



INTERNATIONAL LAW INSTITUTE

FOSTERING PROSPERITY THROUGH THE RULE OF LAW



2026

COURSE GUIDE

GLOBAL LEADER IN PUBLIC AND PRIVATE SECTOR
CAPACITY BUILDING AND TECHNICAL ASSISTANCE

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LAW • GOVERNANCE • ECONOMICS • MANAGEMENT • INFRASTRUCTURE



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WELCOME

Dear Colleagues,

We are pleased to present the International Law Institute's 2026 Course Guide. We welcome you to join one of our seminars, partner with us on a technical assistance project, or work with us to arrange a custom training program that meets the needs of your organization and people.

2025 marked the 70th anniversary of the founding of the International Law Institute. 2025 was also a year of massive changes in the world of international development funding, particularly in the U.S. and to a lesser extent in Europe. ILI's goals remain the constant – to help leaders understand good governance and to equip them with the tools to effectively participate in a rules-based global economy and better the lives of their citizens. We approach our work from a global perspective. ILI's history with so many countries – over 40,000 participants from 186 countries - plus our foreign branches and affiliates abroad keep us in tune with evolving perspectives. Our faculty too represent many countries and highly diverse backgrounds: governments, international organizations, the private sector, academia and more. Nonetheless, we seek your perspectives as well.

Whether you are an old friend or just introduced to ILI - how can we be of the greatest service to you? How might our training evolve to best respond to your needs? Are there new – or changed – subjects which we should consider? Could topical one day programs online be of help to you? What specially designed courses might your organization need – in your country, here in Washington, or elsewhere. Similarly, on the technical assistance side, we provide advisory support of all sorts – from helping to develop new laws and regulations, to working on modernizing institutional processes. For example, ILI recently concluded a multi-year program to re-draft procurement procedures for several national development agencies in the Middle East. ILI is a small and agile organization. ILI exists to assist you - officials in many countries and at international organizations. Please let us – let me – know how we can best serve you, your organization and your country. We look forward to partnering with you in 2026.

Sincerely,

Stuart Kerr
President
skerr@ili.org



ABOUT THE ILI

The International Law Institute (ILI) is a leading provider of training and technical assistance in international law, economics, governance, and other aspects of international relations. ILI is an independent, non-political, non-profit educational institute serving a global constituency. More than 40,000 participants, government officials, senior private sector officers, legal practitioners, and members from multilateral organizations, from 186 countries, have been trained by ILI and its global affiliates. ILI also provides technical expertise to developing nations in the drafting of laws and the designing of their economic and government policies and reforms, in efforts to further support and promote good and efficient governance and development through the rule of law.

ILI was founded in 1955 as part of Georgetown University to assist in the rebuilding of governmental and economic institutions in post-war Europe, under the 1951 Mutual Security Act [the successor to the Marshall Plan]. Since that time, ILI, individually, and in collaboration with international and regional organizations, has provided training and technical assistance to advance legal, governance, and economic goals for nations and emerging economies.

In 1983, ILI became an independent 501(c)(3) not for profit organization registered in Washington, DC.

ILI is committed to working cooperatively, and without bias, with each nation to take into careful consideration national and regional laws, policies, and practices to advance good governance and sustainable development goals.

THE MISSION

"Fostering Prosperity Through the Rule of Law"

GLOBAL INFLUENCE

ILI presents approximately 40 core-training programs each year in our facility in Washington, DC, and delivers another 15–20 specialized programs and conferences annually, at the request of national governments and multilateral development organizations. Specialized programs are customized to meet the exacting needs of our clients. ILI trains in the US and globally.

ILI is headquartered in Washington, DC, with independent, regional centers in Kampala, Uganda; Abuja, Nigeria; Cairo, Egypt; Santiago, Chile; Istanbul, Turkey; and Johannesburg, South Africa as well as representatives in Beijing, China and partnerships with institutions in India, Germany, Serbia, Mexico, Singapore, Pakistan, and Mauritius

ILI works closely with most multilateral development banks and international development organizations. ILI is an official training partner with the International Finance Corporation (IFC), and the Multilateral Investment Guarantee Agency (MIGA), both members of the World Bank Group.

The ILI holds observer status at UNCITRAL - the United National United Nations Commission on International Trade Law; UNIDROIT - the International Institute for the Unification of Private Law; and the Hague Conference on Private International Law.

ILI has drafted over 40 laws (ratified) for developing countries, contributes to constitutions of nations, assists in developing and drafting Model Laws at UNCITRAL, and designs government and law reforms for nations globally.

RESOURCES

ILI maintains a consortium of 700+ instructors from leading organizations worldwide. Instructors include government officials, academics from prestigious universities, partners from top global law firms, government sector specialists, senior executives from private sector international organizations, technical experts, and consultants from multilateral development organizations, think tanks, and judicial resources. ILI works with 67 of the top 100 global law firms. ILI resources are based on balancing scholarly training with global best practices and practical application. Instructors are selected from the foremost practitioners from each discipline.

ILI maintains a highly flexible and adaptive resource base to quickly commit to and expertly administer the needs of our clientele. We are uniquely able to structure teams to support training and projects from 1 day to 4 years, while maintaining continuity of deliverables. ILI believes that long term reliable partnerships are crucial to development success and sustainability.

BOARD OF DIRECTORS

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United Nations Commission on International Trade Law [UNCI-
TRAL]
Former Secretary-General, International Institute for the Unifica-
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Co-Director - International Investment Law Center

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Senior Advisor

DON DE AMICIS

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India Advisor

Executive Secretary

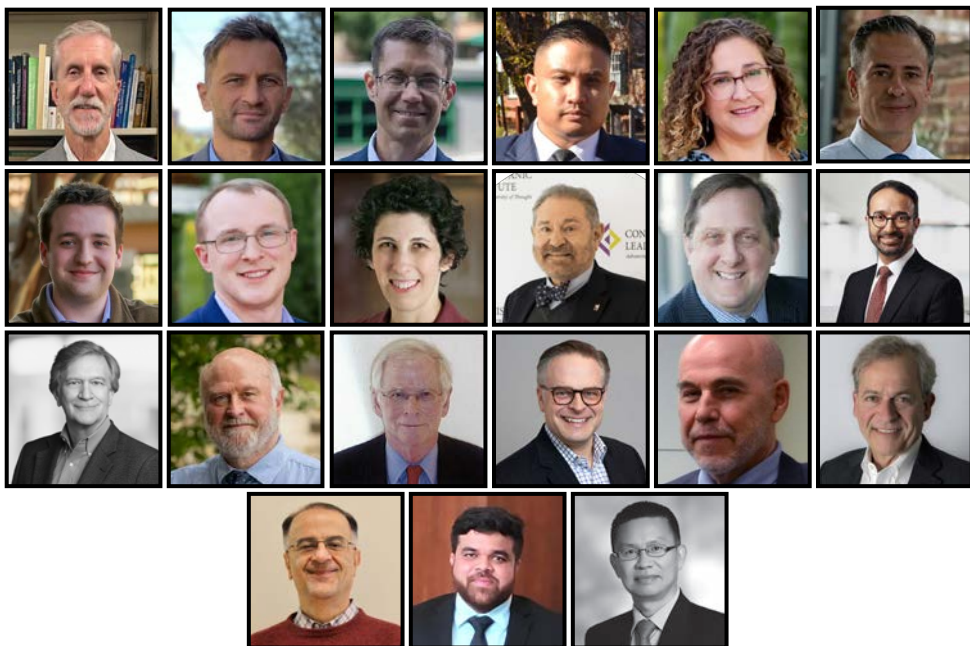
Indian National Association of Legal Professionals (INALP)

GUOGANG LI

China Advisor

Senior Advisor, Tahota Law Firm, Beijing

Former, Ministry of Commerce, China



INSTRUCTORS

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 maintains over 700 instructors who teach in our programs and provided technical assistance throughout the world.

Our instructors 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 instructors who have taught at the International Law Institute:

ALLAN BURMAN

President, Jefferson Solutions
Former Administrator of the US Office of Federal Procurement Policy

ANTHONY COE

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

HON. TOM DAVIS

Partner
Holland and Knight
Former Chairman of the US House of Representatives Government Reform and Oversight Committee

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Georgetown University Law Center

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Legislative Counsel of the United States Senate

REB BROWNELL

Former Deputy Chief of Staff
Senate Majority/ Minority Leader Mitch McConnell
Co-Author "The US Senate and the Commonwealth"

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US House of Representatives

MEG KINNEAR

Secretary General
International Centre for Settlement of Investment Disputes [ICSID]

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White and Case LLP
Past President of the Association of International Petroleum Negotiators (AIPN)

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Office of Senate Legal Counsel



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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, policies, 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 experiences that prove insightful in the overall learning process.

TRAINING FORMATS: IN-PERSON, ONLINE, AND HYBRID

ILI conducts approximately 40 in-person programs annually at our headquarters in Washington, DC, and another 15 – 20 conducted in Washington, DC, or in host countries. To achieve maximum value from our programs, ILI works to conduct its programs in-person. The format of each program is indicated on the website. In addition to our trainings, ILI also conducts conferences and selected training exclusively online to reach a global audience.

For those who cannot travel to attend ILI's programs in-person, ILI may approve hybrid participation on a case-by-case basis (blending participation of in-person participants with online participants via Zoom conferencing). Hybrid participation may be requested by a participant or delegation to the Program Administrator of the seminar in question. Each request is evaluated separately based on balancing the needs and potential for academic benefits of both the in-person participants as well as those of the potential online participants.

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, open discussion, and site visits (when appropriate and available), which affords participants the opportunity to interact both with their colleagues, instructor, and leading institutions (government, legal practitioners, think tanks, or multilateral organizations) to observe key institutions in action.

In years past, the International Law Institute integrated a number of off-site learning experiences into our seminars including but not limited to:

- Congress of the United States
- Federal Judicial Center
- International Monetary Fund
- International Centre for Settlement of Investment Disputes (ICSID)
- 67 of the Top 100 International Law Firms
- 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
- State Governments and Federal Courts



REGIONAL OFFICES AND GLOBAL AFFILIATES

ISTANBUL ULUSLARARASI HUKUK DERNEĞİ

Istanbul, Turkey

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. In addition to training programs, ILI Istanbul publishes materials and organizes 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 US law, legal writing, and commercial arbitration.

www.ili-istanbul.org

SOUTH AFRICAN CENTRE FOR EXCELLENCE

The ILI-South African Centre for Excellence (ILI-SACE), established in 2020, is an affiliate of the International Law Institute (ILI) in Washington, DC. Through executive education and technical assistance, the South African Centre ILI-SACE builds on the unique and rich twenty-three-year history of the ILI's African Centre for Legal Excellence, based in Uganda, which was the oldest foreign affiliate of the International Law Institute. Our educational vision and mission is to empower lawyers and business executives to become new leaders in Africa: advising and guiding clients with world class skills and insights; and enable regulators and other public officials to create and enforce existing laws and regulations through exposure to cutting edge development in business, law, and finance.

Johannesburg, South Africa

REPRESENTATIVE OFFICES

The ILI is proud to announce the opening of two new Regional Offices in 2026

BEIJING, CHINA

The International Law Institute will launch a Representative Office in Beijing, China in 2026. Located within the Central Business District of Beijing, the location of prominent domestic and international law firms, private sector enterprise headquarters, international financial hub, and model zone for law-business integration. The Central Business District is nearby Beijing's most notable sites and important institutions. ILI's Representative Office will conduct programs for both domestic participants and inbound foreign delegations as well as work to establish trainings internationally.

MUMBAI, NEW DELHI, AND GUJARAT, INDIA

The International Law Institute will, in 2026, also establish both a legal entity and a strategic relationship in India to advance capacity for domestic and international legal practitioners, senior executives, government officials, and institutional leaders.

In collaboration with The Dhirubhai Ambani University's School of Law [with campuses in Gujarat, New Delhi, and Mumbai], ILI will contribute to capacity building in the areas of international economic integration and industry-aligned legal education system. Activities will include Executive Development Programs [EDPs]; Specialized EDPs in Aviation Law, Technology Law, Environmental Social Governance [ESG], Finance and Geo-economics, Thought Leadership, Policy Initiatives, and Legal Innovation, among others.



PUBLICATIONS

The International Law Institute regularly publishes works on Law and Economics, International Trade, Investments, Country Legal and Business Systems, Litigation, Commercial Dispute Resolution, Pandemics, National Security, Terrorism, and Foreign Legal Systems, Foreign Economics and Investments, among others.

For inquiries on ILI Publications please email publications@ili.org.

Recent publications include:

INTERNATIONAL JUDICIAL ASSISTANCE – CIVIL AND COMMERCIAL (RISTAU) REVISED

Co-Published with Oxford University Press

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 US Supreme Court and lower courts and in scholarly works.

