  - Transparency and accountability; ethics and corruption

- **INTERNATIONAL PROCUREMENT**
  - Policies and procedures of international financial institutions such as the World Bank, ADB, ADB, IDB, etc.

- **PROCUREMENT PLANNING**
  - Role and objectives
  - Policy and institutional aspects
  - Project cycle: procurement issues
  - Procurement process under goods, works and PPP
  - Budgeting, budget utilization and monitoring

- **SELECTION OF CONSULTANTS**
  - Procedures of IFIs
  - Terms of reference, evaluation of proposals
  - Contracts: lump sum, time-based

**COURSE ADVISORS**

ALLAN ROTMAN Leadership, Governance and Procurement Advisor GHSC-PSM. Allan is a procurement and health supply chain professional with 30 years of experience including cross cutting experience in infrastructure, energy, water, urban and environment fields. He has worked for multilateral institutions in senior positions at the World Bank (20 years), Africa Development Bank (2 years), Millennium Challenge Corporation (3 years), and directly for government ministries in Kenya (2 years). Previously he worked in the private sector (15 years) with a Canadian engineering consulting firm. Allan has worked in over 55 countries internationally.

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**INTERNATIONAL COMPETITIVE BIDDING (ICB)**

- Objectives, principles, and key features
- The bid package: preparation and scheduling
- Bid advertising and prequalification
- Preparation of bidding documents
- Bid examination, evaluation, and award

**OTHER METHODS OF PROCUREMENT**

- Limited/Restrictive international bidding, national competitive bidding
- Direct purchase, shopping
- Internet bidding, electronic procurement
- Green Procurement
- Versatile and adaptive procurement

**CONTRACT ADMINISTRATION**

- Principal types of contracts, terms, and guarantees
- Negotiation techniques
- Dispute avoidance and resolution
- Oversight and monitoring
- Performance-Based Contracting

**APPLY**
E-GOVERNMENT PROCUREMENT

March 1 - March 5 $2,245

The e-Government Procurement seminar explores the concept, objectives, supporting policies and procedures of e-Procurement within the broader e-Government context. The program will highlight best practices and features as well as errors to avoid, and analyze various options in the implementation of e-Government Procurement based on the experience of several countries, depending on the different scope and levels of complexity of e-Government systems.

The seminar explores the advantages and challenges in the implementation of e-Procurement systems, the underlying institutional and legal frameworks, the diverse procurement methods and procedures commonly utilized in e-Procurement systems and their fitness in procuring various categories of procurement (goods, works, consulting and non-consulting services) depending on risks, market, and complexity, as well as the technical aspects of the related IT platforms on which e-Procurement Systems rely. Participants are expected to fully engage in class discussions, case studies and group exercises.

COURSE OUTLINE

- Defining e-Government Procurement – Strategy and mid and long term planning
- Legal and institutional frameworks
- Options and examples from developed and developing countries
- Short case studies: comparing examples with a given country situation
- Specific Procurement methods and procedures adapted to the use of E-Procurement systems
  - Open competitive bidding
  - Electronic Reverse Auction
  - Framework Agreements
  - e-Catalogs
- Pros and cons: what is the best fit for various categories of procurement depending on risks, market and complexity?
  - Goods
  - Works
  - Consultants
  - Non-consulting services
- Technical aspects
- Case study
- Debriefing

COURSE ADVISORS

BERNARD BECQ is the World Bank’s former Chief Procurement Policy Officer, Head of the Procurement Policy and Services Sectors Board. Today Dr. Becq works as an independent consultant with more than 35 years of experience. Dr. Becq’s experience includes working with French development agencies, in particular, he was the Deputy Chief of the International Consulting Firm of ENPC, and Project Officer and Adviser to the President at Agence Coopération et Aménagement (ACA). Dr. Becq holds graduate degrees in Mathematics from Paris VI University and in civil engineering from ENTEPE in Paris, France, and a Master degree in Urban and Regional Planning from the University of Southern California (USC), in Los Angeles, USA, where he also completed post graduate work (PhD ABD).

SABINE ENGELHARD is a lawyer specialized in procurement whose career focus has been in international development, capacity building and governance-related issues. She held various senior positions at the Inter-American Development Bank (IDB). She also worked at the World Bank, with a prominent international law firm, and headed the Washington office of an international consulting firm. Sabine has been involved in high-profile initiatives with the World Trade Organization (WTO) and the Organisation for Economic Cooperation and Development (OECD), to strengthen country procurement governance. Today Ms. Engelhard consults for different international organizations. She is an independent expert with the United Nations (UN) Award-Review Board, advising on procurement challenges resolution. She is a course advisor and a lecturer at the International Law Institute (ILI) in Washington DC, and lectures in the Procurement Master’s Program of the International Training Center of the International Labour Organization (ITC/ILO) in Turin, Italy. She holds master-level and post-graduate degrees in Law, International Relations, and European Studies.

COUNTRY PROCUREMENT SYSTEMS

August 30 - September 10 $4,200

This seminar is designed to introduce participants to the strategies, approaches and tools for developing effective country public procurement systems. It highlights the essential aspects of a well-designed country procurement system covering legal, institutional, operational, professional, and transparency aspects. It approaches the public procurement system of a country as part of its governance framework, looking at transparency and accountability within policies, legislation and regulations. Recently, the World Bank, African Development Bank, and the Asian Development Bank have changed their procurement frameworks. Such developments are a testimony to the increased reliance on the use of countries’ institutions and systems. Utilizing a country’s own procurement system strengthens its capacity to sustainably define, execute and account for its policies.

COURSE OUTLINE

OVERVIEW OF PUBLIC PROCUREMENT REFORM AND COUNTRY PROCUREMENT SYSTEMS

- Role and importance of public procurement in governance
- Examination of trends in public procurement reform and implementing strategies
- Assessing public procurement systems: Methodology for the Assessment of Procurement Systems (MAPS)
- Risks in procurement and accountability, procurement audits

LEGISLATIVE AND REGULATORY FRAMEWORK

- Main components of legal and regulatory framework for a public procurement system
- UNCITRAL Public Procurement Model Law
- Anti-corruption, integrity and ethics, Code of Ethics, and the United Nations Convention against Corruption (UNCAC)
- Sustainable procurement and socio-economic considerations
- Trade and economic integration in public procurement and the Government Procurement Agreement (GPA)

INSTITUTIONAL, OPERATIONAL AND ORGANIZATIONAL RESOURCES

- Main institutional, operational and organizational issues in a public procurement system
- Informational systems and management
- Collection and reporting of data on procurement activities

PROFESSIONAL PROCUREMENT WORKFORCE

- Main features of a professional workforce for a public procurement system
- Designing and institutionalizing public procurement curricula and training
- Establishing performance incentives and performance reviews

NEW PROCUREMENT POLICIES AND PRACTICES

- Strategy for implementing e-procurement
- Innovative procurement methods, framework agreements and e-Reverse Auctions

COURSE ADVISOR

DON WALLACE is the Chairman of the ILI since 1970. Professor Emeritus and Adjunct Professor at the Georgetown University; he was the Deputy Assistant General Counsel to USAID from 1962-66; founding board member of the IDLO in Rome. He chaired the Advisory Committee on World Trade and Technology to the Office of Technology Assessment of the U.S. Congress 1976-79, and is currently a member of the Secretary of State’s Advisory Committee on Private International Law, a U.S. Delegate to UNCITRAL, correspondent of UNIDROIT and the vice president of the UNIDROIT Foundation in Rome. He has been on the roster of panelists of the WTO. Some of his writings include Regulating Public Procurement: National/International Perspectives (with Sue Arrowsmith and John Linarelli), International Business and Economics: Law and Policy (with Professors Paul Stephan and Julie Roin), and Investor-State Arbitration (with Christopher Dugan, Noah D. Rubins and Borzu Sabahi).
PROCUREMENT AUDIT
September 6 - September 10  $2,245

This course contributes to strengthening the effectiveness of the procurement audit and supervision functions in national and IFIs-financed procurement activities. It is designed to familiarize participants with the procurement audit process. It covers the entire process, from setting procurement audit objectives in compliance with the organization’s mandate, up to preparing a procurement audit report with appropriate recommendations and following-up on such recommendations. The course focuses on compliance as well as performance aspects, all with a view to achieving value for money. The course will also touch on procurement fraud prevention and provide an overview of the United Nations Convention against Corruption and the OECD Convention on Combating Bribery of Foreign Public Officials.

COURSE OUTLINE

EXECUTION OF PROCUREMENT AUDIT OPERATIONS AND FOLLOW-UP
- Methods for collecting and analyzing evidence, preparation of the Procurement Audit Report
- Verifying compliance with legal requirements, assessment of performance and achievement of value for money
- Procurement audit findings and discussion with management of the auditing organization and of the audited entity
- Discussion of the Procurement Audit Report and recommendations with management of the auditing organization and of the audited entity
- Follow-up actions on the Procurement Audit Report and its recommendations

PREVENTION AND DETECTION OF FRAUD & CORRUPTION
- United Nations Convention against Corruption (UNCAC)
- OECD Convention on Combating Bribery of Foreign Public Officials

PROCUREMENT INTEGRITY: PREVENTION, INVESTIGATION, PROSECUTION OF FRAUD
September 13 - September 17  $2,245

The Procurement Integrity program covers the institutional, legal, and procedural issues involved in the procurement of goods and services by public entities and discusses reform programs to improve transparency, efficiency and accountability. The program incorporates the strategies and approaches within the United States and globally to create an organizational culture committed to high ethical standards and integrity. Participants will learn best practices on ensuring organizational procurements are performed fairly, impartially, honestly, legally, and free from fraud and abuse.