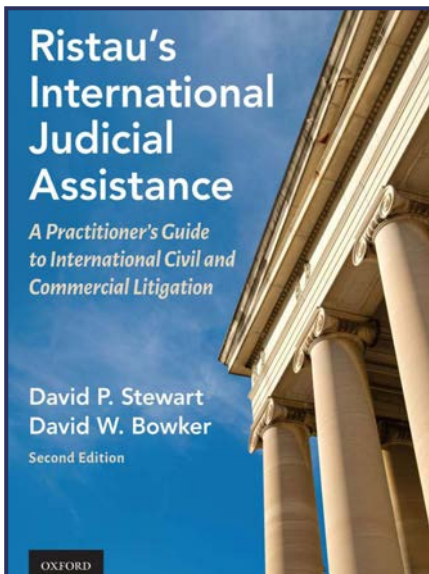
The author presents a thorough treatment of discovery and service of documents abroad; discusses judicial assistance rendered to American courts or litigants by foreign courts as well as assistance by US courts to foreign litigants, and provides forms for all aspects of international judicial assistance. 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 TRADE VOL. 1 AND VOL. 2

Designed to help businesses understand and take advantage of international trade and investment agreements. Originally published in English in 2018/2019, translated to Mandarin and published in China in 2020.

PERSPECTIVES IN PRACTICE OF THE UNIDROIT PRINCIPLES 2016 – VIEWS OF THE IBA WORKING GROUP ON THE PRACTICE OF THE UNIDROIT PRINCIPLES 2016

William Calkoen/UNIDROIT Working Group, Published jointly by IBA and ILI, 2020



ALTERNATIVE DISPUTE RESOLUTION CENTER

ANNE MARIE WHITESELL - DIRECTOR

The Alternative Dispute Resolution Center (ADR Center) provides training and technical assistance on a wide range of ADR related matters. The ILI understands the domestic and international need for effective dispute resolution and recognizes that ADR makes an important contribution to commercial and economic development. The ADR Center emphasizes the importance of solving commercial and investment disputes through arbitration and mediation.

The ADR Center offers a series of training seminars including: International Commercial and Investor-State Mediation; Arbitration and Mediation; Advanced Arbitration and Mediation; and Foundations of Advanced Arbitration and Mediation. These seminars provide a sound grounding in ADR theory and procedures and offer an opportunity to gain practical experience through hands-on exercises.

The ADR Center has delivered trainings in Nigeria, Egypt, Ghana, Kenya, Chile, Turkey, Armenia, and Uganda as well as Trainer-of-Trainers programs in Bangladesh. In addition, the ADR Center has developed special programs for Multi-Door Courts and judges to assist them in their critical task of supporting ADR programs in their countries. In conjunction with the ILI Investment Law Center, the ILI ADR Center has offered a customized, multi-week program on Managing an Arbitration for government attorneys, where participants actively participated in a simulated arbitration process. In 2021, ILI conducted the Arbitration and Mediation and Managing the Arbitration Practical Training Program for legal practitioners in Russia and CIS nations. This capacity building program consisted of a series of training seminars in arbitration delivered to law students and practicing attorneys throughout Russia and CIS nations to increase the pool of existing arbitration experts in the region.

The ADR Center also assists law practitioners and government officials with the drafting of mediation and arbitration laws. In addition, the ADR Center provides advice on the implementation of ADR frameworks and supports efforts to strengthen the capacity of new ADR institutions.

The work of the Center is led by the Center's Director, Anne Marie Whitesell (former Secretary General of the ICC International Court of Arbitration and Faculty Director of the Georgetown University Law Center Program on International Arbitration and Dispute Resolution), working with ILI staff and with the active and substantial participation of other members of the Center, all of whom are experienced practitioners in the fields of domestic and international arbitration or mediation.

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



CENTER FOR COMPARATIVE LEGISLATIVE MANAGEMENT

H. STEPHEN HALLOWAY - DIRECTOR

The International Law Institute's Center for Comparative Legislative Management Center offers advice and capacity building to legislatures at the state, national, and international levels on both strategic and operational issues. The main focus of the 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 as well as custom designed courses on a vast array of legislative topics.

The legislative 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. Working with institutional leadership and with our Center experts, the ILI has designed specialized seminars on a range of issues, including legislative drafting, legislative oversight, budgeting, constituent work, elections, and legislative leadership.

Past activities have included:

- Trained over 100 senior staff, MPs, and Senators of the Parliament of Kenya in 17 custom designed legislative and leadership training seminars
- Working with leadership, created 12 custom capacity building seminars for over 60 MPs and staff of the Parliament of Ghana
- Federalism and constitutional reform for the Nigerian Senate Constitution Reform Committee
- Legislative Management for the National Institute of Legislative Studies
- Trained for more than 200 professionals from the National Assembly, State Assemblies, and ECOWAS Parliament
- Designed and presented a training in Ghana for 40 senior staff of the Parliamentary Service Commission of the Parliament of Ghana in Legislative Leadership and Strategic Management

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



INTERNATIONAL INVESTMENT LAW CENTER

IAN LAIRD AND BORZU SABAHI - CO-DIRECTORS

The International Law Institute's International Investment Law Center (Investment Center) provides training and technical assistance relating to international investment treaties and investor-state arbitration. Today, investment treaties dominate the international regulatory framework governing cross-border flows of Foreign Direct Investment and portfolio investments. These treaties provide international law protections and remedies to foreign investors and their investments as well as granting foreign investors the right to directly initiate arbitral proceedings against host states for violation of treaty standards and protections.

Each year, the Investment Center offers several intensive training seminars: International Commercial and Investor-State Mediation; Fundamentals of Investor-State Arbitration; and International Investment Treaties and Investor-State Arbitration. Instructors for these seminars includes professors, private practitioners, former treaty negotiators, and arbitrators. These professionals are picked from world-renowned universities and major international law firms. Investment Center seminars focus on practical issues relating to negotiation of investment treaties and how governments can defend themselves in the event that they are faced with multi-million dollar arbitration claims.

The Investment Center also designs custom programs for interested entities, which can be arranged in Washington DC, online (as last year's program was), or anywhere in the world. The ILI has designed and delivered a two-week training program for investment treaty negotiators from the APEC economies entitled International Investment Agreements and Investor-State Dispute Settlements. This custom training was delivered in both Singapore and Washington, DC. The Investment Center also designed an innovative three week Managing an Arbitration seminar, utilizing a simulated case study through the program.

The Investment Center has trained lawyers, judges, policymakers, negotiators, economists, and individuals from the private sector and international organizations. The Investment Center is also active in analyzing the latest developments in the field by arranging conferences and panel discussions.

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



INTERNATIONAL JUDICIAL ACADEMY

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 rsargin@ili.org.



INTERNATIONAL TRADE LAW CENTER

SPENCER GRIFFITH - DIRECTOR

The International Law Institute established the International Trade Law Center (Trade Center) to help countries effectively participate in the World Trade Organization (WTO) and in Regional Trade Agreements (RTAs). ILI aids in defining the systems and variances with each type of trade agreement and institution. ILI also aids participants in successfully navigating and complying with the large body of complex rules, regulations, and procedures.

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, countries 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, The Trade Facilitation Agreement and Other Important Customs Issues, and 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.

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

Past projects of the Trade Center include:

- A three-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 US 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 presents a myriad of 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.



TECHNICAL ASSISTANCE ▪ LAW REFORM PROGRAM

MAREK DUBOVEC, PhD - DIRECTOR

A leader on legal, regulatory, economic and financial technical assistance, ILI's Law Reform Programs Office leads technical assistance projects for ILI across economies. Our team, led by Dr. Marek Dubovec, works toward empowering economies through law reform and building local capacity to create economic opportunities in emerging markets. One of our cornerstones focuses on law reform aimed at enhancing access to credit and strengthening local institutional structures. We approach law reform holistically, acknowledging the value of local input and local capacity to ensure sustainability and uptake.

WHAT WE DO:

INTERNATIONAL MODELS AND STANDARDS

Our team of experts contributes to the development of international standards, including treaties, model laws, legislative guides, and practice guides.

For example, ILI's team has contributed to a multi-year project to develop a Model Law on Warehouse Receipts that was adopted by the United Nations Commission on International Trade Law (UNCITRAL) at its June 2024 session. ILI's Marek Dubovec and our senior advisor, Nicholas Budd, proposed this model law at an UNCITRAL Colloquium in 2016; after years of negotiations at both UNIDROIT and UNCITRAL, the Model Law is now adopted at both international organizations. The Model Law will become a steppingstone for law reform projects around the world to facilitate agricultural financing and alleviate food insecurity. Warehouse receipts systems allow farmers to deposit, primarily agricultural commodities, into licensed and bonded storage facilities, which enhances the collateral value of receipts that represent those commodities



BUILDING LOCAL INFRASTRUCTURE

We implement international standards through law reform. In collaboration with international institutions and local governments, we conduct assessments, prepare gap analyses based on international models, standards, and best practices; formulate strategic recommendations, and draft laws, regulations and rules.



ILI currently has two projects in Ukraine. Our counterpart for both projects is the National Bank of Ukraine. The work is funded by the European Bank for Reconstruction and Development (EBRD) and the DAI Global. The topics are reforms to modernize the legal and regulatory frameworks for factoring (financing of receivables) and leasing frameworks. ILI has been collaborating with a local law firm, AEQUO, to examine comparable reforms and frameworks, particularly within the EU, and assist in the drafting of the factoring law.



BUILDING CAPACITY

As part of our technical assistance work, we focus on ensuring local sustainability through robust capacity building programs, awareness raising and outreach activities. We have trained thousands of public and private sector members across 185 countries.

In partnership with Brunei Darussalam Central Bank, ILI is delivering a comprehensive capacity building program on secured transactions. Topics include International Best Practices on Secured Transactions, Enforcement, Collateral Registry Practice, Asset-based Lending, Finance Products, Risk Management, Project Finance and Capital Markets Development. For example, in April 2024, ILI's experts, Marek Dubovec and Bruce Whittaker, led a program on International Best Practices on Secured Transactions and Enforcement Mechanisms during a two-day training in Bandar Seri Begawan, Brunei. The 100 attendees included regulators, lawyers, and representatives of businesses and financial institutions.



ALTERNATIVE DISPUTE RESOLUTION

ARBITRATION AND MEDIATION

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FOUNDATIONS OF ADVANCED ARBITRATION AND MEDIATION

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ADVANCED ARBITRATION AND MEDIATION

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ARBITRATION AND MEDIATION

May 25 – June 5 ▪ \$4,200

The Arbitration and Mediation 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 focuses on the legal issues involved in international commercial arbitration. Emphasis throughout is placed 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

HOW MEDIATION WORKS: 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 of 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.

FOUNDATIONS OF ADVANCED ARBITRATION AND MEDIATION

October 26 – October 30 ▪ \$2,245

The Foundations of Advanced Arbitration and Mediation seminar comprises the first week of the Advanced Arbitration and Mediation seminar and examines foundational material 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

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.

ADVANCED ARBITRATION AND MEDIATION

October 26 – November 6 ▪ \$4,200

The Advanced Arbitration and Mediation seminar examines the practical applications of arbitration and mediation and discusses advanced legal issues in international commercial arbitration. The first week explores the framework of both arbitration and mediation. The second week of the course focuses critically on developing practical skills and knowledge through a simulated arbitration process. The course is intended for lawyers, judges, and non-lawyer professionals who want to understand arbitration and mediation, as well as government officials, judicial officers, officials of judicial and legal training units, and court administrators..

COURSE OUTLINE

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 advising your client during media
- Additional comprehensive mediation exercise

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
- 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. She is also the 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.

ANTI-CORRUPTION AND ANTI-TRUST

ANTITRUST AND COMPETITION LAWS:
FOUNDATIONS AND NEW DEVELOPMENTS

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GOVERNANCE AND ANTICORRUPTION:
EFFECTIVE POLICY AND ENFORCEMENT

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ANTITRUST AND COMPETITION LAWS: FOUNDATIONS AND NEW DEVELOPMENTS

June 22 – June 26 • \$2,245

The Antitrust and Competition Laws: Foundations and New Developments seminar strengthens knowledge of the fundamentals of antitrust and competition law. It provides participants with important insights into new developments, cutting-edge issues, and best practices. The seminar focuses on these issues through a comparative analysis of antitrust assumptions, goals, regimes and outcomes around the world. Often, the U.S. and the EU systems are used as points of comparison. These major substantive, and procedural fundamentals and developments will be explored through lecture, video presentations, in-class discussion, and real-world case studies as supplemented by relevant sources of documentation.