COURSE OUTLINE

PUBLIC PROCUREMENT REFORMS
- Reform programs and approaches to enhance transparency, efficiency, integrity and accountability

U.S. ANTI-CORRUPTION
- U.S. Anti-Corruption Agencies
- Inspector General Community
- Oversight

RISK FRAMEWORK MODELS
- Committee of Sponsoring Organizations of the Treadway Commission (COSO)
- Government Accountability Office (GAO)
- Association of Certified Fraud Examiners (ACFE)

GOT ETHICS
- Ethics & Compliance Programs
- Whistle-Blower Protections

PROCUREMENT FRAUD
- Make-up and Schemes
- Vulnerabilities
- Criminal, Civil and/or Administrative

CASE STUDY
- Ethical Reform Movement
- Road Blocks
- Victories and Set-Backs

COURSE ADVISORS

SHERYL STECKLER was formerly the Inspector General for Palm Beach County and the Department of Children & Families, State of Florida. Ms. Steckler has worked in law enforcement and criminal justice related positions for over 30 years. She is presently the President of Procurement Integrity Consulting Services, a woman-owned small business specializing in developing, assessing, and structuring strategies to assure contracting integrity by mitigating the inherent risk to procurement fraud and abuse. Ms. Steckler is currently a Certified Inspector General, Certified Inspector General Investigator and formerly a certified law enforcement officer and public assistance fraud investigator. Ms. Steckler holds a master’s degree in Public Administration and a bachelor’s degree in Criminology from Florida State University.

TOM CAULFIELD was formerly the Executive Director of Training for the Council of the Inspectors General on Integrity and Efficiency. Mr. Caulfield spent over 38 years of federal government service, his assignments included responsibilities at both the senior executive and case agent levels in law enforcement, criminal investigations, anti-fraud strategies, white-collar crime investigations, polygraph, internal oversight, and professional development and training. He is currently the Chief Operating Officer for Procurement Integrity Consulting Services and was a member of the U.S. Department of Justice National Procurement Fraud Task-Force. He holds degrees in Criminology and Criminal Justice and currently is a Certified Fraud Examiner, Certified Inspector General, and Certified Inspector General Investigator.

Ms. Steckler and Mr. Caulfield are frequent instructors at both domestic and international forms and have published and co-published several articles on subjects related to the prevention and detection of procurement fraud and abuse. Their material has been referenced in various federal reports and book publications. Some of the articles can be found at: http://www.procurement-integrity.net/publications.html.
This course provides hands-on training in the selection procedures, contractual issues, and negotiation techniques for hiring and supervising consultants for projects funded by the World Bank and other International Financing Institutions (IFIs). The course will also address the broader topic of policy and legal issues related to the hiring of intellectual services: professional liability and conflicts of interest and provisions in the World Bank’s new risk-based Procurement Framework and UNCITRAL Model Law.

**COURSE OUTLINE**

**OVERVIEW OF PROCUREMENT OF CONSULTING SERVICES**
- New World Bank Risk-based Procurement Framework
- Consulting services distinguished from goods, works and technical services
- Historical development and evolved practices
- Risks in procurement
- Special features in hiring consultants: preparation of Terms of Reference, cost as a selection factor, burden of professional liability, intellectual property issues, conflicts of interest

**HIRING OF CONSULTANTS IN IFI - FUNDED PROJECTS**
- Selection procedures
- Terms of reference, requests for proposal
- Choice of contract
- Evaluation of proposals
- Resolution of complaints
- Fraud and corruption
- Contract negotiations
- Contract management

Case studies and exercises: Preparation of TORs, RFPs, Evaluation Reports, identification of risks and resolution of cases involving contract management issues, conflicts of interest and fraudulent and corrupt practices.

**TYPICAL CONSULTING CONTRACTS**
- Lump-sum, time-based, indefinite delivery, and percentage contracts
- Important contract provisions: payments, liabilities, conflicts of interest, and intellectual property matters

**COURSE ADVISOR**

**SABINE ENGELHARD** is a lawyer specialized in procurement whose career focus has been in international development, capacity building and governance-related issues. She held various senior positions at the Inter-American Development Bank (IDB). She also worked at the World Bank, with a prominent international law firm, and headed the Washington office of an international consulting firm. Sabine has been involved in high-profile initiatives with the World Trade Organization (WTO) and the Organisation for Economic Cooperation and Development (OECD), to strengthen country procurement governance. Today Ms. Engelhard consults for different international organizations. She is an independent expert with the United Nations (UN) Award-Review Board, advising on procurement challenges resolution. She is a course advisor and a lecturer at the International Law Institute (ILI) in Washington DC, and lectures in the Procurement Master’s Program of the International Training Center of the International Labour Organization (ITC/ILO) in Turin, Italy. She holds master-level and post-graduate degrees in Law, International Relations, and European Studies.

**APPLY**

**PROJECT LIFE CYCLE**

- **Project Preparation to Bridge the Infrastructure Gap**
  February 15 - February 19
- **FIDIC Contracts**
  March 29 - April 2
- **Project Preparation, Analysis, Feasibility, and Financing**
  March 29 - April 9
- **Contract Administration**
  May 31 - June 11
  October 18 - October 29
- **Project Management**
  May 31 - June 11
- **Project Finance Techniques: Applications and Recent Developments**
  July 5 - July 9
- **Public Private Partnerships and Infrastructure Finance**
  July 5 - July 16
- **Public Private Partnerships and Infrastructure Finance (for Lawyers)**
  July 5 - July 16
- **Project Monitoring and Evaluation**
  October 18 - October 29
The infrastructure gap, estimated at trillions of dollars, existed even before the Covid-19 pandemic. Infrastructure helps connect people to services, maintain quality of life, and boost economic productivity, all of which are now threatened by Covid-19. Once the acute phase of Covid-19 is over, governments will need infrastructure to accelerate economic recovery, create jobs, reduce poverty, and stimulate productive investments. Compounding these challenges is the lack of bankable projects, as well as fewer public resources to invest. Private sector mobilization will be more urgent than ever.

The course on Project Preparation to Bridge the Infrastructure Gap provides the participants with the tools and techniques to review proposed infrastructure projects and assess the potential for such projects being implemented with private participation, through the most appropriate form of public-private partnership (PPP). Specific tools will be made available to the participants to carry out economic, financial, and risk analysis of proposed projects in all infrastructure sectors.

Among the course tools are: (a) the financial models of the Toolkit for PPP in Roads and Highways, developed by the World Bank/PPIAF; (b) the project risk matrices prepared by the Global Infrastructure Hub (GIH); and (c) more recently developed financial assessment models for PPP in transport, energy, water and sanitation sectors.

In addition to the review of essential concepts and available tools, the course includes case studies, hands-on conceptual and numerical exercises. Attendees will deepen their understanding on the key principles behind PPPs (also known as P3s), alternative delivery methods, financial and risk assessments, and the role they can play in improving service quality, addressing O&M challenges, and delivering essential infrastructure.

COURSE OUTLINE

INFRASTRUCTURE AND ECONOMIC DEVELOPMENT
- Review of international comparisons
- The infrastructure gap

ECONOMIC AND FINANCIAL ASSESSMENTS OF PPP PROJECTS
- Introduction to economic and financial analysis
- Cost of capital, operation and maintenance (O&M) costs, discount rate
- Toolkit’s Graphical and Numerical models
- Multi-sector adaptations of the models
- Exercise to assess viability of a project

RISK ASSESSMENT OF PPP PROJECTS
- GIH risk matrices for PPP in infrastructure
- Exercise to build a risk matrix for a project
- Team presentation

OVERVIEW OF PPP OPTIONS AND STRATEGIES
- Brief history
- Key success factors
- Applications to different forms of infrastructure (e.g., transport, energy, security, health and education)
- Main stakeholders and their interaction

IMPLEMENTATION AND MONITORING
- Stages in PPP development from project identification to contract management
- Laws and Contracts - Legal, legislative and contract bases for PPP
- Issues in infrastructure development

COURSE ADVISOR
CESAR QUEIROZ is an international consultant on roads and transport infrastructure. His main expertise is in public-private partnerships in infrastructure and road management and development. Between 1986 and 2006, he held several senior positions with the World Bank, including as Principal Highway Engineer and Highways Advisor. Prior to joining the World Bank, Cesar was the deputy director of the Brazilian Road Research Institute in Rio de Janeiro. He holds a Ph.D. in civil engineering from the University of Texas at Austin; a M.Sc. in production engineering; and a B.Sc. in civil engineering. Cesar has published two books and more than 150 papers and articles. His assignments include infrastructure advisory services to over a dozen countries. He has been member of several committees at TRB, ASCE, SHRP and PIARC, served as visiting professor at the University of Belgrade, Serbia, and lectured on PPP at George Washington University between 1996 and 2016, and has contributed to the International Law Institute since 2007. He has been a consultant with the World Bank, Asian Development Bank, Inter-American Development Bank, European Bank for Reconstruction and Development, European Investment Bank, Millennium Challenge Corporation, and several private and public organizations.
COURSE OUTLINE

PROJECT IDENTIFICATION AND PREPARATION
- Meaning & requirements

PROJECT DEVELOPMENT CONTEXT
- Why this project?
- Investment programming in the public sector
- Project approach to investment
- Economic viability vs. commercial viability

ASSESSING PROJECT VIABILITY
- Technical, economic and financial analysis
- Fiscal impact
- Cost recovery
- Operations and maintenance

FINANCING AND APPROVAL

EXTERNAL ASSISTANCE AND MULTILATERAL DEVELOPMENT AGENCIES

SUSTAINABILITY AND LESSONS LEARNED
- Risk analysis
- Institutional aspects
- Environmental considerations

CONTRACT ADMINISTRATION

MANAGING THE CONTRACT
- Types, forms, and terms of contracts (including Donor Contracts)
- Procurement
- Concepts and principles of contract law
- Key legal definitions and terms
- FIDIC and other types of contracts
- Contract price and payments

MANAGING CONTRACTOR PERFORMANCE
- Reporting
- Issue management
- Poor performance
- Managing quality assurance of deliverables
- Performance evaluation
- Performance incentives

PERFORMANCE AND SCHEDULING MANAGEMENT
- Baseline tracking
- Integrated change control
- Management of quality assurance and non-compliance
- Risk and issue management
- Management handover and contract closure
- Documentation management

CLAIMS MANAGEMENT
- Understanding claims and why they arise
- How to process and assess a claim
- Dispute mechanisms in the contract
- Dispute mechanisms under FIDIC
- Managing arbitration
- Dispute resolution

COURSE ADVISORS

GOPI PURI - After working in the Indian Steel industry for 17 years, Gopi Puri joined the World Bank, where he directed seminars at the World Bank Institute. Mr. Puri also worked for many years appraising investment proposals at the International Finance Corporation. He has an M.B.A. from The George Washington University and has worked with more than 80 developing countries.