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

Furthermore, building on the foundational material, participants will consider specific antitrust issues: cartels, dominant position abuse, mergers, joint ventures, distribution, information exchanges, and the IP/antitrust interface. In addition, there will be focus on enforcement strategies and procedures employed to achieve these antitrust 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 assumptions and goals
- Investigative and Litigation Pathways, Procedures and Remedies

ANTI-TRUST FUNDAMENTALS

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

COMPETITION ENFORCEMENT

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

EVIDENCE/REMEDIES

- Important concepts
- Collusion
- Abuse
- Market definition/market power

- Role of experts
- Role of big data

GLOBALIZATION OF ANTI-TRUST

- Global restraints/international responses
- Regional, bilateral and networks – conflicts
- The “Brussels Effect”

NEW AND LATEST DEVELOPMENTS

- Conflicts and/or convergence
- Enhanced enforcement techniques and compliance
- The challenges of “big tech”

CLASS FORMAT

- Lectures
- Video presentations by antitrust authorities
- Case studies
- Reference to key sources of documentation
- Teamed problem solving and possible visit to an enforcement agency or a court

COURSE ADVISORS

The course advisors for this seminar come from the antitrust and competition team of experts at Foley and Lardner LLP. (**MELINDA LEVITT, GREG NEPLL, ALAN RUTENBERG, MARK GRUNDTVIG AND HOWARD FOGT**). The Foley team have collectively over 100 years of experience in antitrust and competition law in the Washington DC and Brussels Belgium offices of Foley and Lardner LLP as well as in the Antitrust Division of the U.S. Department of Justice and the Antitrust Sub-Committee of the U.S. House of Representatives Committee on the Judiciary. Their 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. They have written and spoken extensively on U.S. EU and international antitrust issues. They are admitted to the Bar of the District of Columbia, and the United States Supreme Court, among others.

GOVERNANCE AND ANTICORRUPTION: EFFECTIVE POLICY AND ENFORCEMENT

October 26 – October 30 ▪ \$2245

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. Particular emphasis is placed on recent developments and the immediate effect of the COVID-19 crisis on the recovery period to follow. The seminar 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 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 are examined.

COURSE OUTLINE

INTRODUCTION

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

INTERNATIONAL ANTICORRUPTION 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

COURSE ADVISOR

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.

CLIMATE CHANGE AND INTERNATIONAL DEVELOPMENT

ENVIRONMENTAL SOCIAL GOVERNANCE (ESG),
REPORTING TOOLS, AND PRACTICES

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CLIMATE CHANGE AND GREEN FINANCE IN
INTERNATIONAL DEVELOPMENT

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ACHIEVING FOOD SECURITY THROUGH
PUBLIC-PRIVATE PARTNERSHIPS

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ENVIRONMENTAL SOCIAL GOVERNANCE (ESG), REPORTING TOOLS, & PRACTICES

May 4 – May 8 ▪ \$2,245

The adoption and implementation of Environmental Social Governance (ESG) systems poses many challenges to leaders in emerging economies, especially as these factors gain significant importance or become required in the decision-making process of governments, business leaders, investors, and other stakeholders in tracking and reporting on their sustainability, social responsibility and ethical governance practices.

Aspects such as evolving ESG frameworks; legal and regulatory compliance; operational implementation; and ethical and environmental impacts of investments and lending are only a few of the considerations which could form part of the decision-making process. As complicated and wide-ranging as these reporting and disclosure processes can be, the reality and need for understanding the frameworks, strategic decision-making, prioritization, institutional change, and compliance will always be present and even required. Therefore, the prevailing metrics, approaches, tools, monitoring, measurement, and evaluation systems are all central to these processes. This seminar will explain and provide participants with the necessary insights and tools to navigate the complexities of managing and mitigating ESG risks, complying with ESG frameworks, developing reporting and disclosure practices, and fostering more sustainable and resilient organizations.

The Environmental Social Governance (ESG), Reporting Tools, and Practices seminar is intended for officials, practitioners, and other professionals in both the public and private sectors who are impacted by ESG considerations—particularly by the compliance of ESG in their work—and who want to understand more about ESG on a practical level to be able to measure, report, and discuss ESG (particularly in the context of strategic initiatives, public procurement, and funding) with Donors and other stakeholders/counterparts.

COURSE OUTLINE

WHAT IS ESG REPORTING, DISCLOSURE, AND COMPLIANCE

- Including practices, perspectives, and accompanying dynamics of the public sector, donors, the private sector, and key stakeholders

CRITICAL ESG COMPONENTS

Predominant ESG frameworks and metrics

Legal and Regulatory Systems (including expanding list of supervisory institutions such as securities authorities requiring disclosure)

ESG strategic opportunities and plans

ESG risks, information, management, mitigation, and treatment

Key Requirements

Quantitative Tools and Key Measurement of E, S, and G
Metrics Qualitative Tools and Materiality in E, S, and G metrics

Case Studies – Examples of Reports and Disclosures in different systems

Framing the journey, identifying priorities and stakeholders at different stages of development

Producing Reports and Disclosures

Recent Developments

ESG COMPLIANCE CHALLENGES (BASED ON THE ABA APPROACH):

- Despite the benefits of ESG compliance, many countries and businesses face significant challenges in implementing effective ESG practices, for example:
- The regulatory environment for ESG compliance is complex and ever-changing. Countries and Companies must stay up to date with changes to the regulations and industry standards, which can be challenging to navigate.
- Collecting and managing data on ESG metrics can be a significant challenge for many Countries and companies. Data collection and management requires specialized expertise, and Countries and companies must be able to ensure the accuracy and reliability of the data they collect.
- There are multiple frameworks for ESG reporting with varying standards, which makes it challenging for Countries and companies to compare their ESG performance to that of their peers.
- Implementing effective ESG practices can be expensive and require institutional change, and many Countries and companies may need more guidance, capacity, and resources in order to realize their ESG initiatives.

TECHNOLOGY

- Overview of technology solutions and selecting the right technology when developing an ESG reporting strategy, i.e. — software platforms, cloud-based analytics, plug-ins/ add-ons to existing enterprise resource planning tools, and data methods and storage) — data should be able to be gathered and analyzed consistently.

COURSE ADVISOR

SCOTT WALCHAK is a US-qualified attorney and international PPP and privatization consultant. He has worked with UNECE and UNCITRAL on PPP standards, advised Saudi Arabia's National Center for Privatization and PPP, and served in the Maryland and Washington, D.C. Attorneys General offices. As Director of Development for the ADEC Group, he led ESG, data, and professional services initiatives and oversaw two non-profits supporting sustainability and innovation projects. He has also taught real estate and finance as an adjunct professor at the University of Baltimore School of Law.

CLIMATE CHANGE AND GREEN FINANCE IN INTERNATIONAL DEVELOPMENT

November 2 – November 6 • \$2,245

The Climate Change and Green Finance in International Development seminar will enable participants to better understand and navigate the important and fast-changing universes of Climate Change and Green Financing, as well as to develop strategies to access available “Green” funding.

Individuals, institutions, and countries are increasingly confronted with the realities of climate change and the “Green Financing” funding gap to help address this crisis. The developmental and funding priorities for emerging economies are significant. The sorting through of these priorities and funding sources poses many challenges for professionals and government officials who are working in a variety of sectors but are still expected to understand and incorporate climate change and green finance initiatives into their particular sector or focus area.

The seminar is designed to incorporate perspectives from different sectors (including the sharing of participants’ experiences and interests), and then to focus on communal cross-cutting issues. These include understanding the approaches of the various donors and private sector to climate change and green finance; in addition to focus on the developing legal, regulatory and institutional frameworks; and also how to access green finance - all areas which impact everyone working in the field equally.

Climate change and green finance will increasingly be the lenses through which international development is seen, and this training will provide participants with a firm foundation and understanding of this universe, and also how to manage the inevitable changes in navigating the Green Funding complexities. The seminar will benefit professionals, practitioners, and other government officials with any responsibility, or interest, in this area – particularly from emerging economies.

COURSE OUTLINE

OVERVIEW OF CURRENT CLIMATE CHANGE “UNIVERSE”

- The current core concepts and issues
- Economic, sustainability and sectoral concerns
- Introduction to Climate Risk Management
- Additional International Development concerns, including for instance Gender Equality and Climate Change (a major UN’s initiative)
- Food security

KEY POLICIES, PRIORITIES AND DIRECTIONS OF DONORS

- Current strategies, action plans and funding priorities of different Donors
- Understanding the shift from efforts to only “green” projects, to greening entire economies, and from focusing on inputs, to focusing on impacts. The further focus on (i) integrating climate and development; (ii) identifying and prioritizing action on the largest mitigation and adaptation opportunities; and (iii) using those to drive climate finance and leverage private capital in ways that deliver the most results;
- Examining the WBG’s Green, Resilient, and Inclusive Development (GRID) approach. This approach aims at advancing climate change whilst simultaneously pursuing poverty eradication and shared prosperity, through a sustainability lens
- The increasing emphasis on Information Management, such as the “World Bank Climate Change Knowledge Portal” (or CCKP) which is intended to serve as a ‘one stop shop’ for climate-related information, data, and tools.

ACCESSING GREEN FINANCE

- Green Finance Instruments and Products
- Discussion of strategies to access Green Funding
- Focus areas, including Adaptation Finance; Mitigation Finance and more
- Green Finance risks and mitigation
- Application of Green Finance in different sectors and products, with discussion of specific current illustrative project examples from a variety of Donors within a wide geographical sphere
- What are the Donors looking for in a potential project
- Discussion and potential role of the various Funds aimed at providing Green Finance.
- Harmonizing methodologies and approaches

LEGAL, REGULATORY AND INSTITUTIONAL ASPECTS

- International Treaties, Protocols, other Agreements and the relevant legal institutions
- Regional and domestic legal and regulatory frameworks and institutions
- Legal and regulatory environments to enable growth and sustainability, for instance to make low-carbon investments commercially viable
- Green economy impacts on contracts, contract drafting, implementation and managing legal risks
- Utilizing opportunities presented by Climate Change and Green Finance to develop sectors and capacity building, for instance to develop the Capital Markets
- Dispute and conflict resolution; and the developing concept of Climate Justice

ROLE OF PRIVATE SECTOR AND OTHER STAKEHOLDERS

- The private sector as a key part of the “Access to Green Finance” focus
- Understanding and making the Business Case for funding by private entities
- Discussion of specific initiatives by the Donors to mobilize the Private Sector for climate financing
- The role of Bar Associations, other professional and industry organizations and civil society
- Benefiting from the reality that the private sector are funders but also consumers – they are looking for ways to limit their own carbon footprint (and more) which presents opportunities for cooperation, also within the context of Public-Private Partnerships
- The very important roles for consultation and effective communication

COURSE ADVISOR

GULY SABAHI is Senior Advisor, Climate Finance, for the NDC Partnership Support Unit. Working across both the NDC Partnership’s Country Engagement and Knowledge and Learning teams, Guly focuses on providing strategic advice and thought leadership to the climate finance efforts of the NDC Partnership to facilitate private sector investment for the implementation of the NDCs.

Guly has 20 years of experience advising private sector and public sector clients on energy and infrastructure projects internationally, particularly in emerging markets. Prior to joining the NDC Partnership, Guly was a senior executive in an international engineering firm, working on infrastructure and energy projects for governments in the Middle East and Africa. Previously, Guly practiced for 15 years at Big Law (including as a law firm partner), where she advised clients on equity and debt financing transactions and projects (including PPPs, JVs, M&A, PE fund formation) in energy and infrastructure sectors in the Middle East, Africa, Asia and Latin America.

Guly has also led the capacity building programs for government officials at the International Law Institute (ILI) – to facilitate energy and infrastructure projects, particularly, in Africa. She has also served as Vice President and Director of the Association of International Energy Negotiators (AIEN), where she spearheaded the AIEN’s sustainability taskforce. Over the years, Guly has chaired, and presented at, a number of professional events – focusing on energy transition, PPPs and infrastructure finance, investments in emerging markets, and ESG.