MEHDI AL-BAZZAZ has decades of experience as an economic practitioner, and instructor on development issues and practices, including the design and analysis of programs in many developing countries. He has a graduate degree from London University and has worked at the Iraq Ministry of Planning, the World Bank Institute, The George Washington University, Georgetown University, and Loyola University of Chicago.

DON DE AMICIS is an Adjunct Professor of Law at the Georgetown University Law Center, where he teaches international business transactions, and a Senior Advisor at the International Law Institute. He was previously Vice President and General Counsel of the Overseas Private Investment Corporation, the U.S. government’s development finance institution, which supports private investment through project finance and political risk insurance. Don was a partner at the international law firm Ropes & Gray, where he focused on finance, corporate law, and restructuring. He is a member of the Sanctions Committee of the Inter-American Development Bank and the Enforcement Committee of the European Bank for Reconstruction and Development, and also serves as an independent arbitrator.
This seminar focuses on project management and monitoring, including team building and leadership. It sets the Context for Contract Management; Managing the Project Life Cycle and Hierarchy of Objectives; Contract Terms, Legal Aspects, and Performance Criteria; Investigating and Preventing Fraud and Corruption; FIDIC Contracts; Dispute Resolution; Contract Restructuring; Procurement from a Contract Management Perspective; Change Order Management/Implementing Change in Contracts; Managing Works and Contractor Performance; Managing Consultant Contracts; Practical Issues: the Mechanics of Payment and Delivery Contract Management and Implementation; Negotiations: Process, Skills, and Techniques; Performance-Based Acquisition.

It is especially designed for managers of developing country projects and for persons responsible for implementing such projects. Past participants have come from government, utilities, corporations, international organizations and NGOs. The seminar will examine crucial issues and steps in project management. Participants are encouraged to bring an example of a project that they can relate to the seminar for discussion.

COURSE OUTLINE
CRUCIAL ISSUES AND STEPS IN PROJECT MANAGEMENT
- What is Contract Management?
- Purpose - maximizing financial and operational performance and minimizing risks
- Defining objectives (logframe)
- Process - systematic and efficient management
- Managing the project environment
- Phases: (i) contract creation; (ii) execution; and (iii) analysis
- The project life cycle
- Project identification, preparation and approval
- Financial and economic analysis
- Project financing
- Team building and leadership
- Organization alternatives
- Communication, motivation
- Managerial styles
- Conflict resolution
- Role of project managers
- Implementing change
- Work breakdown structure (WBS)

- Critical path method
- Project scheduling (MS Project Software)
- Cost control
- Risk analysis
- Reporting and control
- Monitoring
- Database management systems (MS Access Software)
- Introduction to procurement
- Key activities:
  - Establishing (negotiating) the terms and conditions of contracts
  - Planning activities
  - Controlling implementation
  - Reporting progress
  - Making payments
  - Managing variations that may arise during the implementation phase
  - Documenting and handing claims
  - Preventing and resolving disputes

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- The concept of project finance
- Critical role of project preparation, risk analysis and due diligence
- Stages of a project finance transaction
- Legal structures and basic documentation

HOW TO NEGOTIATE BANKABLE PROJECT DOCUMENTS
- The concept of bankability
- Dealing with lender concerns
- Identification and negotiation of key contract clauses

ARRANGING FINANCE
- Sources of finance
- The role of public sector lenders (MDB’s, ECA’s and DFI’s)
- Providing credit support and security for loans
- Developing a finance plan

- The basic loan agreements
- Ancillary loan documentation: common agreement; project accounts; security documents; and intercreditor agreement

DEALING WITH CRITICAL NON-FINANCIAL ISSUES
- Procurement
- Environment
- Resettlement
- Human rights
- Corruption

RENegotiation, Restructuring and Dispute SettleMent
- Reasons project finance transactions encounter problems
- The workout process: standstill concept
- The special problems of project finance dispute settlement

COURSE ADVISOR
VELJKO SIKIRICA has over forty years’ experience in Engineering, Project Design, Management, Implementation and Procurement. He has extensive experience as staff of the Inter-American Development Bank the European Bank for Reconstruction and Development, and in the last two years, as consultant on UN Development Program Projects. He has been part of the permanent faculty Teaching Staff and continues to teach at the International Master in Public Procurement Management (IMPMM), University of Rome Tor Vergata. He is also a permanent faculty, member of the teaching staff and Executive Committee at the above Belgrade University Master Programme. Mr. Sikirica holds a Graduate degree in Electrical and Mechanical Engineering from “Universidad Nacional Autonoma de Mexico” and a Masters degree in Finance from University of Maryland, USA.

COURSE ADVISORS
JOHN M. NIEHUIS is Director of ILI’s Private Investment in Infrastructure Center. He has been involved in international financial and investment transactions for over 40 years as a practicing lawyer, World Bank staff member, US Treasury Department official, investment banker, and General Counsel of the Inter-American Development Bank and the U.S. Export-Import Bank. He also serves as an adjunct faculty member at the University of Michigan Law School and at the Peking University School of Transnational Law in Shenzhen, China.

CAROL MATES is an attorney specializing in business transactions/international development finance/contract finance with three decades experience at International Finance Corporation (IFC), the private-sector financing arm of the World Bank Group, as well as prior experience at US law firms and the legal department of US-based multinational bank and, post-retirement from IFC, the United States Agency for International Development (USAID).

PROJECT MANAGEMENT
May 31 - June 11 $4,200

PROJECT FINANCE TECHNIQUES: APPLICATIONS AND RECENT DEVELOPMENTS
July 5 - July 9 $2,245

FINANCIAL DOCUMENTATION
- The basic loan agreements
- Ancillary loan documentation: common agreement; project accounts; security documents; and intercreditor agreement

DEALING WITH CRITICAL NON-FINANCIAL ISSUES
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This course provides training in the design, negotiation and financing of private participation in infrastructure and covers topics of interest to private sector lawyers, contractors, bankers and accountants as well as government officials. It uses case studies and mock negotiations to identify critical issues related to the use of project finance techniques to fund Public-Private Partnerships.

COURSE OUTLINE

PLANNING FOR PRIVATE PARTICIPATION
- General nature of private infrastructure finance
- Lessons learned from past policies and projects
- Strategic considerations for the host government and for the private sector participant
- Identification and preparation of individual projects
- Developing a communications strategy

DESIGN OF CONCESSIONS AND OTHER PPP ARRANGEMENTS
- Legal and regulatory framework
- Design of individual agreements
- Special problems of agreements with local authorities and other sub-national entities
- Key financial considerations, including the concept of bankability
- Basic project documents

NEGOTIATION OF KEY CONTRACT CLAUSES
- The negotiation process
- How to negotiate contentious clauses, including: clauses to make a concession bankable; termination provisions and compensation in event of termination; tariff and price adjustment clauses; unilateral change and economic hardship clauses; provisions for government support; transfer of assets at the end of the concession and dispute settlement clauses

PROJECT FINANCE: STRUCTURE AND BASIC TECHNIQUES
- The concept of project finance
- Risk analysis and mitigation
- Legal structures
- Basic techniques

PROJECT FINANCE: ARRANGING THE FUNDING
- Sources of finance
- Providing credit support and security for loans
- Financial documentation

RENEGOTIATION OF AGREEMENTS
- Most common reasons for renegotiation
- Alternatives to renegotiation
- Types of renegotiation
- Clauses in the concession agreement to facilitate renegotiation

COURSE ADVISOR

JOHN M. NIEHUSS is Director of ILI’s Private Investment in Infrastructure Center. He has been involved in international financial and investment transactions for over 40 years as a practicing lawyer, World Bank staff member, US Treasury Department official, investment banker, and General Counsel of the Inter-American Development Bank and the U.S. Export-Import Bank. He also serves as an adjunct faculty member at the University of Michigan Law School and at the Peking University School of Transnational Law in Shenzhen, China.
This seminar familiarizes participants with project monitoring and evaluation (M&E) systems and tools that focus on results in international development. The seminar offers participants both a conceptual framework and practical skill development.

**COURSE OUTLINE**

**RESULTS-BASED MANAGEMENT (RBM) IN INTERNATIONAL DEVELOPMENT**
- Understanding and distinguishing between monitoring and evaluation in the context of RBM
- Problem identification
- Development of causal hypotheses (inputs, outputs, outcomes and impacts)
- Feeding monitoring and evaluation findings into decision-making
- Role of partners and stakeholders
- Significance of “soft” assistance

**PLANNING FOR AND EXECUTING THE MONITORING AND EVALUATION PROCESSES**
- Key principles for overall work planning
- Purpose and timing (including ex-post) of monitoring and evaluation
- Involving key partners and stakeholders
- Building teams with defined roles and strong capabilities
- Establishing a hierarchy of project objectives
- Defining scope of monitoring and evaluations
- Selecting analytical tools, methodologies or approaches enabling measurement and attribution
- Importance of data quality and collection, and baseline data
- Developing indicators to measure progress and identify gaps
- Development and selection of evaluation questions and teams
- Budgeting for monitoring and evaluation
- Managing monitoring and evaluation processes
- Anticipating and resolving problems

**TOOLS, METHODS AND APPROACHES FACILITATING MONITORING AND EVALUATION**
- Performance indicators and common rating systems
- Logical framework approach (LogFrame) and results framework approach
- Qualitative and quantitative data collection methods
- Formal surveys
- Rapid appraisal methods
- Participatory methods
- Field visits
- Public expenditure tracking surveys
- Economic analysis, including cost-benefit and cost-effectiveness analysis
- Performance and process evaluation design
- Impact evaluation design and purpose
- Evaluation and tracking plans
- Annual reviews and reports
- Comparative overview of other tools, methods and approaches used by leading global institutions

**KNOWLEDGE AND LEARNING**
- Learning from evaluative evidence and applying recommendations from feedback
- Improving evaluation feedback
- Knowledge management
- Institutionalization of learning