ACHIEVING FOOD SECURITY THROUGH PUBLIC PRIVATE PARTNERSHIPS

November 16 – November 20 • \$2,245

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 to effectively apply PPPs 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 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 the seminar, the term PPPs refers not only to the financing of physical infrastructure projects necessary to achieve food security (such as development of transportation networks (roads, ports, etc.) and 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
- Underpinning 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 private and public sector players and CSOs/NGOs
 - Types of agreements and financing

PRACTICAL APPLICATION OF PPPS

(Corresponding with the “four pillars” – Availability, Access, Utilization and Stability):

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

- Producer organizational structure (individual, cooperative associations)
- Production types (e.g., contract farming)
- Financial Components:
 - Financiers (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., innovation and technology transfer, delivery of extension training, with emphasis on small holder farmers)

DISTRIBUTION AND INFRASTRUCTURE

(PILLAR 1 - “AVAILABILITY”)

- Physical infrastructure (roads, rail)
- Supply chain management
- Storage and processing facilities (e.g., warehouses, cold storage)
- Value added and marketing
- Reduction of post-harvest losses and food waste “from farm to fork”
- PPP Applications (e.g., value chain development, physical infrastructure upgrades)

EXCHANGE AND TRADE

(PILLAR 1 - "AVAILABILITY")

- International trade and special rules for agriculture (WTO Agreement and regional trade agreements)
- 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

(PILLARS 2 – "ACCESS" AND 3 – "UTILIZATION")

- Nutritional challenges – reducing malnutrition and obesity
- Maternal/child health and consumer education
- Nutritional guidelines – "our food plate"
- Alleviating malnutrition through biofortification
- PPP Applications (e.g., program delivery – improved livelihoods, school feeding; technology transfer in bio-fortification)

QUALITY AND SAFETY

(PILLARS 1 – "PRODUCTION" AND 3 – "UTILIZATION")

- Consumer protection and quality assurance
- Food safety standards and implementation
- PPP Applications (e.g., capacity-building in processing and handling)

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 (small holders 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 ADVISOR

JEANNETTE TRAMHEL is an international lawyer with a special focus on issues concerning sustainable agriculture and food security. She has been involved in private international law, commercial, business and trade law for over 20 years with experience in the private and public sectors and International organizations. She most recently served as Senior Legal Officer with the Department of International Law of the Secretariat for Legal Affairs at the Organization of American States (OAS) and has also served with the UNCITRAL Secretariat. 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.

CONTRACT DRAFTING AND ADMINISTRATION

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UNDERSTANDING, DRAFTING, AND NEGOTIATING CONTRACTS

April 13 – April 17 ▪ \$2,245

The Understanding, Drafting, and Negotiating Contracts 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, as well as 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.”

DR. GERHARD BOTHA is a Senior Advisor at the International Law Institute where he was formerly the Director of Programs. Before joining the ILI, 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. At the start of his career he served as a Law Officer in the Army; and subsequently as a Public Prosecutor, and then as a State Attorney in the Department of Justice in South 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 LL.M focusing on labour/employment law and alternate dispute resolution, from The George Washington University Law School in Washington, D.C. He also holds a Ph.D. in Conflict Analysis and Resolution from George Mason University.

LEGAL ENGLISH AND LEGAL WRITING

July 6 – July 17 ▪ \$4,200

The Legal English and Legal Writing seminar is a comprehensive and dynamic program for legal practitioners and law students to enhance their understanding of English legal terminology and improve their legal writing and reasoning skills. The seminar explores the US legal system—covering critical areas such as contract law, constitutional law, commercial law, and legal drafting—giving participants the practical tools to navigate both US legal practice and international legal contexts. In addition to offering improved language acquisition and legal writing, participants are introduced to the foundational principles of US legal reasoning, empowering them to apply legal concepts and terminology with confidence and precision. The seminar will provide the skills necessary to thrive in a multi-jurisdictional legal environment, whether you aim to work with US clients, firms, or organizations, or are preparing for an LL.M. program in the United States. Interactive and hands-on, the seminar includes a blend of lectures, individual writing and speaking exercises, and collaborative group projects, ensuring that participants gain a comprehensive understanding of both the theoretical and practical aspects of US law.

Additionally, by special request, the International Law Institute offers complimentary one-on-one tutoring sessions with US lawyers to provide personalized feedback on writing samples and deepen participants' understanding of course materials.

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

COURSE ADVISOR

JACOB M. COATE is an associate at Cleary Gottlieb Steen and Hamilton LLP, where he specializes in antitrust and other complex litigation. He has a passion for making legal writing concise, straightforward, entertaining, and effective. Jacob previously served as a judicial law clerk for Judge Gruender of the U.S. Court of Appeals and for Judge Gwin of the U.S. District Court. He was also a Constitutional Law Fellow at the Becket Fund for Religious Liberty and an associate at an international law firm. Jacob graduated magna cum laude from the University of Michigan Law School, where he was elected to the Order of the Coif. Before that, he graduated magna cum laude with a Bachelor of Arts from The Ohio State University.

CONTRACT DRAFTING IN ENGLISH

September 21 – September 25 • \$2,245

The Contract Drafting in English 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. 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 during the seminar.

COURSE OUTLINE

OVERVIEW OF THE US 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 ADVISORS

CARLOS DAVILA is an attorney with more than fifteen years of experience. Carlos has served as co-arbitrator in an ICC power dispute. He has represented clients in disputes involving government contracts, on matters including construction projects, logistics and other services. Carlos was in-house counsel for a microfinance company based in Washington, DC, with global operations. He is admitted for legal practice in Mexico and in New York State. He has Master of Laws degrees from both Georgetown University and the I.T.E.S.M. Graduate School of Public Policy in Mexico, as well as a Bachelor in Law degree from the University of Sonora, in Mexico.

JEFF ZIARNIK is the Director of Training Programs at the ILI. He is a lawyer, educator, and international development specialist. During his time at the ILI, he has organized and coordinated over 150 high-level legal and international development training seminars. He has a J.D. from the Western Michigan University Cooley School of Law and is a member of the Virginia State Bar. While in law school, he worked as a law clerk in Bucharest, Romania. Prior to law school, Jeff was a U.S. Peace Corps volunteer in The Gambia.

CONTRACT ADMINISTRATION

September 28 – October 9 ▪ \$4,200

The Contract Administration focuses on providing the knowledge and skills necessary to administer and manage a contract. The seminar also discusses and examines FIDIC Contracts, now increasingly being used by international construction agencies and Multilateral Development Banks, including the World Bank. In a time when contracts awarded by government and commercial entities are increasingly complex and involve sophisticated technology, a firm understanding of contract administration and management is vital to success. Through lectures, discussions and case studies, the seminar examines contracts during the award and performance phases from the purchasers' and contractors' perspectives.

The seminar is intended for project managers, contract managers, professionals from government ministries and agencies, consulting professionals, legal advisors, and all involved in the implementation and management of a contract.

COURSE OUTLINE

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

CONTRACT NEGOTIATIONS

- Negotiation objectives
- How to negotiate

CONTRACT ADMINISTRATION

- Roles, responsibilities and authorities
- Communications and teamwork
- Monitoring contracts
- Administering consulting contracts
- Filing records and audits
- Payment schedules
- Cost control
- Changes to the contract requirements

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 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.

INFRASTRUCTURE

PUBLIC PRIVATE PARTNERSHIPS AND INFRASTRUCTURE FINANCE PAGE 42

PUBLIC PRIVATE PARTNERSHIPS AND INFRASTRUCTURE
FINANCE (FOR LAWYERS) PAGE 43

PROJECT FINANCE TECHNIQUES: APPLICATIONS AND
RECENT DEVELOPMENTS PAGE 44

CONSTRUCTION LAW FOR ENGINEERS AND ARCHITECTS PAGE 45

PUBLIC PRIVATE PARTNERSHIPS FINANCIAL AND RISK ANALYSIS PAGE 46



PUBLIC PRIVATE PARTNERSHIPS AND INFRASTRUCTURE FINANCE

May 11 – May 22 ▪ \$4,200

The Public Private Partnerships and Infrastructure Finance seminar provides training in the design, negotiation and financing of private participation in infrastructure, as well as covering topics of interest to private sector lawyers, contractors, bankers, accountants, and government officials. Case studies and mock negotiations will help identify critical issues related to the use of project finance techniques to fund Public-Private Partnerships.

The seminar runs concurrently with the ILI Project Finance Techniques: Applications and Recent Developments seminar and may run relevant sessions jointly.

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 subnational 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

CAROL MATES is an attorney specializing in business transactions/international development finance/project 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).

PUBLIC PRIVATE PARTNERSHIPS AND INFRASTRUCTURE FINANCE (FOR LAWYERS)

May 11 – May 22 ▪ \$4,200

Lawyers play an important role in public-private partnerships and the conflict resolution of PPPs. The seminar is designed specifically for lawyers to teach what they need to know about PPP design, agreements, and common pitfalls in PPPs. The topics to be covered include negotiating, drafting and implementing Public-Private Partnership agreements, as well as renegotiating agreements and alternative dispute resolution options, including investor-state arbitration.

Selected sessions will be combined with the Public Private Partnerships and Infrastructure Finance seminar and will cover PPP design, finance, and structure. The seminar also takes thorough examination of legal issues associated with each stage of the PPP process.

The seminar also runs concurrently with the ILI Project Finance Techniques: Applications and Recent Developments seminar and may run relevant sessions jointly.

COURSE OUTLINE

LEGAL TOPICS RELATED TO PPPs

- Alternative Dispute Resolution mechanisms for PPPs
- International Investment Treaties
- Overview of Investor-State arbitration
- Drafting key provisions in concession agreements

PLANNING FOR PRIVATE PARTICIPATION

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

DESIGN OF CONCESSIONS AND OTHER PPP ARRANGEMENTS

- Legal and regulatory framework
- Design of individual agreements
- Special problems with agreements local authorities and other sub-national entities
- Key financial considerations including the concept of bankability

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

FINANCE: STRUCTURE AND BASIC TECHNIQUES

- The concept of project finance
- Risk analysis and mitigation
- Legal structures
- Basic techniques
- Basic project documents

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

CAROL MATES is an attorney specializing in business transactions/international development finance/project 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 FINANCE TECHNIQUES: APPLICATIONS AND RECENT DEVELOPMENTS

May 11 – May 15 ▪ \$2,245

The Project Finance Techniques: Applications and Recent Developments seminar introduces: (1) the basic concepts and techniques of project finance; and (2) the current application of these techniques to the funding of PPP and other projects in infrastructure and other key economic sectors. It will focus on areas critical to the success and sustainability of major projects and will combine lectures with case studies to illustrate key concepts and techniques. Topics considered will include those listed in the course outline below.

The seminar runs concurrently with the ILI Public Private Partnerships and Infrastructure Finance seminar and may run relevant sessions jointly.

COURSE OUTLINE

STRUCTURE AND BASIC TECHNIQUE

- 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

FINANCIAL DOCUMENTATION

- 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

CAROL MATES is an attorney specializing in business transactions/international development finance/project 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).

CONSTRUCTION LAW FOR ENGINEERS AND ARCHITECTS

June 15 – June 19 • \$2,245

The Construction Law for Engineers and Architects seminar offers a clear, concise introduction to construction law for professionals. The goal of the seminar is for participants to leave with a comprehensive review of the legal environment for construction law as it impacts practitioners, focusing on the legal concepts and issues applicable to the design and construction industries. Throughout the seminar, the concept of risk allocation, particularly on large, complex projects will be considered. The United States legal environment is used as the basis and point of departure for the seminar, but through discussion, interaction and examples, other relevant and applicable legal environments will be included. While the seminar addresses the role of the design professionals (architects and engineers), it also addresses the rights and responsibility of Owners and Contractors in their interactions during the design and construction of a project. Practitioners, including lawyers who will be drafting contracts for their clients, and government officials who will be drafting and/or implementing contracts, would benefit greatly from this seminar.

COURSE OUTLINE

- Overview of contract law, including basic legal principles; 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
- Introduction and discussion of other important role players, concepts and aspects, including:
 - Project participants; Project delivery systems; Construction contracts; The design process; Procurement; Pricing construction projects; Subcontractors and suppliers; Time for performance; Construction scheduling; Contract administration; The payment process; Changes to the work; Differing site conditions; Termination of the construction contract; Mechanic's liens; Construction insurance; Surety bonds; Liability for defective construction; Calculations of damages
 - Risk Allocation

COURSE ADVISOR

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 reviewing 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."

PUBLIC PRIVATE PARTNERSHIPS FINANCIAL AND RISK ANALYSIS

November 9 – November 13 • \$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 seminar 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.

The seminar 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 of 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 seminar. If this is not feasible, pro-form project data will be provided.

COURSE OUTLINE

FINANCIAL ASSESSMENTS OF PPP PROJECTS

- Toolkit's Graphical and Numerical models and multi-sector adaptations of the 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

POLICY AND PLANNING

- Planning, objectives and PPP policy framework
- Laws and Contracts – Legal, legislative and contract bases for PPP

IMPLEMENTATION AND MONITORING

- Stages in PPP development from project identification to contract management

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.