**COURSE ADVISOR**

**DANIELLE DE GARCIA** is the Director of Performance Evaluation, Innovation, and Learning at Social Impact (SI). She has 12 years’ experience with monitoring and evaluation (M&E), organizational capacity building, and participatory methodologies in more than 25 countries. As a facilitator, Mrs. de Garcia has developed curriculum and trained hundreds of U.S. Agency for International Development (USAID), U.S Department of State (DOS), Millennium Challenge Corporation (MCC), and non-governmental organization (NGO) personnel in results-based management and M&E. Her recent work includes the design, development, and delivery of M&E trainings for the US Institute of Peace, USAID, the International Law Institute and MCC; providing Managing for Results training and Country Development and Cooperation Strategy assistance to USG staff globally; providing strategic planning and project alignment for the World Bank; and serving as a team leader or team member on a number of assessments and evaluations for Carter Center, IREX, USAID, MCC, MasterCard Foundation, and MacArthur Foundation initiatives around the world. Beyond serving as an evaluation team leader and team member, she also provides advice and technical assistance to national and international organizations in the development of M&E systems. Mrs. de Garcia holds an MPA in International Management, a certification in Development Project Management, and is a Certified Performance Technologist for human and institutional capacity development.
INTERNATIONAL COMMERCIAL AND INVESTOR-STATE MEDIATION

The frameworks for International Commercial Mediation, and Investor-State Mediation are fast developing and are potentially the most effective and cost-efficient forms of dispute resolution, both in the context of cross border international commerce, and in the investor-state investment context. One part of this seminar focuses on the new developing framework for International Commercial Mediation, including the enforcement of mediated settlements under the Singapore Convention on Mediation, and also on the Investor-State Dispute Resolution framework. The second part of this seminar focuses on skills training to manage an international commercial or investor-state mediation either as a mediator, or as a party, or as an advocate assisting a party to a mediation. Through an in-depth analysis of theory and practice with the emphasis on building skills, and by conducting a simulated-mediation, participants will acquire the skills and knowledge essential to managing the International Mediation process (including a multiparty mediation), and to reaching agreement in commercial cross border and investor-state investment disputes. All those who are involved in International Commercial Mediation or Investor-State Mediation, or who may become involved, or who are interested in these important topics, will benefit from this seminar.

COURSE OUTLINE

- Court Assistance in the context of International Commercial Mediation: conflict between treaties or laws; more favourable national legislation rule principle; how to enforce a Settlement Agreement; how courts can be involved in an International Commercial Mediation, and similarly avoiding the involvement of courts in the mediation process;
- Conciliation Proceedings under the ICSID (International Centre for Settlement of Investment Disputes) Convention;
- Mediating disputes involving a Government Entity;
- Settlement Agreements;
- Mediation Practice in the context of International Commercial Mediation:
  - Mediation Principles and Process;
  - Mediation Skills and Techniques;
  - The Roles of the Parties to a Mediation;
- Simulated Mediation Exercise

COURSE ADVISOR

HERNANDO OTERO is an international arbitration and mediation attorney with experience as an arbitrator, mediator and counsel record in domestic and international proceedings. He is an Alternative Dispute Resolution lecturer with the Washington College of Law (WCL) and the International Law Institute in Washington, D.C. He is also a Fellow with the WCL Center on International Commercial Arbitration and the lead lecturer for its mediation course offered with JAMS. He is a peer-reviewed mediator with the District of Columbia’s Superior and Appeals Courts; a member of the roster of neutrals of the International Institute for Conflict Prevention and Resolution (CPR), and a CEDR certified mediator for Investor-State disputes. He has served as international arbitrator before the World Bank’s International Center for Settlement of Investment Disputes (ICSID) and has been appointed as an arbitrator by the International Chamber of Commerce’s (ICC) Court of Arbitration, the Bogota Chamber of Commerce Arbitration and Conciliation Center’s (CAC) Court of Arbitration and the Financial Industry Regulatory Authority (FINRA) in the United States. He has also appeared as counsel of record in proceedings under the ICSID Convention, the ICSID Additional Facility and the UNCITRAL Arbitration Rules.

FUNDAMENTALS OF INVESTOR-STATE ARBITRATION

This course teaches lawyers, and other professionals, such as international investors (whether companies or individuals), as well as government officials how to draft, negotiate and interpret bilateral investment treaties (BITs) and investment chapters of free trade agreements, and how to resolve disputes arising from them, including the valuation of damages and enforcement of arbitral awards. The use of BITs has exploded in recent years, with almost 3,000 such treaties in effect. This course provides the participants with an in-depth understanding of the fundamental principles applied in Investor-State arbitration.

COURSE OUTLINE

- BASIC STANDARDS FOR THE TREATMENT OF FOREIGN INVESTMENT
  - Background on the history of free trade and other agreements relating to foreign investment
  - Minimum standards under customary international law
  - Substance of common investor protection clauses in BITs, including national treatment, MFN, fair and equitable treatment, and expropriation and compensation

- INVESTOR-STATE DISPUTE SETTLEMENT
  - Arbitration under various treaties and rules, including ICSID, NAFTA, CAFTA, ECT and UNCITRAL
  - Parallel proceedings and related issues
  - Selection of forum and the arbitrators
  - Sources and choice of applicable law
  - Key jurisdictional thresholds: consent, investment (jurisdiction ratione materiae), investor (jurisdiction ratione personae)
  - State defenses to investor claims

COURSE ADVISORS

IAN A. LAIRD is co-chair of the Crowell & Moring’s International Dispute Resolution Group and an adjunct professor at Columbia University School of Law and Georgetown University Law Center. He represents a range of clients in international arbitration proceedings involving disputes between corporations and foreign sovereign governments. Ian is recognized as a leading practitioner in the arbitration field by the International Who’s Who of Commercial Arbitration Lawyers 2016. He is the co-Founder and Editor-in-Chief of InvestmentClaims.com, the on-line investment arbitration award service published by Oxford University Press. He is licensed to practice in Washington DC as a Special Legal Consultant and in Ontario, Canada as a Barrister & Solicitor.

BORZU SABAHI is a Partner in the International Arbitration group of Curtis, Mallet-Prevost Colt & Mosle LLP in Washington, DC. He represents governments in international arbitration matters in a variety of sectors. He was recognized by the International Who’s Who of International Commercial Arbitration Lawyers 2016 as a leading practitioner. He is also an adjunct professor at Georgetown and Columbia Law Schools, an Editor of Oxford’s InvestmentClaims.com, and a Co-Chair of the Annual Jusius Conference in D.C. His publications have been cited by arbitral tribunals and the U.S. Supreme Court. He is licensed to practice in New York and the District of Columbia.
INTERNATIONAL INVESTMENT TREATIES AND INVESTOR-STATE ARBITRATION

November 29 - December 10  $4,200

The use of investment treaties – including bilateral investment treaties (BITs) and free trade agreements (FTAs) - has exploded in recent years. Almost 3000 such treaties are in effect. Foreign investors have used BITs to initiate hundreds of international arbitration disputes against host governments with amounts ranging from a few million to several billion dollars in connection with foreign investments. This seminar teaches participants about international investment treaties and also how to prevent and resolve disputes arising from them. Additionally, it includes advanced instruction in how and when international arbitration proceedings are initiated against nations that violate international treaties.

**COURSE OUTLINE**

**BASIC STANDARDS FOR THE TREATMENT OF FOREIGN INVESTMENT**
- Minimum standards under customary international law
- Background on the history of free trade and other agreements relating to investment
- Substance of common investor protection clauses, including national treatment, MFN, fair and equitable treatment, transfer of funds and expropriation and nationalization
- Intersection of ISDS with Taxation environment and public international matters

**INVESTOR-STATE DISPUTE SETTLEMENT**
- Arbitration under various treaties, including ICSID, NAFTA, CAFTA, ECT and UNCITRAL
- Selection of forum and the arbitrators
- Alternative forms of dispute resolution
- Role of the arbitral tribunal and conduct of proceedings
- Managing the arbitration
- Sources and choice of applicable law
- Corruption & Fraudulent practices and ISDS
- State defenses to investor claims
- Damages and compensation in investment arbitration
- Recognition, enforcement and challenges to an arbitral award
- Reform of the ISDS, UNCITRAL Working Group III, ICSID Rule Amendment, & European Developments

**COURSE ADVISORS**

**IAN A. LAIRD** is co-chair of the Crowell & Moring’s International Dispute Resolution Group and an adjunct professor at Columbia University School of Law and Georgetown University Law Center. He represents a range of clients in international arbitration proceedings involving disputes between corporations and foreign sovereign governments. Ian is recognized as a leading practitioner in the arbitration field by the International Who’s Who of Commercial Arbitration Lawyers 2016. He is the co-Founder and Editor-in-Chief of InvestmentClaims.com, the on-line investment arbitration award service published by Oxford University Press. He is licensed to practice in Washington DC as a Special Legal Consultant and in Ontario, Canada as a Barrister & Solicitor.

**BORZU SABAHI** is a Partner in the International Arbitration group of Curtis, Mallet-Prevost Colt & Mosle LLP in Washington, DC. He represents governments in international arbitration matters in a variety of sectors. He was recognized by the International Who’s Who of International Commercial Arbitration Lawyers 2016 as a leading practitioner. He is also an adjunct professor at Georgetown and Columbia Law Schools, an Editor of Oxford’s InvestmentClaims.com, and a Co-Chair of the Annual Jusris Conference in D.C. His publications have been cited by arbitral tribunals and the U.S. Supreme Court. He is licensed to practice in New York and the District of Columbia.

MULTILATERAL AND REGIONAL TRADE AGREEMENTS

November 29 - December 3   $2,245

The seminar will cover the basic GATT and WTO rules, and examine the implications of the massive growth of Regional Trade Agreements. The course is designed to help governments and enterprises to take full advantage of the opportunities provided by multilateral and regional trade agreements, as well as to deal with their challenges. It will be taught by present and former senior government officials, leading academics and practitioners, and officials from multinational organizations.

The creation of the WTO some twenty years ago, with its effective enforcement system, vastly expanded the scope and effectiveness of the international trade system. While the Doha Round of multilateral trade negotiations has largely failed, the WTO still plays a vital role in the trading system, which is underpinned by the rules developed by the GATT (the WTO’s predecessor) and the WTO itself. Most importantly, these rules are enforced by the WTO dispute settlement system, which is much more effective than most international D/S systems. More than 500 cases have been filed with the WTO, compared with only three state-to-state cases under the NAFTA.