LEADERSHIP AND MANAGEMENT

LEADERSHIP AND MANAGEMENT IN INTERNATIONAL
DEVELOPMENT

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NEGOTIATIONS IN INTERNATIONAL DEVELOPMENT

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MANAGEMENT AND LEADERSHIP FOR WOMEN IN
INTERNATIONAL DEVELOPMENT

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LEADERSHIP AND MANAGEMENT FOCUS - MEDIATION SKILLS
FOR LEADERS AND MANAGERS

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LEADERSHIP AND MANAGEMENT IN INTERNATIONAL DEVELOPMENT

March 23 – March 27 ▪ \$2,245

August 10 – August 14 ▪ \$2,245

The ILI's Leadership and Management in International Development seminar will empower participants to become more effective leaders and managers in an international development context. International development work typically involves multi-stakeholder cooperation and delivery in challenging environments. The seminar was designed to target governments from developing countries as well as practitioners in the international development community. The seminar tailors leadership and management training as it pertains to the public service sector and public sector reform. The most crucial skills to be developed include leadership and decision-making, organizational management, human capital development, negotiations, navigating through political waters, and effective communications. The case studies in the seminar 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, and strategy

**NOTE* Both "Leadership and Management in International Development" (Page 48) as well as "Management and Leadership Skills for Women in International Development" (Page 50) may be combined with "Negotiations in International Development" (Page 49) to form a two-week "Combined: Management, Leadership, and Negotiations in International Development" course. Participants will receive two certificates indicating the completion of both seminars. Please see each course description for topical details, and apply on our website or contact us at info@ili.org for further details.*

COURSE COORDINATORS

DR. GERHARD BOTHA is a Senior Advisor at the International Law Institute where he was formerly the Director of Programs. Before joining the ILI, 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. At the start of his career, he served as a Law Officer in the Army, subsequently as a Public Prosecutor, and then as a State Attorney in the Department of Justice in South Africa. Dr. Botha has over 36 years of experience in legal and labor relations practice, and in international development. Gerhard holds a B.A. and an LL.B degree from the University of Stellenbosch in South Africa, an LL.M in labour law from the University of South Africa, and an LL.M focusing on labour/employment law and alternate dispute resolution from the George Washington University Law School in Washington, D.C. He also holds a Ph.D. in Conflict Analysis and Resolution from George Mason University.

JEFF ZIARNIK is the Director of Training Programs at the ILI. He is a lawyer, educator, and international development specialist. During his time at the ILI, he has organized and coordinated over 150 high-level legal and international development training seminars. He has a J.D. from the Western Michigan University Cooley School of Law and is a member of the Virginia State Bar. While in law school, he worked as a law clerk in Bucharest, Romania. Prior to law school, Jeff was a U.S. Peace Corps volunteer in The Gambia..

NEGOTIATIONS IN INTERNATIONAL DEVELOPMENT

March 30 – April 3 ▪ \$2,245

August 17 – August 21 ▪ \$2,245

The highly-interactive Negotiations in International Development 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 ADVISOR

DR. GERHARD BOTHA is a Senior Advisor at the International Law Institute where he was formerly the Director of Programs. Before joining the ILI, 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. At the start of his career he served as a Law Officer in the Army; and subsequently as a Public Prosecutor, and then as a State Attorney in the Department of Justice in South 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 LL.M focusing on labour/employment law and alternate dispute resolution, from The George Washington University Law School in Washington, D.C. He also holds a Ph.D. in Conflict Analysis and Resolution from George Mason University.

MANAGEMENT AND LEADERSHIP FOR WOMEN IN INTERNATIONAL DEVELOPMENT

August 10 – August 14 • \$2,245

This seminar empowers participants to become more effective leaders and managers in the context of international development. The seminar offers practical advice on how women can more effectively utilize their skill sets in the workplace whilst overcoming unique challenges.

International development work involves multi-stakeholder cooperation and delivery in challenging environments. This seminar is tailored for women in governments from developing countries and practitioners in the international development community, focusing on leadership and management training as it pertains to the public service sector and public sector reform. The practical skill sets sharpened during the seminar will include leadership, strategic decision-making, organizational management, human capital development, navigating political waters, and effective communication.

The seminar runs concurrently with the ILI Leadership and Management in International Development seminar and may run relevant sessions jointly.

COURSE OUTLINE

LEADING TEAMS AND ORGANIZATIONS

- 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
- Build resilient and high-performing teams
- Tactics for building effective, supportive, professional, and diverse networks
- Best practices to achieve balance and cultivate personal fulfillment
- Global and Local—understanding and implementing knowledge and ideas from international bodies, trends, and organizations

BY THE END OF THIS COURSE, PARTICIPANTS WILL BE EQUIPPED TO:

- **Lead with confidence:** Develop the skills and mindset to manage and lead effectively in challenging environments
- **Navigate complex systems:** Understand the intricacies of international development and build strong relationships with diverse stakeholders
- **Drive positive change:** Implement innovative solutions to address global challenges
- **Advance their careers:** Gain recognition and opportunities to reach their full potential

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COURSE ADVISOR

PASCALE HÉLÈNE DUBOIS has held senior leadership positions at the World Bank, including Vice President of Integrity. During her international development career, she shaped international policy and promoted global good governance through innovative strategies.

Before joining the World Bank, Ms. Dubois practiced corporate law in the US and Belgium.

Since retiring from the World Bank in 2019, Ms. Dubois remains a sought-after speaker, advisor, and board member. She has recently served as an international anti-corruption expert on two ICSID arbitrations. She also functioned, from 2009 to 2023, as an Adjunct Professor at the Georgetown University Law School and continues to guest lecture at prestigious academic institutions.

A recognized leader in the field, Ms. Dubois received the 2016 Lifetime Achievement Award for Services to the Compliance Industry and was named one of Ethisphere Magazine’s “100 Most Influential People in Business Ethics for 2007.”

She holds law degrees from the University of Ghent, Belgium and New York University.

LEADERSHIP AND MANAGEMENT FOCUS - MEDIATION SKILLS FOR LEADERS AND MANAGERS

June 26 – July 3 • \$2,245

Mediation is one of the most effective and cost-efficient forms of dispute resolution. The format of mediation can range from informal to formal and structured, and the issues can range anywhere from simple to deeply complex. This highly-interactive seminar provides training to manage and conduct a mediation either as a mediator, 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 as well as by conducting a simulated-mediation, participants will acquire the skills and knowledge essential to handling the mediation process, also managing a multiparty mediation, reaching agreement, and utilizing strategies and tactics to further their own positions and interests. Leaders, managers practitioners, and all who are involved in mediation or who may become involved, either within a domestic or an international framework, will benefit from this seminar.

COURSE OUTLINE

MEDIATION PRINCIPLES AND PROCESS:

- When to Mediate, Institutional Arrangements;
- Advantages of Using Mediation;
- Choosing an Appropriate Mediator;
- Stages of the Mediation Process;
- Mediation Approaches; Confidentiality; Neutrality;
- Types of Mediation.

MEDIATION SKILLS AND TECHNIQUES:

- Setting the Tone;
- Identifying the Parties' Underlying Positions and Interests;
- Breaking Deadlock; Managing Difficult Parties; Dealing with Tricky Tactics; Asking the right questions; Understanding Communication (including Body Language);
- Facilitating Cyber Mediation.

THE ROLE OF THE ADVOCATE AND/OR PARTIES:

- Determining the Overall Goal, Strategy and Theme for the Case;
- Effective Opening Statement in Mediation;
- Applying Negotiation/Mediation Tactics (knowing what to do and when);
- Deriving the Most Advantage From Caucuses;
- Persuasion Through Effective Communication;
- Drafting Structured Settlements;
- Mediation in the context of Investor-State Dispute Settlement.
- The Singapore Convention

THE ROLE OF THE MEDIATOR:

- Facilitating the Process and Parties' Joint Decision Making;
- Structuring the Parties' Negotiations;
- Managing Caucuses;
- Facilitating the Direction of the Discussion with the Aim of Finding a Mutually Acceptable Solution;
- Managing Relationships.

COURSE ADVISOR

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LEGISLATIVE

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LEGISLATIVE STRATEGIC MANAGEMENT

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ADVANCED LEGISLATIVE DRAFTING

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WORKSHOP ON LEGISLATIVE DRAFTING

October 12 – October 23 ▪ \$4,200

The Workshop on Legislative Drafting seminar teaches participants how to turn a policy idea into clear, concise, and legally effective legislation. The basics of legislative drafting, such as legislative style and the components of a bill, will first be covered before beginning to draft bills. As the seminar progresses, more complex forms of drafting, such as amending bills and statutes, will be covered. Participants will also have the chance to “road test” their work in a mock committee markup.

Past seminar participants have included professional legislative drafters from drafting offices around the world; policy experts that, though employed in agencies not directly involved in drafting, want to be able to better work with their legislative drafting counterparts; private consultants wishing to add legislative drafting to the range of skills they can offer clients; and groups working on a specific project for which drafting knowledge would be beneficial.

While most of the instructors are practitioners in the U.S. legal system and the course is focused on English-language drafting, the skill sets developed can be used in many countries and contexts.

No previous drafting experience is necessary, and all levels of experience are welcome.

COURSE OUTLINE

This seminar will include the following core sessions:

GOOD WRITING IN A LEGISLATIVE CONTEXT

- Recognizing good and bad legislative drafting
- Drafting clear legislative sentences
- Plain language, gender neutral, active voice, use of singular, etc.
- In-class exercises to build your skill sets

LEGISLATIVE STYLE

- Legislative drafting manuals and style manuals
- Variations in legislative style
- U.S. revenue style

POLICY FORMULATION

- The role of the legislative drafter in policy formulation
- Application, administration, enforcement, and timing

COMPONENTS OF A BILL

- Organization of provisions within a bill
- Titles and headings
- Enacting and resolving clauses
- Purposes, findings, and senses of Congress
- General rules and exceptions
- Effective dates and sunset provisions
- Authorization of appropriations
- Savings clauses and severability clauses
- In-class practice drafting various provisions

DRAFTING A SIMPLE BILL

- In-class practice turning a proposal for legislation into legislative language

DRAFTING AMENDMENTS TO BILLS

- The legislative process for amending bills
- The form and language of amendments to bills
- An in-class mock committee mark-up

DRAFTING AMENDMENTS TO STATUTES

- The form and language of amendments to statutes
- Drafting inside and outside of the quotes
- The Roman Rule

TECHNOLOGY IN LEGISLATIVE DRAFTING

- Computer software options for legislative drafting
- Tips and tricks to make formatting easier

The seminar will also contain a number of rotating sessions, which dive deeper into specific areas of legislative drafting. Several of the sessions below will be offered each seminar, depending on interest and instructor availability:

- Establishing and abolishing a government agency
- Drafting spending programs
- Drafting grant programs
- Drafting government commissions
- Appropriations drafting
- Drafting regulatory bills
- Drafting tax bills
- Implementation of trade agreements through domestic legislation
- Drafting other forms of legislation (resolutions, etc.)
- Drafting regulations (secondary legislation)
- Drafting model laws
- Statutory interpretation
- Management of legislative drafting offices
- Support offices (i.e. budget, research, law revision)
- Comparative legislative processes

COURSE ADVISORS

WARREN BURKE is a senior counsel in the Office of the Legislative Counsel of the United States House of Representatives, where he drafts legislation on a nonpartisan basis. He taught legislative drafting and procedure at the Graduate School, USDA, from 2008 to 2016, taught a 2-week workshop for the legislative drafting services of the Liberian House and Senate in 2013, and served as a Fulbright specialist teaching public health law in India in 2023. He was among the founders of the International Conference on Legislation and Law Reform which he chaired from 2013 through 2018. He has served the Federal Bar Association as General Counsel, National Parliamentarian, and Chair of the Constitution, Bylaws, Rules, and Resolutions Committee. He received his JD from Tulane Law School and his BA from The University of Texas at Austin.

KIMBERLY K. FAITH is formerly assistant counsel for the Office of the Legislative Counsel of the United States House of Representatives, where she drafted over 500 pieces of legislation for elected Members of Congress. She is active in the international legislative drafting community; she is an organizer of the International Conference on Legislation and Law Reform, for which she is the 2022 conference chair, she served as guest editor of the International Journal of Legislative Drafting and Law Reform in 2018 and 2019, and she is an active member of the Commonwealth Association of Legislative Counsel. She regularly teaches courses on the American government and the Constitution and has taught a three-week intensive course on federal legislation and legislative drafting at her alma mater, Tulane University Law School. She received a Juris Doctorate degree from Tulane University Law School and a Bachelor of Arts degree in Political Science and International Development from the University of California, Los Angeles.

LEGISLATIVE STRATEGIC MANAGEMENT

August 31 – September 11 • \$4,200

The Legislative Strategic Management seminar focuses on the skills necessary to sustain a modern legislature. Senators, Members and legislative staff at the National, State, and Regional levels of Parliaments and Assemblies 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 and how they perform their functions. The focus of this seminar will be organizational structures and practical techniques for managing legislative institutions. Considering the ILI's location in Washington, DC, references and site visits will be made to the U.S. Congress and a State Assembly.

COURSE OUTLINE

LEGISLATIVE ORGANIZATION

- Comparative analysis of legislative and parliamentary models
- Legislative structures at the State and Federal level (including unicameral and bi-cameral structures)
- Overview of the U.S. Congress and legislative process

LEGISLATIVE PROCESS AND OPERATIONS

- Working with Leadership
- Appropriations process
- Budgeting, staffing, and training
- Legislative drafting
- Committee structure and functions
- Roles and responsibilities of legislative leadership

LEGISLATIVE OVERSIGHT

- Scope of legislative oversight powers
- Legislative oversight of the Executive branch of government
- Developing effective relationships with the Executive branch

LEGISLATIVE SUPPORT

- Effective allocation of staff to support member offices, committees, leadership and administrative services
- Determining what legislative support offices are appropriate for a specific country or state; e.g. research, legislative drafting, committees, administration and members' offices
- Legislative Support Services: Congressional Research Service, Congressional Budget Office, Government Accountability Office

SITE VISITS

- United States Congress
- Library of Congress
- DC Area State Legislature

COURSE ADVISOR

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

June 8 – June 19 • \$4,200

The Advanced Legislative Drafting seminar offers an intensive, hands-on experience in drafting legislation. The seminar begins with a refresher in the basics of legislative drafting and quickly progresses to more advanced concepts. Over the course of the seminar, participants will organize and draft a long, complex bill involving the reorganization of government bodies. Some prior experience in legislative drafting or legislation is recommended.

COURSE OUTLINE

DRAFTING A SIMPLE BILL

- Learning to convert a legislative proposal into a bill for introduction in a legislative chamber
- Drafting Amendments to a Bill and to Law
- “Floor” (whole House) amendments
- Amendments to existing law

INSTRUCTION ON SPECIALIZED LEGISLATIVE PROCESSES

- Budget and appropriations rules and problems
- Administrative Law

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 ADVISORS

WARREN BURKE is a senior counsel in the Office of the Legislative Counsel of the United States House of Representatives, where he drafts legislation on a nonpartisan basis. He taught legislative drafting and procedure at the Graduate School, USDA, from 2008 to 2016, taught a 2-week workshop for the legislative drafting services of the Liberian House and Senate in 2013, and served as a Fulbright specialist teaching public health law in India in 2023. He was among the founders of the International Conference on Legislation and Law Reform which he chaired from 2013 through 2018. He has served the Federal Bar Association as General Counsel, National Parliamentarian, and Chair of the Constitution, Bylaws, Rules, and Resolutions Committee. He received his JD from Tulane Law School and his BA from The University of Texas at Austin.

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PROCUREMENT

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COMBINED: PROCUREMENT INTEGRITY AND AUDIT	PAGE 60



INTERNATIONAL PUBLIC PROCUREMENT

March 2 – March 13 ▪ \$4,200

August 31 – September 11 ▪ \$4,200

The International Public Procurement (IPP) seminar covers policies and procedures that apply to the procurement of works, goods and services by public entities. The seminar provides participants with an understanding of the critical role of public procurement in governance, as well as discussing new avenues to achieve value-for-money principles and improve transparency, efficiency and accountability. The seminar also introduces the most recent initiatives to address institutional, legal, financial and operational issues involved in PP, and incorporate the recent development in the procurement policies of Multi-lateral Development Banks such as the World Bank, the African Development Bank and other similar institutions.

The seminar provides participants with insight in all key phases of the procurement cycle (from planning and packaging to the challenges of bidding, bid evaluation and complaints handling, and contract management). Various specific aspects of public procurement such as ESRP and emergency procurement will also be covered.

COURSE OUTLINE

ROLE OF PUBLIC PROCUREMENT (PP) IN GOVERNANCE AND PUBLIC SECTOR/FINANCIAL MANAGEMENT (PSM/PFM)

- Public Procurement institutional and legal frameworks: new avenues and key aspects
- Approaches to enhance transparency, efficiency, integrity and accountability
- Leadership, Management and Decision-making
- Policies and procedures of international financial institutions such as the World Bank, AfDB, ADB, IDB

PROJECT CYCLE

- Procurement Planning and Packaging within the broader budgeting and monitoring mechanism and the Project Procurement Strategy approach of international financial institutions (IFIs)
- Selection of appropriate methods and procedures for various procurement processes depending on risks (evaluation and management of risks techniques will be presented), markets analysis (a public procurement-focused approach will be discussed), and the complexity of the procurement process at stake
- Standard bidding/solicitation documents, and main types of contracts (general and specific conditions, terms, and guarantees)
- Bidding: lessons of experience and errors to avoid; handling of bidders and third parties' queries and complaints
- Bid evaluation procedures and evaluation criteria for different categories of procurement (works, goods, and non-consulting services and consulting services), including the constitution of evaluation committees and their operational procedures

- Contract Negotiations: how to (re)consider such as partnering and negotiation techniques (dispute avoidance and resolution)

SPECIFIC ASPECTS OF PUBLIC PROCUREMENT

- Emergency Procurement
- Green Procurement or Environmentally Sustainable Responsible Procurement (ESRP) and special provisions in standard contracts (Social, Environmental, Preferences)
- Performance-Based Procurement and Contracting and other outcomes/results-focused procurement
- Procurement under Public Private Partnership (PPP)
- Versatile and Adaptive Procurement such as partnerships and innovative options such as parallel negotiations and competitive dialogue

PUBLIC PROCUREMENT MONITORING AND CONTRACT MANAGEMENT

- Reporting, Oversight and Monitoring (compliance and accountability), including risks management and overall public procurement audits
- Quality control reviews, focusing on bid evaluation and contract negotiations in addition to traditional contract execution
- Contract administration, focusing on practical issues in international contracts and mechanics of payment and delivery-INCOTERMS
- Dispute Resolution / Arbitration

COURSE ADVISOR

BERNARD BECQ is an independent consultant with more than 35 years of experience. He is a senior adviser, course advisor and lecturer at the ILI. Dr. Becq was the World Bank's Chief Procurement Officer from 2006 to 2013. 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 ENTPE 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).

PROCUREMENT INTEGRITY: PREVENTION, INVESTIGATION, AND PROSECUTION OF FRAUD

September 14 – September 18 • \$2,245

The Procurement Integrity seminar 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 incorporates the strategies and approaches from both the United States and globally to create an organizational culture committed to high ethical standards and integrity. Participants will learn best practices in ensuring organizational procurement is performed fairly, impartially, honestly, legally, and free of 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 and Compliance Programs
- Whistle-Blower Protections

PROCUREMENT FRAUD

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

THE FRAUDSTER

- Mind-set and 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 ADVISORS

ALLAN ROTMAN is an experienced procurement and supply chain professional in the infrastructure, energy, water, urban and environment fields with more than 30 years of experience. He has worked at the World Bank (IBRD) (20 years) where he held various senior positions, the Africa Development Bank (2 years), Millennium Challenge Corporation (3 years), directly for government ministries in Kenya (2 years) and in the private sector (15 years) with a prominent international engineering consulting firm headquartered in Canada. Allan is now employed full-time at the USAID funded Global Health Supply Chain – Procurement and Supply Management (GHSC-PSM) Project as the Leadership, Governance and Procurement Advisor to assist countries with strengthening their own national systems. The GHSC-PSM assists about 30 countries globally, and is funded for \$5 billion over 5 years.

BERNARD BECQ is an independent consultant with more than 35 years of experience. He is a senior adviser, course advisor and lecturer at the ILI. Dr. Becq was the World Bank's Chief Procurement Officer from 2006 to 2013. 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 ENTPE 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).

PROCUREMENT AUDIT

September 21 – September 25 • \$2,245

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

COURSE OUTLINE

CONTEXT

- Introduction to procurement audit
- Analysis of the audited entity's context
- Understanding the mandate and mission of the entity to be audited, its internal controls system, procurement planning, approval and execution process
- Responsibility matrix for the procurement function, delegation of authority and internal control functions

RISKS, AUDIT OBJECTIVES, SCOPE, AND PLANNING

- Assessment of risks including potential fraud and corruption at each step of the procurement process
- Development of the procurement audit objectives and scope
- Development of the procurement audit plan and selection of sample of procurement contracts to be audited

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 AND CORRUPTION

- United Nations Convention against Corruption (UNCAC)
- OECD Convention on Combatting Bribery of Foreign Public Officials

COURSE ADVISORS

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COMBINED: PROCUREMENT INTEGRITY AND AUDIT

September 14 – September 25 • \$4,200

The Combined: Procurement Integrity and Audit seminar offers the exciting opportunity for personal and professional development, consisting of a combination of two courses: Procurement Integrity: Prevention, Investigation and Prosecution of Fraud; and Procurement Audit. 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 individual seminar links above or the seminar description in the ILI Brochure.

In addition, the participants who enroll in this two-week combination seminar will have more opportunities to network and can take part in the optional weekend sightseeing tour of Washington.

COURSE OUTLINE

PROCUREMENT INTEGRITY: PREVENTION, INVESTIGATION AND PROSECUTION OF FRAUD [SEE PAGE 58]

PROCUREMENT AUDIT [SEE PAGE 59]

COURSE ADVISORS

ALLAN ROTMAN is an experienced procurement and supply chain professional in the infrastructure, energy, water, urban and environment fields with more than 30 years of experience. He has worked at the World Bank (IBRD) (20 years) where he held various senior positions, the Africa Development Bank (2 years), Millennium Challenge Corporation (3 years), directly for government ministries in Kenya (2 years) and in the private sector (15 years) with a prominent international engineering consulting firm headquartered in Canada. Allan is now employed full-time at the USAID funded Global Health Supply Chain – Procurement and Supply Management (GHSC-PSM) Project as the Leadership, Governance and Procurement Advisor to assist countries with strengthening their own national systems. The GHSC-PSM assists about 30 countries globally, and is funded for \$5 billion over 5 years.

BERNARD BECQ is an independent consultant with more than 35 years of experience. He is a senior adviser, course advisor and lecturer at the ILI. Dr. Becq was the World Bank's Chief Procurement Officer from 2006 to 2013. 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 ENTPE 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).

PROJECT CYCLE

PROJECT PREPARATION, ANALYSIS, FEASIBILITY, AND FINANCING PAGE 62

PROJECT MANAGEMENT PAGE 63

PROJECT MONITORING, EVALUATION, AND LEARNING PAGE 64



PROJECT PREPARATION, ANALYSIS, FEASIBILITY, AND FINANCING

April 20 – May 1 ▪ \$4,200

The key to profitable and sustainable development is the selection of viable projects, and effective project preparation and financing has become even more critical in recent years. To that end, this seminar focuses on providing the knowledge and skills required to develop an idea into a bankable project ready for financing and implementation. Through lectures, case studies, and individual and group exercises, participants will have the opportunity to experience what makes projects successful.

Participants are encouraged to bring an example of a project that they can relate to the seminar for discussion.

COURSE OUTLINE

PROJECT IDENTIFICATION AND PREPARATION

- Meaning and 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

COURSE ADVISOR

DR. HANS-MARTIN BOEHMER is an Adjunct Professor at both Columbia's School of International and Public Affairs and the Georgetown University McCourt School of Public Policy, as well as a Senior Fellow at the Duke Center for International Development. Hans has worked in international finance and development for over twenty years, holding positions in private sector, government, and international organizations. At the World Bank Group, he held positions in operations, finance, and corporate strategy. He was Senior Manager in the World Bank Group's Independent Evaluation Group where he led initiatives to strengthen capacity development in evaluation and results monitoring. From 2006 – 2008, he was seconded to the UK Department for International Development to lead the policy work in the areas of education, health, and neglected diseases. Dr. Boehmer holds a Ph.D. with Distinction in Economics from Georgetown University and an undergraduate degree in Economics from the University of Bonn.

PROJECT MANAGEMENT

July 13 – 24 ▪ \$4,200

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 those 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 handling claims;
 - Preventing and resolving disputes

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 (IMPPM), 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 master's degree in Finance from University of Maryland, USA.

PROJECT MONITORING, EVALUATION, AND LEARNING

September 28 – October 9 ▪ \$4,200

The Project Monitoring, Evaluation, and Learning seminar familiarizes participants with project monitoring and evaluation (M&E) systems and tools that focus on results in international development. Participants will leave the seminar with both a conceptual framework of M&E and a development of relevant practical skills.