In part because of the failure of the Doha Round to produce much in the way of lowered trade barriers, Regional Trade Agreements (RTAs) have become an increasingly important part of the international trading system. RTAs already cover more than half of world trade, and massive new agreements are under negotiation. Although the United States has pulled out of the Trans Pacific Partnership, the other eleven signatories are moving ahead. China is leading negotiations of the Regional Comprehensive Economic Partnership (RCEP) (16 countries, including India, China, Japan and Korea, accounting for nearly 30 percent of world trade). The Transatlantic Trade and Investment Partnership (TTIP) between the United States and the EU, accounting for about 40 percent of world trade, is another possibility. There is also a great deal of RTA activity in Africa, as the many existing RTAs are consolidated with a view to eventually creating a single African Economic Union.

The course will also examine President Trump’s impact on the world trading system. The WTO dispute settlement system has been under attack by the United States, and the President’s approach to dealing with perceived trade problems has been unorthodox, to say the least.

**COURSE OUTLINE**

**THE INTERNATIONAL TRADING SYSTEM**
- Creation and operation of the WTO
- WTO rules governing trade in goods, services and intellectual property
- WTO dispute settlement

**REGIONAL TRADE AGREEMENTS**
- GATT and GATS provisions authorizing RTAs
- The pros and cons of RTAs
- The growth of “Megaregionals”
- Dispute settlement in RTAs
- Particular issues:
  - Trade in goods - rules of origin
  - Trade in services
  - Intellectual property
  - Investment
  - Non-traditional issues - environment, labor, digital trade, etc.

**COURSE ADVISOR**

**PATRICK MACRORY** is Director of ILI’s International Trade Law Center. He was a senior partner in two of Washington’s largest law firms, and has practiced trade law for more than forty years. He has taught international trade law at universities in Washington, London, and Tokyo. He has written extensively on the subject, and was Editor-in-Chief of a major multi-volume work on the WTO published in 2005. He is also co-editor of “A Business Guide to Trade and Investment”, published in 2017/18 by the International Chamber of Commerce.
Customs authorities play a vital role with respect to international trade in goods. As the “gatekeepers”, they are charged with determining how much duty to assess on imports, as well as enforcing statutory restrictions on the import of specific goods. The course will discuss the way in which customs authorities carry out their duties, and the international agreements that govern their operations. The course will focus on the Trade Facilitation Agreement (TFA), adopted by the WTO in 2013 and entered into force in 2017. The TFA requires each Member to implement 37 specific obligations, all designed to streamline the international movement of goods. The TFA developed countries already comply with all or most of the obligations, so that the burden of implementation will fall most heavily on developing countries. However, the TFA is the first WTO Agreement to allow Members to set their own timetables for implementation and to condition implementation of specific obligations on the receipt of adequate technical assistance.

The course is designed as a practical course that will assist trade officials in their work and provide hands-on advice on implementation of the TFA, as well as to deal with its challenges. It will be taught by present and former senior government officials, leading academics and practitioners, and officials from multinational organizations. The course will also spend time on the negotiation of trade agreements. It will discuss the need for careful preparation, including detailed interaction with the stakeholders, and techniques for achieving the best possible outcome. It will include a simulated negotiation.

FUNCTIONS OF CUSTOMS AUTHORITIES
- Duty Assessment
- Classification
- Valuation
- Rules of Origin
- Import Licensing
- Other

THE TRADE FACILITATION AGREEMENT
- Background and rationale
- Overview of the Agreement
- Current US Trade Policy
- Implementation – categorization of requirements
- Key issues:
  - Transparency
  - Advance rulings
  - Review procedures
  - Release of goods
  - Border agency cooperation
  - Formalities, including Single Window
  - Freedom of transit
  - Customs cooperation
  - Shipping / Logistics
  - Transport security
  - IT and e-commerce

COURSE ADVISOR
PATRICK MACRORY is Director of ILI's International Trade Law Center. He was a senior partner in two of Washington’s largest law firms, and has practiced trade law for more than forty years. He has taught international trade law at universities in Washington, London, and Tokyo. He has written extensively on the subject, and was Editor-in-Chief of a major multi-volume work on the WTO published in 2005. He is also co-editor of “A Business Guide to Trade and Investment”, published in 2017/18 by the International Chamber of Commerce.
The course presents an in-depth survey of methods and best practices taken by governments, non-governmental organizations ("NGOs"), and other stakeholders to eradicate corruption and promote transparency. Particular emphasis will be placed on recent developments and the immediate effect of the COVID-19 crisis on the recovery period to follow. The course reviews elements in public sector management commonly known as "good governance," the causes and effects of corruption, and undertakes a comparative study of domestic and multilateral efforts to eliminate corruption. Additionally, the course examines the main provisions of the United Nations Convention Against Corruption and other international instruments designed to curb corruption and their implications for governance and transparency worldwide. The impact of the COVID-19 crisis on Governance and Anti-Corruption measures and the expected aftermath will be discussed in the context of topics selected from the areas listed below.

**GOVERNANCE AND ANTI-CORRUPTION IN A TIME OF CRISIS**

February 8 - February 12 $2,245

The course presents an in-depth survey of methods and best practices taken by governments, non-governmental organizations ("NGOs"), and other stakeholders to eradicate corruption and promote transparency. Particular emphasis will be placed on recent developments and the immediate effect of the COVID-19 crisis on the recovery period to follow. The course reviews elements in public sector management commonly known as "good governance," the causes and effects of corruption, and undertakes a comparative study of domestic and multilateral efforts to eliminate corruption. Additionally, the course examines the main provisions of the United Nations Convention Against Corruption and other international instruments designed to curb corruption and their implications for governance and transparency worldwide. The impact of the COVID-19 crisis on Governance and Anti-Corruption measures and the expected aftermath will be discussed in the context of topics selected from the areas listed below.

**COURSE OUTLINE**

**INTRODUCTION**
- Definitions and measurement of corruption
- Codes of conduct and accountability

**INTERNATIONAL ANTI-CORRUPTION MECHANISMS**
- UN Convention Against Corruption (UNCAC)
- US Foreign Corrupt Practices Act
- UNODC Legislative Guide
- OECD Anti-bribery Convention
- Inter-American Convention Against Corruption
- Multilateral and bilateral programs
- International cooperation

**PUBLIC SECTOR MECHANISMS**
- Government ethics and integrity
- Government oversight
- Transparency in procurement
- Financial regulatory mechanisms

**PRIVATE SECTOR ISSUES AND MECHANISMS**
- Issues of financial integrity
- Maintaining financial integrity
- Role of accounting
- Codes of ethics

**CIVIL SOCIETY MECHANISMS**
- Roles and activities of Transparency International
- The right to information
- U.S. Freedom of Information Act
- Free and independent media
- The role of stakeholders: parliamentarians, judges, civil society, NGOs and media

**DESIGNING AND IMPLEMENTING UNCAC LEGISLATION**
- Drafting legislation
- Costs and sources of funding for implementation and training
- Implementation strategies

**COURSE ADVISORS**

**TIMOTHY L. DICKINSON** is a partner in the Washington D.C. office of Paul, Hastings LLP. His practice is devoted primarily to international commercial matters, including counseling on the U.S. Foreign Corrupt Practices Act, and the design and implementation of special investigations and compliance programs. Mr. Dickinson is also a member of the ILI Board of Directors.

**H. STEPHEN HALLOWAY** is the Director of ILI’s Center for Comparative Legislative Management. He has over 35 years of experience in senior legal and policy positions in the U.S. Government, the U.S. Senate, State legislatures, the United Nations and the Inter-American Development Bank. He was Chief Regulatory Officer for the U.S. Department of Commerce and a civil rights attorney in the U.S. Department of Justice. He serves on the Private Advisory Council to the State Legislative Leaders Foundation.
Economic development is frequently dependent upon a strong and efficient agricultural sector. In this seminar participants will learn how to use public-private partnerships (PPPs) effectively to mobilize resources for improving agricultural productivity and strengthening the value chain. By examining a range of comparative case studies, participants will develop skills to recognize and address multiple challenges inherent in PPPs for their effective application in the agriculture and food sectors, to appreciate the value of multi-stakeholder engagement and participatory process in PPP design and implementation and to identify and cultivate potential partnerships. The seminar is designed specifically for the benefit of those actors in the public and private sectors and CSOs/NGOs who are engaged in agricultural development and food security programming as well as government officials responsible for the design and implementation of national policies for food security and/or in related ministries (agriculture, environment, health, etc.).

In the context of this seminar, the term PPPs is used to refer not only to the financing of physical infrastructure projects necessary to achieve food security (such as development of transportation networks (roads, ports, etc.), warehousing and storage, all of which contribute towards improved distribution networks) but also to a wider range of PPPs that may be considered unique and important to the food security community (such as value-chain development, innovation and technology transfer, delivery of nutrition programs and producer extension training, etc.).