COURSE OUTLINE

RESULTS-BASED MANAGEMENT (RBM) IN INTERNATIONAL DEVELOPMENT

- Understanding and distinguishing between monitoring, evaluation, and audits in the context of RBM
- Problem identification
- Development of causal hypotheses and results frameworks (inputs, outputs, outcomes and impacts)
- Measuring progress
- Feeding monitoring and evaluation findings into decision-making
- Role of partners and stakeholders
- Resourcing for monitoring and evaluation

PLANNING FOR AND EXECUTING THE MONITORING AND EVALUATION PROCESSES

- Key principles for overall work planning
- Purpose and timing of monitoring and evaluation
- Involving key partners and stakeholders
- 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, including
 - Surveys
 - Interviews and focus groups
 - Rapid appraisal methods
 - Participatory methods
 - Direct Observation
- Analytic techniques including
 - Economic analysis, including cost-benefit and cost-effectiveness analysis
- Performance and process evaluation design
- Impact evaluation design and purpose
- 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
- Data visualization
- Institutionalization of learning

COURSE ADVISOR

DANIELLE DE GARCÍA is the Chief Program Officer and Vice President at Social Impact (SI). She oversees a portfolio of staff and projects, providing leadership, quality assurance, and technical direction to a variety of contracts related to monitoring, performance management, evaluation, and strategic planning. She has extensive experience with both management and implementation; and has worked in more than 25 countries implementing a variety of monitoring, evaluation, and learning approaches. Dani's recent work includes leading and participating in a number of evaluations, learning events, and strategic planning engagements for World Bank, USAID, MasterCard Foundation, MCC, US Department of State, and MacArthur Foundation initiatives around the world. Throughout her career, Dani has provided performance management and organizational development assistance to the World Bank, CATHALAC, the United States Institute of Peace, and international NGOs; and has trained hundreds of NGO and USG staff on M&E designs and approaches. Through her work, she has helped a number of organizations institutionalize sound monitoring, evaluation, and learning practices. She has also facilitated M&E and strategic planning sessions for many USAID Missions around the world. Skilled in social network analysis and participatory approaches, Dani focuses on enhancing the results-based management capacity of people and organizations through evidence-based decision making and relevant innovations. Ms. de García holds an MPA in International Management and certification in Development Project Management. She is a Certified Performance Technologist (CPT) for human and institutional capacity development and is fluent in Spanish.

TRADE AND INVESTMENT

INTERNATIONAL BORROWING, AND DEBT MANAGEMENT
NEGOTIATION, AND RENEGOTIATION PAGE 66

INNOVATIONS IN INVESTOR-STATE ARBITRATION PAGE 67

ADVANCED INTERNATIONAL TRADE: PRACTICAL APPLICATION OF
SANCTIONS, EXPORT CONTROLS, REGULATORY COMPLIANCE: PAGE 68
INVESTMENT CONTROLS, APPLICABLE DEFENSES, AND
TRADE NEGOTIATIONS [MULTIJURISDICTIONAL REVIEW]

CAPITAL MARKETS: DEVELOPMENT, REGULATION PAGE 69
AND CURRENT TRENDS



INTERNATIONAL BORROWING AND DEBT MANAGEMENT, NEGOTIATION, AND RENEGOTIATION

April 6 – April 10 ▪ \$2,245

This seminar 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 continues to have on all aspects of borrowing, debt management, economic growth and the negotiation and renegotiation of current and future obligations. Special emphasis will also be placed on the increasingly important role of green finance and incorporating it into borrowing strategies. The goal of the seminar is to assist policy makers and practitioners from emerging economies to both deal with immediate crises and 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. Developing strategies and approaches for conducting successful negotiations and renegotiations in respect to international borrowing and debt transactions and obligations will be integrated into the discussion.

COURSE OUTLINE

FINANCIAL DEVELOPMENT AND ECONOMIC GROWTH

- Developing effective borrowing and debt management strategies within the current 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
- Incorporating Green Finance into borrowing strategies
- Debt management capacity
- Developing local capital markets
- Accountability and transparency
- Government guarantees and contingent debt
- Chinese Sovereign and SOE lending

CAPITAL FLOWS AND DEVELOPMENT

- Bond market development, including Green Bonds
- Ratings and rating agencies
- Country credit spreads
- Exchange rate risk and management
- Including Project Finance in Public-Private Partnerships as a borrowing strategy

INNOVATIVE FINANCING MECHANISMS FOR ECONOMIC DEVELOPMENT

- Private equity
- Future-flow securitization
- Impact-investment funds
- Diaspora remittances

NEGOTIATIONS AND RENEGOTIATIONS

- Negotiation strategies and approaches integrated into the above discussion.

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.

INNOVATIONS IN INVESTOR-STATE ARBITRATION

October 5 – October 9 ▪ \$1,350

The Innovations in Investor-State Arbitration seminar explores recent investment treaty innovations, ongoing reforms in ISDS, and looks to the future of ISDS. Experience the Washington, D.C., advantage at the home of international investment arbitration, ICSID, and a faculty of highly experienced practitioners in the field.

The seminar features an expert examination of new treaties and agreements, such as the African Continental Free Trade Agreement (AfCFTA) draft Protocol on Investment, the investment provisions of the Regional Comprehensive Economic Partnership (RCEP) and the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP). ICSID and UNCITRAL Reforms, as well as developments at the UNCITRAL Working Group III, are also examined.

Sessions will be engaging discussions and include site visits to the U.S. Trade Representative and ICSID. The seminar will run concurrently with the [Washington Arbitration Week](#) and time will be set aside for seminar participants to attend sessions and events of the Washington Arbitration Week.

COURSE OUTLINE

Introduction and Review of Fundamentals of Investor-State Dispute Settlement

TREATY INNOVATIONS

- AfCFTA Protocol on Investment – The Future of ISDS in Africa
- RCEP and CPTPP – ISDS in the Asia-Pacific Region
- Visit to U.S. Trade Representative to discuss US Model BITS and Treaty

ISDS REFORMS

- UNCITRAL Arbitrator Code of Conduct and Mediation Guidelines
- 2022 ICSID Arbitration Rules
- Other matters on the agenda of UNCITRAL Working Group III

THE FUTURE OF ISDS

- ESG and the Protection of Rights in ISDS
- Climate Change, Renewables, Investment, and ISDS
- What are the lessons from COVID for ISDS

COURSE ADVISORS

IAN A. LAIRD is co-chair of Crowell & Moring LLP's International Dispute Resolution Group and an adjunct professor at Georgetown University Law Center. He acts as an arbitrator and represents a range of clients in international arbitration proceedings involving disputes between corporations and foreign sovereign governments. He is the co-Founder 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.

DR. 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 Commercial Arbitration Lawyers as a leading practitioner. He is also an adjunct professor at Georgetown Law School, Co-Editor in Chief of Brill Research Perspectives on International Investment Law and Arbitration, and an Editor of Oxford's InvestmentClaims.com. 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.

ADVANCED INTERNATIONAL TRADE: PRACTICAL APPLICATION OF SANCTIONS, EXPORT CONTROLS, REGULATORY COMPLIANCE: INVESTMENT CONTROLS, APPLICABLE DEFENSES, AND TRADE NEGOTIATIONS [MULTIJURISDICTIONAL REVIEW]

March 9 – March 13 ▪ \$2,245

The Advanced International Trade seminar is designed for policy makers and legal practitioners to gain a comprehensive understanding of the latest updates on international trade, investments, sanctions, export controls, technology restrictions, and other regulatory compliance mandates from the US, EU, China, Mexico, India, and ASEAN representatives. The program will be conducted by global experts. Discussions will include both policy, case studies, and practicum. This seminar will provide a multijurisdictional analysis of international policies and best practices so officials and legal practitioners can be informed of and respond to complex compliance issues more effectively in aid of their clients, local economies, governments, and law firms.

COURSE OUTLINE

- Evolving International Trade Policies: Global Impact, Responses, and Recourse
- Economic Statecraft, Negotiation Approaches, Geopolitical and Economic Realignment Strategies
- Sanctions
- Export Controls
- National Security Considerations
- Governing Institutions
- Restrictions Lists, Enforcement, Licensing, and Exemptions
- Special Issues: Labor, Technology/Chips/Data/Privacy, and Military Investment Restrictions
- Defenses, Petitions, Responses, Reinstatements to Sanctions and Export Control Notices and Listings with Case Studies and Applicable Strategies
- New Strategies for Lawyers in Client Advisement and Protection
- Resources: How To Keep Current with Ever-Evolving Global Trade and Compliance Policies

COURSE ADVISOR

PERRY BECHKY is a Partner at the law firm of Berliner Corcoran & Rowe LLP. Mr. Bechky has over 25 years of experience as an international lawyer. He specializes in sanctions include OFAC regulations, CFIUS, FINSA, FIRRMA, EAR and ITAR, Helms-Burton Act, the Iran Sanctions Act, the Sudan Accountability and Divestment Act, and UN Security Council resolutions and foreign “blocking statutes”, as well as cross-border litigation, arbitration, internal investigations, international negotiations, management of legal and political risks, national security reviews of corporate deals, expropriation claims under political-risk-insurance policies, regulatory proceedings, and dispute settlement under international trade agreements, economic sanctions projects, including civil penalty proceedings, compliance, counseling, expert testimony, internal investigations, interpretative rulings, licensing, and securities disclosure. His clients have included national governments, international organizations, individuals and small businesses, and leading businesses in agriculture, banking and finance, energy, manufacturing, services, and technology. Previous to his work at Berliner, Mr. Bechky worked at the US Department of the Treasury, Office of Foreign Assets Control (OFAC); Customs Service; and US Attorney’s Office for the Eastern District of Virginia. Mr. Bechky drafted the US-Hong Kong Policy Act (22 USC. § 5701), which establishes the legal basis for US relations with Hong Kong in light of its special status as a “special administrative region” of China. He writes and lectures about economic sanctions, human rights, and most matters of international law.

CAPITAL MARKETS: DEVELOPMENT, REGULATION, AND CURRENT TRENDS

October 5 – October 9 ▪ \$2245

The Capital Markets: Development, Regulation and Current Trends seminar highlights the major issues and procedures relating to the development and regulation of capital and securities markets in developing economies, with a special focus on recent developments and trends. Participants will discuss both the major building blocks of an effective capital market and the policy environment needed to help its development in the light of the present ever-changing environment. The seminar 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

DEVELOPMENT OF CAPITAL MARKETS

- Policy issues affecting development of capital markets
- Managing risks and responding to crises in Capital Markets
- Capital markets and private equity, venture capital and infrastructure funds
- Instruments, including the introduction of green finance instruments

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)
- Participants are encouraged to reference and discuss current developments and trends in their home countries in respect to all the focus areas above

COURSE ADVISOR

PAUL FREEDMAN is the Executive Vice President, General Counsel and Corporate Secretary at the AES Corporation, a global energy company. Over his 17 years at AES he has advanced numerous transformative initiatives to position AES as a global leader in the acceleration of a cleaner energy future. Paul leads the global legal team, serves as a principal advisor to the Board and oversees our ethics and compliance functions. He previously served as Chief of Staff to the CEO and in several positions in AES' legal group, working on M&A, joint ventures, project development and regulatory matters. Prior to AES, Paul spent five years as the chief legal advisor of the US Agency for International Development worldwide credit guaranty program, driving the portfolio from \$100M to \$1B to foster sustainable development and stimulate the economy in developing countries. He began his career working as a project finance lawyer at the law firms of White & Case and Freshfields. Paul earned his bachelor's degree at Columbia University and Juris Doctor at the Georgetown University Law Center.

SPECIALIZED PROGRAMS

CYBERCRIME, DATA PROTECTION, AND TRANSNATIONAL
COOPERATION

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FIDIC CONTRACTS

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CRITICAL MINERALS: ECONOMIC, EXTRACTION, ENVIRONMENTAL,
AND GEOPOLITICAL CONSIDERATIONS

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CYBERCRIME, DATA PROTECTION, AND TRANSNATIONAL COOPERATION

August 3 – August 7 ▪ \$2,245

Cybersecurity is often thought to involve protecting one's identity and sensitive information when online, but this is not nearly the full extent of the risk. Critical information and infrastructure can be vulnerable to attack by malicious actors, resulting in the loss or compromise of critical data, publication of sensitive materials, damage or destruction of systems, or other severe consequences.

The Cybercrime, Data Protection, and Transnational Cooperation seminar provides a thorough overview of cybercrime in its many forms, including in the context of prevention and transnational cooperation, as well as the prosecution of cybercrime. Prosecution can pose a variety of challenges, as it often involves bringing together multiple people across multiple departments and jurisdictions. Drawing from U.S. policy, legislative, institutional and prosecutorial experience, this seminar will integrate the selected topics through lectures, case studies and class discussion. Participants will also engage in in-depth study of cybercrime prevention, investigation, and prosecution while developing their skills.