**COURSE OUTLINE**

### CHALLENGES IN ACHIEVING FOOD SECURITY
- Deconstruction of the “four pillars of food security” discussed below
- Overview of global food system
- Underlying legal frameworks (International and National levels)

### PPPS IN THE AGRICULTURE AND FOOD SECTORS
- Understanding PPPs - The Basics
- Use of PPPs in the agriculture and food sectors
  - Differences, benefits, and challenges
  - Role and contributions of public and private sector players and CSOs/NGOs
  - Types of agreements and financing

### PRACTICAL APPLICATION OF PPPS
- (corresponding with the “four pillars”):

#### PRODUCTION
- (PILLAR 1 - "AVAILABILITY")
  - Physical Components:
    - Natural resource management (soils, water, energy, renewable sources)
    - Geography and climate (change); climate-smart/ sustainable agriculture
    - Biodiversity and use of technology (livestock and seed selection)
    - Environmental protection and Environmental Impact Assessment
  - Social Components:
    - Land ownership and tenure (including gender issues, traditional and indigenous rights)
    - Land use planning and zoning
    - Financial Components:
      - Production types and structures (contract farming, producer cooperatives, etc.)
      - Financers (commercial and development banks, leasing companies, etc.)
      - Financing instruments (secured transactions, negotiables, warehouse receipts, etc.)
      - Access to credit (including gender issues and access for MSMEs)
      - Insurance and risk management
      - PPP Applications (e.g., technology transfer, delivery of extension training)

#### DISTRIBUTION AND INFRASTRUCTURE
- (PILLAR 1 - "AVAILABILITY")
  - Supply chain management
  - Storage and processing facilities (e.g., warehouses, cold storage)
  - Packaging and marketing
  - PPP Applications (e.g., value chain development, physical infrastructure upgrades)

#### EXCHANGE AND TRADE
- (PILLAR 1 - "AVAILABILITY")
  - International trade and special rules for agriculture (WTU Agreement, etc.)
  - Domestic policies (subsidies, price supports and other market interventions)
  - Domestic markets, investment and global competition
  - PPP Applications (e.g., business development, producer advisory services)

### NUTRITION AND FOOD SAFETY
- (PILLARS 2 - “ACCESS,” AND 3 - “UTILIZATION”)
  - Consumer protection and quality assurance
  - Alleviating malnutrition through fortification
  - Implementing best practices and standards
  - PPP Applications (e.g., program delivery - improved livelihoods, school feeding; capacity building in processing and handling, technology transfer in bio-fortification)

### SOCIAL SAFETY NETS AND STABILITY
- (PILLAR 4 - “STABILITY”)
  - Emergency preparedness, planning and disaster relief
  - PPP Applications (e.g., emergency relief)

### NATIONAL CROSS-SECTORAL PLANNING FOR FOOD SECURITY
- Methodology for developing an effective national cross-sectoral plan
- Participation and consultation with national and local stakeholders (smallholders and farmer organizations, civil society, private sector, other groups)
- Effective integration of the use of PPPs and engagement of private sector
- Contributions of international and regional organizations (i.e., World Bank, United Nations, Food and Agriculture Organization, etc.)

**COURSE ADVISORS**

JEANNETTE TRAMHEL is a Senior Legal Officer with the Department of International Law of the Secretariat for Legal Affairs at the Organization of American States. She has been involved in private international law, commercial, and trade law for over 20 years as a practicing lawyer and staff member of the OAS and UNCITRAL. She holds an LL.B. from Queen’s University in Canada, an LL.M. from Georgetown University (with distinction) and is a member of the bar in Ontario and New York. She also holds degrees in agriculture and environmental design and has worked as an international development professional in partnership with communities in Southeast Asia, Africa, Central America, and the Caribbean to orchestrate projects that address complex issues of food security and sustainable development.

CAROL MATES was Principal Counsel at the International Finance Corporation (IFC) in Washington, D.C., the intergovernmental international financial organization that is the private sector affiliate of the World Bank, where she worked for almost three decades. She represented IFC as a lender and equity investor in private-sector projects in emerging markets including Latin America, Africa, Eastern and Central Europe, India and East Asia; these include infrastructure projects such as power, telecom, transport, and water projects (including public-private partnerships), corporate debt and equity investments in different sectors. After retiring from IFC, Ms. Mates worked at USAID covering the legal aspects of the Development Credit Authority guarantee program. Prior to her position at IFC, she worked in private law firms in New York City and in the legal department of a US multinational commercial bank in Boston. Her teaching experience includes being an Adjunct Professor at Georgetown University Law Center and lecturing at Boston University Law School. She holds a JD from Columbia University School of Law and an AB from Barnard College of Columbia University.
This seminar follows an integrated approach by focusing on enhancing expertise in drafting contracts and strengthening negotiation skills. To emphasize practical learning, the seminar provides opportunities to engage in various drafting and negotiation exercises, developed by experts in the field. This seminar is designed for both lawyers who will be drafting and negotiating contracts for their clients and for officials who will be negotiating, drafting, and implementing contracts.

COURSE OUTLINE

- Overview of contract law, including purchase orders, requests for proposals, contract formation and contract interpretation; Professional agreements versus construction contracts; Contract pricing and scope; Review of standard language including insurance requirements, indemnification, liquidated damages, third-party rights, suspension and termination
- Discussion of dispute resolution, including arbitration versus litigation, jurisdiction, choice of law, and remedies
- Analysis of approaches to negotiation
- Analysis of positions, interests, options and developing techniques and skills
- Exploration of power and cultural dynamics
- Examination of how to deal with difficult negotiators and overcoming impasse

COURSE ADVISORS

GAIL KELLEY is a professional engineer as well as a practicing attorney. Her practice focuses on drafting and negotiation of construction contracts and design agreements for both public and private projects, with a specific focus on review and negotiation of design agreements and financing documents for insurability concerns. She also participates in the negotiation of settlement agreements. Ms. Kelley has over 30 years of experience in all aspect of design, construction and development. She has a B.S. in Civil Engineering from Cornell University, an M.S. in Construction Management from MIT, and a JD from Washington College of Law. She is the author of “Construction Law: An Introduction for Engineers, Architects and Contractors.”

GERHARD BOTHA is the Director of Programs at the International Law Institute in Washington D.C. Previously, he worked for the World Bank as a senior sector specialist in legal and judicial reform and private and financial sector development. Gerhard specialized in labour/employment law and relations, conflict resolution and negotiations, both in private practice and within a large corporate environment in Southern Africa. Dr. Botha has over 36 years’ experience in legal and labour relations practice, and in international development. Gerhard holds B.A. and LL.B degrees from the University of Stellenbosch in South Africa, an LL.M in labour law, from the University of South Africa and an LLM focusing on labour/employment law and alternate dispute resolution, from The George Washington University Law School in Washington DC. He also holds a Ph.D. in Conflict Analysis and Resolution from George Mason University.

ANTITRUST AND COMPETITION LAWS: FOUNDATIONS AND NEW DEVELOPMENTS

June 28 - July 2 $2,245

This course strengthens participant knowledge of the fundamentals of antitrust and competition law and provides participants with important insights on new developments, cutting edge issues, and best practices. In addition, major substantive and procedural fundamentals and developments will be explored through lecture, in-class discussion, and real-world case studies.

Examining the foundations, sources, and underlying principles of antitrust laws, the course will provide participants with the opportunity to critically examine the material with colleagues and experts and to discuss case studies reflecting the application of antitrust principles throughout the world.

Furthermore, beyond foundational material, participants will consider issues relating to cartels, dominant position abuse, mergers, joint ventures, distribution, information exchanges and the IP/antitrust interface, as well as the enforcement strategies employed to achieve these goals in both the public and private sectors. The course is intended for judges, lawyers, non-lawyer professionals, government officials, judicial officers and officials of judicial and legal training units.

COURSE OUTLINE

FOUNDATIONS/SOURCES OF ANTITRUST/COMPETITION LAWS

- Substantive policy goals
- Procedures and free markets

ANTITRUST FUNDAMENTALS

- Cartels
- Dominant position abuse
- Mergers
- Joint ventures
- Vertical restraints
- Information exchanges and the IP/antitrust interface

COMPETITION ENFORCEMENT

- Public (civil/criminal sanctions, ex ante notification)
- Private and collective redress

EVIDENCE/REMEDIES

- Important concepts
- Collusion
- Abuse
- Market definition/market power
- Role of experts

GLOBALIZATION OF ANTITRUST

- Global restraints/international responses
- Regional, bilateral and networks – conflicts

NEW AND LATEST DEVELOPMENTS

- Conflicts to convergence
- Enhanced enforcement techniques and compliance

DYNAMICS

- Case studies
- Teamed problem solving and possible visit to an enforcement agency or a court

COURSE ADVISOR

HOWARD W. FOGT has practiced antitrust and competition law for more than 40 years as a partner in the Washington DC and Brussels Belgium offices of Foley & Lardner LLP. His practice has involved counselling/litigating on cartels, dominant positions, mergers/acquisitions, joint ventures, information exchanges and the IP/antitrust interface as well as antitrust/competition law in international trade. Mr. Fogt taught EU competition law at Georgetown University Law Center. He has written and spoken extensively on U.S. EU and international antitrust issues. Prior to entering private practice, he was a law clerk on the Ohio Supreme Court and Associate Counsel on the Antitrust Subcommittee of the Judiciary Committee of the U.S. House of Representatives. He is admitted to the Ohio State Bar, the Bar of the District of Columbia and the United States Supreme Court. He is fluent in English and French.
LEGAL ENGLISH AND LEGAL WRITING

July 19 - July 30 $4,200

The Legal English and Legal Writing seminar exposes foreign legal practitioners and law students to English legal terminology and usage through an overview of the U.S. legal system, contract law, constitutional law, commercial law, and legal drafting. In addition to learning legal terminology, participants benefit from an introduction to the legal reasoning process of the U.S. legal system, helping them apply the terms and concepts as they learn them. Participants in this seminar will develop the advanced skills they need to succeed in a multi-jurisdictional legal practice. The methodology, language and reasoning skills learned in this seminar are useful for working with clients, firms and organizations in the United States, and they are transferable to the professional legal practice abroad. This seminar is also highly encouraged for foreign lawyers wishing to pursue an LL.M. from an institution within the United States. Participants engage in interactive seminars consisting of lectures, individual writing and speaking exercises, and group projects.

If requested, the International Law Institute will provide complimentary tutors, U.S. lawyers, to help review writing samples with participants out of class time.

COURSE OUTLINE

▪ U.S. Legal institutions
▪ Introduction to Common Law
▪ Researching and interpreting cases in the U.S. legal system
▪ Legal research (including practical exercises)
▪ Contract law
▪ Legal Writing and analysis (including exercises)
▪ Overview of U.S. business law
▪ Overview of commercial arbitration in the U.S.
▪ The U.S. Role in International Trade
▪ Effective Negotiation Techniques in Commercial Context
▪ Simulated arbitration exercise

COURSE ADVISOR
KEVIN J. FANDL, is a Professor of Legal Studies and Global Business Strategy at the Fox School of Business at Temple University, and Adjunct Professor of Law at the Georgetown University Law Center. Dr. Fandl has been Course Advisor to the International Law Institute’s Legal English program since 2009. He is the author of the course text, Narrowing the Gap: Legal English for the New Global Legal Practitioner and the director of the Global Legal Education Institute. He has taught law and policy courses around the world since 2004 and specializes in the areas of international trade, migration, and economic development. Dr. Fandl is a graduate of American University (J.D., M.A.) and George Mason University (Ph.D.) and served as Deputy Chief of Staff for U.S. Immigration and Customs Enforcement.

ADAPTING LEGAL STRATEGY IN A RAPIDLY CHANGING WORLD / BUSINESS ENVIRONMENT

August 2 - August 13 $4,200

This seminar focuses on building a toolkit of adaptable legal strategies to meet the demands of a volatile world and business environment. Fluency in legal adaptability in respect to both the business environment and substantial legal topics, including Intellectual Property Law, Competition Law and Labor Law among others, will play a critical role in legal practice going forward. This seminar is of interest to lawyers across public and private practice, including lawyers working in emerging economies. Expertise in legal strategy adaptability will be a critical skillset in a new era of legal practice, and this course will equip professionals with a substantial toolkit to do so.

Historically, responses by the legal community have lagged behind the rate of societal shifts. Established lifestyles, business and legal strategies can be rendered obsolete quickly. The problem is compounded by the nature of legal changes to affect different fields of law at varying levels, spanning from individual changes to systemic endangerment. The rapid acceleration of change is only hastening—particularly in technological realms—with the threat of these ripple effects becoming increasingly visible throughout society. One example is the recent COVID-19 pandemic. Prior to the COVID-19 pandemic, legal professionals around the world faced already faced rapid acceleration of changes to their fields. Other changes have been accelerated in a variety of areas, including legislative change, judicial rulings, business climate, political change, and technological change. Prompt adaptability in legal strategy and practice also positions lawyers in a proactive rather than reactive stance, enabling them to keep ahead of disruptions.

Since the onset of the COVID-19 pandemic, the potential disruptions tied to quick changes have come to fruition at unprecedented speeds, demanding creative response by legal professionals. In this context, many have recognized in their everyday working experiences the importance of nimble adaptability to external and internal changes—particularly regarding legal strategy. Adaptability in legal strategy empowers lawyers across multiple fields to face a variety of challenges with creative problem-solving solutions As the pandemic crisis continues into the new year, it is important as ever to hone the ability to legal strategy adaptability to meet these diverse, multidimensional changes.

COURSE OUTLINE

STRATEGIES FOR MANAGING CHANGES IMPACTING THE LEGAL SECTOR

CHANGES IN STRATEGY ON SUBSTANTIVE ISSUES

▪ Changes in strategy for protecting intellectual property
▪ Changes in strategy for compliance with competition laws
▪ Strategic use of trade remedies in a changing environment
▪ Changes in employment Law strategy
▪ Emerging strategies in privacy protection
▪ Compliance with best practices in cybersecurity

COURSE ADVISOR
MICHAEL BEDNAREK is a recognized expert in Global IP strategy, Michael has represented some of the world’s largest technology and financial services companies in patent and intellectual property litigation in the United States. Listed in Chambers Global as a Leader in Their Field, Michael has more than 30 years of experience in intellectual property law, where he focuses his practice on global IP strategic counseling, patent, trade secret, trademark and copyright litigation, USPTO proceedings, IP rights procurement, portfolio management and licensing. In addition, he has experience in outsourcing, antitrust, data protection, advertising and emerging companies, and had extensive global experience with stints in Asia and Europe.

Michael regularly advises clients across a broad spectrum of industries, including toys and games, information technology, medical devices, software, consumer electronics, computer, automotive and financial services, on their global patent strategies. He was an early proponent of patent protection in non-traditional fields as varied as retail, transportation and hospitality, and he continues to be a thought leader on the design and implementation of worldwide intellectual property strategies.
Prosecuting financial crimes, human trafficking, and cybercrimes often involves bringing together multiple people, often across many departments (and multiple jurisdictions), which can pose a variety of challenges. The covered material will be of interest to prosecutors, criminal justice personnel, judges, attorneys, and academics, specifically in developing economies where these crimes are emerging or may pose a particular threat. Drawing from the U.S. prosecutorial experience, this seminar will integrate the selected topics through class discussion. Participants will engage in in-depth study of each crime through discussion while developing their skills. More generally, the seminar will focus on the investigation, preparation, prosecution and required professional and technical skills in the context of these crimes.

Additionally, the seminar covers the institutional arrangements, such as working with the police, judges, and other relevant institutions and agencies at national and transnational levels. Moreover, the relevant legislation and recommended means of implementation and lessons learned will be discussed in the seminar.

**COURSE OUTLINE**

**FINANCIAL CRIMES (FRAUD, BRIBERY, CORRUPTION, AND MONEY LAUNDERING)**
- Current Policy and Legislation
- Global Money Laundering
- Types and Dimensions of Fraud
- The OECD, Anti-Corruption and Anti-Bribery Efforts
- Combatting Cross-Border Financial Crimes

**HUMAN TRAFFICKING**
- Defining and Understanding Human Trafficking
- Victims and Survivors
- The Human Rights Dimension
- Combating Human Trafficking Regionally and Globally

**CYBERCRIME**
- Defining Cyber Crime and Understanding the Systems Involved
- Hacking: Privacy, Integrity, Accessibility, and Application
- Bots, Malware, Spam, Identity Theft and Other Vulnerabilities and Exploits
- The Client/Server Model: Peer-to-Peer, Gigatrise, Darknets and BitTorrents
- Cloud Computing

**COURSE ADVISORS**

**RALPH J. CACCIA** is a former federal prosecutor, practiced in the defense of both criminal and civil enforcement actions, as well as corporate, criminal and political internal investigations. Mr. Caccia also defends company executives in complex cases, often regarding alleged whistleblowing and fraud in fields such as health care, procurement, antitrust, contracts, grants, securities and both the False Claims Act (FCA) and the Foreign Corrupt Practices Act (FCPA). He has defended a variety of clients, including but not limited to, hospitals, major defense contractors and financial institutions. Mr. Caccia also has extensive experience in handling internal investigations, grand jury matters, and subpoenas.

**KEVIN B. MUHLENDORF** is an Adjunct Professor, Complex Securities Investigations, Georgetown University Law Center. Mr. Muhlendorf worked as an Assistant Chief and Trial Attorney at the U.S. Department of Justice, Criminal Division, Fraud Section, Securities and Financial Fraud Unit. He also worked as a Senior Counsel, U.S. Securities and Exchange Commission, Enforcement Division. Mr. Muhlendorf routinely investigated and prosecuted cases at DOJ and SEC involving securities fraud, bribery and public corruption, accounting fraud, benchmark rate fixing, insider trading, bank fraud, procurement fraud, the FCPA, and money laundering. He coordinated national and international fraud investigations and prosecutions with domestic and international regulators, U.S. Attorney’s Offices, the Federal Bureau of Investigation, the U.S. Postal Inspection Service, and various Inspectors General. Mr. Muhlendorf obtained convictions in numerous, multi-week jury trials in federal district courts across the country. Successfully briefed and argued cases in appellate courts. He represented clients in private practice in complex litigation involving white collar, RICO, fraud, government contracts, and construction disputes.

**KEVIN FANDL** is an Associate Professor of Business Law at the Fox School of Business, Temple University, as well as the Executive Director of Temple’s Center for International Business Education and Research. Dr. Fandl has been Course Advisor to the International Law Institute’s Legal English program since 2009. He is the author of the course text, Narrowing the Gap: Legal English for the New Global Legal Practitioner, in addition to five other books and more than 50 journal articles. He has taught law and policy courses around the world since 2004 and specializes in the areas of international trade, migration, and economic development. Dr. Fandl is a graduate of American University (J.D., M.A.) and George Mason University (Ph.D.) and previously served as Senior Counsel to the Assistant Secretary for U.S. Immigration and Customs Enforcement.

**CONTRACT DRAFTING IN ENGLISH**

August 9 - August 13    $2,245

This seminar focuses on the practical skills necessary for drafting contracts in English. Participants will sharpen their skills in working with legal English, and specifically drafting contracts in legal English. The emphasis is on learning by doing, and the seminar will offer the opportunity to draft and receive feedback from experts. Participants will engage in several drafting exercises and a negotiation session.

**COURSE OUTLINE**

**OVERVIEW OF THE U.S. CONTRACT LAW**
- Sources of Law
- Contract Formation
- Contract Interpretation

**BASIC DRAFTING TOPICS**
- Definitions
- Warranties
- Termination Clauses
- Remedy Provisions
- Contingency Clauses

**BOILERPLATE LANGUAGE AND UTILIZING TEMPLATES**
- Choice of Law/Governing Law
- Jurisdiction
- Arbitration
- Force Majeure
- Third Party Rights

**COURSE ADVISOR**

**KEVIN FANDL** is an Associate Professor of Business Law at the Fox School of Business, Temple University, as well as the Executive Director of Temple’s Center for International Business Education and Research. Dr. Fandl has been Course Advisor to the International Law Institute’s Legal English program since 2009. He is the author of the course text, Narrowing the Gap: Legal English for the New Global Legal Practitioner, in addition to five other books and more than 50 journal articles. He has taught law and policy courses around the world since 2004 and specializes in the areas of international trade, migration, and economic development. Dr. Fandl is a graduate of American University (J.D., M.A.) and George Mason University (Ph.D.) and previously served as Senior Counsel to the Assistant Secretary for U.S. Immigration and Customs Enforcement.
The seminar presents an in-depth survey of methods and best practices taken by governments, non-governmental organizations (“NGOs”), and other stakeholders to eradicate corruption and promote transparency. The course reviews elements in public sector management commonly known as “good governance,” the causes and effects of corruption, and undertakes a comparative study of domestic and multilateral efforts to eliminate corruption. Additionally, the course examines the history, foundation and main provisions of the United Nations Convention Against Corruption and other international instruments designed to curb corruption and their implications for governance and transparency worldwide.

INTRODUCTION

▪ Definitions and measurement of corruption
▪ Codes of conduct and accountability
▪ Site visits to the U.S. National Security Archives, FinCEN, SEC, World Bank Group and Inter-American Development Bank Group

INTERNATIONAL ANTI-CORRUPTION MECHANISMS

▪ UN Convention Against Corruption (UNCAC)
▪ US Foreign Corrupt Practices Act
▪ UNOCD Legislative Guide
▪ OECD Anti-bribery Convention
▪ Inter-American Convention Against Corruption
▪ Multilateral and bilateral programs
▪ International cooperation

PUBLIC SECTOR MECHANISMS

▪ Government ethics and integrity
▪ Government oversight
▪ Transparency in procurement
▪ Financial regulatory mechanisms

PRIVATE SECTOR ISSUES AND MECHANISMS

▪ Issues of financial integrity
▪ Maintaining financial integrity
▪ Role of accounting
▪ Codes of ethics

CIVIL SOCIETY MECHANISMS

▪ Roles and activities of Transparency International
▪ The right to information
▪ U.S. Freedom of Information Act
▪ Free and independent media
▪ The role of stakeholders: parliamentarians, judges, civil society, NGOs and media

DESIGNING AND IMPLEMENTING UNCAC LEGISLATION

▪ Drafting legislation
▪ Costs and sources of funding for implementation and training
▪ Implementation strategies

COURSE ADVISORS

TIMOTHY L. DICKINSON is a partner in the Washington D.C. office of Paul, Hastings LLP. His practice is devoted primarily to international commercial matters, including counseling on the U.S. Foreign Corrupt Practices Act, and the design and implementation of special investigations and compliance programs. Mr. Dickinson is also a member of the ILI Board of Directors.

H. STEPHEN HALLOWAY is the Director of ILI’s Center for Comparative Legislative Management. He has over 35 years of experience in senior legal and policy positions in the U.S. Government, the U.S. Senate, State legislatures, the United Nations and the Inter-American Development Bank. He was Chief Regulatory Officer for the U.S. Department of Commerce and a civil rights attorney in the U.S. Department of Justice. He serves on the Private Advisory Council to the State Legislative Leaders Foundation.

PROFESSIONAL DEVELOPMENT INITIATIVE

OUR ALUMNI ARE OUR GREATEST ASSET

The International Law Institute strives to be a lasting force for good.

We firmly believe one of the pillars of our mission is the continued cultivation of strong bonds between our colleagues and friends. Continued learning and professional development strengthens individual and institutional capacity and creates a strong foundation for prosperity throughout the world.

To this end, ILI has developed the Professional Development Initiative. This initiative offers ILI Alumni opportunities to continue development of skills in highly-relevant areas such as leadership, management, negotiations, and communications. In addition to time in the classroom, this initiative affords a unique opportunity for ILI Alumni and friends to gather, network, and exchange experiences.

Trainings offered under the ILI Professional Development Initiative are free to attend for ILI Alumni and friends of the Institute. We see this as a way to say “thank you” and for us all to collectively continue to invest in good throughout the world.
WE WILL BEGIN 2021 WITH LIVE, ONLINE COURSES AND TRANSITION TO IN-PERSON INSTRUCTION AS IT BECOMES SAFE TO DO SO. PLEASE VISIT WWW.ILI.ORG FOR THE MOST RECENT PROGRAM UPDATES.

To apply for a seminar, each candidate must complete an application, available at our website www.ili.org. A current resume / curriculum vitae, supporting essay, and contact information for supporting officials and/or agencies must be provided with each application.

Upon receipt of a completed application and approval by the ILI, a letter of acceptance will be issued to the candidate by email. A tuition invoice, hotel registration form, and pre-arrival information will be provided with the admission packet.

The International Law Institute strongly encourages candidates to apply as early as possible.

The International Law Institute reserves the right to cancel any seminar if the number of candidates is insufficient. The ILI will notify each registered participant of any cancellation as soon as the decision is made. In the event that the ILI cancels a seminar the ILI will refund any monies paid towards tuition. The ILI will not be responsible for any costs associated with preparations for the trip to Washington, DC including costs associated with visas, airline tickets, hotels, and other accommodations.

Submission of an application does not guarantee acceptance.

TUITION AND DEPOSIT
The Tuition fee for each seminar can be found throughout this catalog or on our website. The fee, payable in U.S. dollars, includes seminar instruction, books and/or reference materials, site visits (where applicable), and social events organized by the ILI. The fee does not include the cost of airfare, hotel, meals, and other incidental costs. Each participant’s organization or nominating agency should allocate an appropriate per diem amount to cover these expenses.

A USD $1,000 advance deposit per participant must be made at least ten business days prior to the start of the seminar to guarantee participation. The deposit is refundable up to five days before the seminar; after that time, deposits will not be refunded regardless of whether the participant attends the seminar. In such an event, any non-refunded balance for non-attendance may be applied to that candidate’s future participation in an ILI seminar. The balance of tuition is payable to the ILI on or before the first day of class and can be made via wire transfer, a company check drawn on a U.S. bank, traveler’s check, money order, or cash. The ILI also accepts both VISA and MasterCard payments.

VISAS
Candidates who need a visa to travel to the U.S. must apply at the U.S. Embassy or Consulate in their respective countries and, in many cases, appear for an interview. Obtaining a U.S. visa could take anywhere from a few days to a few months. Therefore, candidates should request approval from their employers and apply for a U.S. visa as soon as practicable to secure all necessary documents for their trip to Washington, DC.

The ILI will provide a list of U.S. missions abroad, visit https://www.usembassy.gov/.

INDEPENDENCE AND SCHOLARLY DISCUSSION
ILI is an educational institution that seeks to inform and educate ILI participants regarding international best practice in law and policy, so as to enable them to draw comparisons to laws and practices in their own countries. ILI does not engage in legal practice, nor in political activities, provide political consulting services, or otherwise represent the interests of participants before the US government. Any interactions with US Government officials may not be used to seek in any way to influence or persuade officials to alter US laws or policies or those of other countries. That is not part of ILI’s educational mandate.

INSURANCE
Participants are required to obtain their own travel, health, and other insurances.

ONLINE SEMINAR PREPARATION
ILI provides its online courses through live online sessions via Zoom videoconferencing platform. Each session lasts approximately 3 - 4 hours. Our classes are highly interactive and include presentations, case studies and exercises. All course materials are disseminated via Dropbox Cloud platform. Participants are encouraged to follow the Zoom and Dropbox Guide and application setup tips to insure a successful collaborative participation in ILI seminars.

ACCOMMODATIONS
The International Law Institute can assist participants with hotel bookings if using one of the ILI’s designated hotels. If participants wish to take advantage of this offer, they must submit a completed hotel reservation form to the Program Administrator no fewer than 10 days prior to the start of the seminar. Payment for the hotel is the responsibility of the participant. Participants are free to stay elsewhere but will be solely responsible for the arrangements.

AIRPORTS
The closest national airport to the International Law Institute is Ronald Reagan Washington National Airport (DCA) located five kilometers south of downtown Washington, DC. The closest international airport is Dulles International Airport (IAD), located approximately 50 kilometers west of downtown Washington, DC. The ILI recommends the use of taxis to travel between these airports and Washington, DC.

LANGUAGE OF INSTRUCTION
All seminars are conducted in English. Each participant is required to participate in seminar discussions and must, therefore, be fluent in understanding, speaking, and reading English.

With advance notice and for an additional fee, the International Law Institute can arrange translation services.

FAMILIES
If accompanied to Washington, DC by family members the International Law Institute asks that participants make independent arrangements for these individuals during class time. Washington, DC and the surrounding areas have a wealth of opportunities for exploration and the International Law Institute does not have the facilities to accommodate non-participants.

Further, participants need to be focused during class sessions to fully engage with the material.

CERTIFICATION
Upon successful completion of the seminar, each participant will be awarded a Certificate of Completion. Successful completion requires that the participant diligently attend all seminar sessions (including site visits, team meetings, and other such activities) on time and prepared. Additionally, participants must complete all assignments, participate in all group exercises, and engage in relevant discussion.

If a participant misses a number of sessions without good reason the International Law Institute reserves the right to withhold certification.

DISCOUNT POLICY AND SCHOLARSHIPS

INDIVIDUAL ALUMNI DISCOUNT
International Law Institute alumni receive a 10% discount on tuition to future seminars. This discount is only available to individual participants and not to those who have attended the ILI as part of a delegation. Alumni must self-identify on their application to receive the discount.

INSTITUTIONAL DELEGATION DISCOUNT
To celebrate our institutional partners, for every five paid participants an institution sends to an ILI seminar they will receive one free tuition to that same seminar.

COVID-19 RESPONSE SCHOLARSHIP
http://www.ili.org/training/2021/10-training/training/1264-ili-covid-scholarship.html
The International Law Institute provides a unique opportunity to all our participants – the ability to learn practical knowledge and skills from world-renowned experts while building professional relationships with similarly situated practitioners from across the globe.

The ILI strives to provide the best opportunities for professional and personal growth such that our participants can return home with the tools and understanding required to truly foster prosperity through the rule of law.

Participants from diverse backgrounds facing both similar and divergent professional challenges cooperate in our classrooms to engage with our expert faculty and derive excellent results from every seminar. Each attendee to an ILI seminar brings an undeniable asset to the classroom – their own unique skills, knowledge, and perspective. Through this combination of expert faculty, dedicated staff, and engaged participants, the ILI continues to deliver invaluable training to governments and practitioners throughout the world.

At the ILI, participants arrive as colleagues and leave as friends.

The International Law Institute is headquartered in Washington, DC, the seat of the U.S. federal government and home to numerous multinational organizations and world renowned institutions. Among these are the World Bank, Brookings, the CATO Institute, Georgetown University, the George Washington University, the U.S. Supreme Court and other federal and regional court systems, the International Diplomatic Corps, and leading global law firms.

By virtue of this location the ILI regularly calls upon leading experts from these organizations to share their expertise and experience. These experts provide a strong foundation for our seminars and are invaluable to learning and professional advancement.

The International Law Institute is physically situated in the Georgetown neighborhood of Washington, DC. Georgetown is within walking distance to most historic sights including the Smithsonian Museums, National Monuments, White House, and the U.S. Capitol. Based on participant feedback the ILI has also managed to transfer a large part of the ILI classroom experience to our online/remote courses, including through high interactivity, individual attention and efficient technology support.

THE ILI ADVANTAGE

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