The covered material will be of interest to policy makers, regulators, business leaders, government officials, prosecutors, criminal justice personnel, judges, attorneys, and academics, specifically in developing economies where cybercrime is emerging or may pose a particular threat.

COURSE OUTLINE

CYBERCRIME

- Defining and describing cybercrime, and understanding the systems involved
- Hacking: Privacy, integrity, accessibility, and application
- Bots, malware, spam, identity theft, phishing and other vulnerabilities and exploits
- The Client/Server model: Peer-to-Peer (Gigatribe, BitTorrent, etc.); Darknets
- Cloud Computing
- Combating Cross-Border Cybercrime
- Combating Cybercrime Locally, Regionally and Globally
- Recent Developments

MANAGING RISK, CYBER AUDITS, PREVENTING ATTACKS, AND MITIGATING DAMAGE

- Data Protection
- What systems can be affected and how are they vulnerable?
- Internet of Things (IOT), Interconnected Systems (i.e. electrical grids, traffic control systems) and Devices (i.e. IP cameras and even smart locks)
- Particular challenges for emerging economies

PROSECUTING CYBERCRIME

- Foundational elements
- Challenges associated with prosecution
- Investigating and preparing for trial
- Relationship to other crimes, including Human Trafficking and Financial Crimes
- Cross border challenges
- Developing a robust framework upon which countries and courts can cooperate to prosecute offenders
- Coordinating and educating all parties, including the police, other investigators, prosecutors, judges and the public

INTERNATIONAL COOPERATION AND CYBERWARFARE

- The role of state actors and case study
- EU General Data Protection Regulation (GDPR)
- The Convention on Cybercrime
- Mutual assistance and evidence sharing

COURSE ADVISOR

JANE RUDY is a Cybersecurity Policy Writer at MIT Lincoln Laboratory. In both defense and research environments, Jane's work focuses on implementing secure systems under the Risk Management Framework. She has supported both tactical and strategic roles implementing technical and policy-based security controls. Jane holds a BA in Political Science and International Affairs as well as an MA in Cybersecurity, both from Northeastern University.

FIDIC CONTRACTS

February 2 – February 6 ▪ **Istanbul, Turkey** ▪ \$2,245

This seminar offers an overview and deeper understanding of the FIDIC suite of construction contracts. The FIDIC books will be discussed, and different analyses will focus on the most appropriate type of contract for different types of projects. During the course, the FIDIC Red Book will be most closely analyzed. The seminar will include case studies, and real-life applications and examples and also discuss the dispute resolution clauses in FIDIC contracts.

COURSE OUTLINE

TYPES OF CONTRACTS – DIFFERENT FIDIC BOOKS

- Overview of Green, Red, Yellow, Orange and Silver books
- Comparison of key clauses
- Identifying the most appropriate book for each type of project

FIDIC RED BOOK

- Discussion of key clauses in red book
- Variations
- Delay Damages
- Termination
- Risk Protection

DISPUTE RESOLUTION UNDER FIDIC

- Mediation clauses and process
- Dispute Resolution Boards
- International Arbitration

FIDIC SUBCONTRACTS AND THE WHITE BOOK

- Standard of care
- Revocation of license
- Information by the employer
- Construction administration
- Variations
- Others...

CONTRACT MANAGEMENT AND CONSTRUCTION

SCHEDULING CONSIDERATIONS UNDER FIDIC CONTRACTS

- Construction Schedules: Important Scheduling Concepts and Terms
- Float calculation example
- Baseline Schedules
- Baseline Schedule Reviews
- Schedule Updates
- Schedule Impacts
- Constructive Acceleration
- Extension of Time (EoT) Requests

COURSE ADVISOR

AKIN ALCIPEPE concentrates his practice on complex commercial and construction litigation matters before international and domestic dispute resolution tribunals such as ICSID, ICC and the AAA as well as U.S. state and federal courts. Mr. Alcipepe is known for his meticulous preparation and expert tailoring of his jury presentations to decision-makers (bench vs. jury trial vs. arbitration) which produces favorable results for his clients. His experience includes litigation successes on the local, national, and international stages.

CRITICAL MINERALS: ECONOMIC, EXTRACTION, ENVIRONMENTAL, AND GEO-POLITICAL CONSIDERATIONS

May 18 – May 22 ▪ \$2,245

Critical minerals—including lithium, cobalt, nickel, copper, graphite, and rare earth elements—are rapidly becoming the strategic foundation of modern economies, defense systems, and the global energy transition. Control over mineral supply chains increasingly shapes geopolitical competition, economic and energy security, industrial policy, and national security strategies. The global race for critical minerals is transforming international relations, investment patterns, and resource governance. Governments must navigate complex challenges including supply chain concentration, environmental constraints, investment risks, and geopolitical competition. This executive program equips senior policymakers and industry leaders with the knowledge and analytical tools needed to design national strategies, manage mineral diplomacy, and secure resilient supply chains. Through lectures, policy discussions, case studies, and guided simulations, participants will examine how countries are positioning themselves in the evolving global mineral landscape.

CRITICAL MINERALS, ENERGY SECURITY, AND SUPPLY CHAINS

- Critical Minerals and Energy Security
- Global Production and Processing
- Strategic Mineral Applications

REGIONAL STRATEGIES AND GLOBAL COMPETITION

- United States Critical Mineral Strategies
- EU and Strategic Autonomy
- Middle East and Emerging Producers

REGULATIONS, ESG, AND MARKET DYNAMICS

- Mining Law and Regulatory Frameworks
- Environmental Governance and ESG
- Mineral Markets and Pricing

CRITICAL MINERAL DIPLOMACY

- Geopolitics of Mineral Supply Chains
- Mineral Diplomacy and International Partnerships
- Energy Transition vs. Mineral Security

CRITICAL MINERAL POLICY TOOLKIT

- Developing national critical mineral strategies
- Designing regulatory and governance systems for mining sectors
- Managing supply chain risks and investment strategies
- Building international partnerships and mineral diplomacy
- Integrating environmental and ESG considerations into mineral development

COURSE ADVISOR

Dr. Sara Vakhshouri is the founder and president of SVB Energy International, a leading strategic consulting firm, and the founder of SVB Green Access, a non-profit organization dedicated to advancing affordable and inclusive energy access programs in regions facing energy and water poverty.

She is faculty member and teaches courses on Energy Security, Energy Diplomacy, and Critical Minerals and National Security at Georgetown University's Walsh School of Foreign Service in the Science, Technology, and International Affairs (STIA) program. Dr. Vakhshouri also teaches and serves as Chair of the Center for Energy Security and Energy Diplomacy at the Institute of World Politics, and is also a faculty member at the KAPSARC School of Public Policy (KSPP) in Riyadh.

In addition, she is a Senior Fellow at both the Oxford Institute for Energy Studies and the Canadian Global Affairs Institute, and a recipient of the 2024 Institute of World Politics General Raymond Odierno Leadership Award. Dr. Vakhshouri also serves as the and the Vice President of National Capital Area Chapter of the United States Association for Energy Economics (USAEE), and on the advisory board of Romanian American Institute for Smart Energy (RAISE). With over two decades of experience in the global energy industry, Dr. Vakhshouri has advised numerous governments, international institutions, and organizations—including the International Monetary Fund (IMF), the World Bank, the International Energy Agency (IEA), the Energy Information Administration (EIA), the International Energy Forum (IEF), and the Organisation Méditerranéenne de l'Énergie et du Climat (OMEC). She is a leading voice and a thought leader on global energy markets, energy transition and energy security.

ILI ALUMNI RELATIONS INITIATIVE

OUR ALUMNI ARE OUR GREATEST ASSET

The International Law Institute recognizes the importance of each participant who attends an ILI program and the responsibilities they hold to their government, institutions, and constituents.

We are honored to be entrusted with the opportunity to contribute to the professional development of every participant, enabling them to perform their duties at their highest level of competency.

ILI works to maintain a personal relationship with each participant through in-person, in-country alumni meetings; conferences; receptions; and in-country trainings. ILI firmly believes that developing long term relationships and continued support with our alumni and their institutions is a cornerstone of the ILI's mission and commitment to excellence.

In support of the above, ILI has developed the ILI Alumni Relations Initiative. As ILI representatives travel the world for meetings and projects, we will endeavor to notify in-country and regional alumni of ILI organized receptions and conferences. These gatherings and conferences are conducted to strengthen relationships, update subject matter content, and continue to provide global benefits.

We likewise also ask to be notified of your events while we are in-country, so that we might be able to attend and learn from you.

This initiative offers ILI Alumni opportunities to continue development of skills in highly relevant areas such as leadership, management, negotiations, international law and commerce, or other ILI subject matter. This initiative affords a unique opportunity for ILI Alumni and friends to gather, network, and share their experiences, strategies, and knowledge.



REGISTRATION INFORMATION

To register for a seminar please visit ILI's website at: www.ili.org/trainings/application/

Candidates may apply via web application or email.

The ILI strongly encourages candidates to apply as early as possible to secure a seat in a seminar.

Each candidate is required to complete a short application, submit a resume, and provide a short bio-overview of their position and needs. Each application must also provide contact information of agency or departmental officials supporting the 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, and pre-arrival information will be provided with the admission packet. Please note that a submission of an application does not guarantee acceptance.

INDEPENDENCE AND SCHOLARLY DISCUSSION

ILI is an educational institution that seeks to inform and educate ILI participants regarding international best practices in law and policy, to enable participants 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.

ONLINE AND HYBRID SEMINAR PREPARATION

ILI, by special request, conducts programs fully online, broadcasted live globally via Zoom. ILI, by request, can arrange to have its seminars available for participation in a Hybrid format (broadcasting our in-person seminar to registered participants globally via Zoom).

ILI conducts 2 sessions per day in the hybrid format. Each session lasts approximately 3 – 4 hours and are conducted in US Eastern Time typically between 9:30 AM to 4:30 PM.

Even within our fully online or hybrid format, our classes are highly interactive and include presentations, case studies, and exercises. For remote participants, course materials are disseminated via Dropbox file sharing platform.

TUITION AND PAYMENT

Tuition fees for each seminar can be found throughout this catalog or on our website. The fee, payable in US 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 to cover these expenses.

The balance of tuition is payable to the ILI on or before the first day of class and can be made via wire transfer, US currency, credit/debit card, Apple Pay, Google Pay, Samsung Pay, US bank check, or US money order.

CANCELLATION OF A SEMINAR

The ILI will notify each registered participant of any cancellation or postponement of a scheduled ILI seminar as soon as those decisions are known. In the event that ILI cancels a seminar, ILI will refund any monies paid towards tuition. Please Note: The ILI will not be responsible for any costs associated with preparations for travel to Washington, DC, including costs associated with visas, airline tickets, hotels, and other accommodations. The International Law Institute reserves the right to cancel or reschedule any seminar if the number of candidates is insufficient.

VISAS

Candidates requiring a visa to travel to the US must apply at the US Embassy or Consulate in their respective countries or online as directed. Obtaining a US visa could take a few days to a few months. Therefore, candidates should request approval from their employers and apply for a US visa as soon as possible. ILI will provide approved applicants an Letter of Acceptance, used to support your visa application. The International Law Institute has no input exert any influence over the outcome of the visa process.

For a full list of US missions, visit <https://www.usembassy.gov/>

INSURANCE

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

Please note that US healthcare, though very good, can be expensive.

ACCOMMODATIONS

ILI offers recommendations of local hotels that offer discounted rates to ILI participants, as well as others that do not. To take advantage of ILI's preferential rates or receive assistance with finding a hotel within your budget, please request more information from your Program Administrator. The International Law Institute cannot assist participants with their hotel bookings or payments.

AIRPORTS

Washington, DC, is serviced by two principal airports: Ronald Reagan Washington National Airport [DCA] located 5-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. Both airports are also serviced by the Washington METRO system.

www.wmata.com

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

ILI does not have facilities or personnel to accommodate non-participants. Family members of participants will be required to make independent arrangements during class time. Washington, DC, provides a wealth of opportunities for exploration. Plans should be considered accordingly.

CERTIFICATION

Upon successful completion of the seminar, each participant will be awarded a Certificate of Completion issued by ILI. Successful completion requires that the participant diligently attend all seminar sessions including site visits, team meetings, and other such activities. 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.

THE ILI ADVANTAGE

The International Law Institute empowers our participants [governments, multilateral organizations, and private sector practitioners] with the technical expertise required to develop and manage governance, economic, and legal systems in a sound, predictable, and sustainable manner that is founded on established best practices and the rule of law.

Working with renowned experts from around the globe allows the ILI to achieve high standards and provide a framework of established global best practices, as well as country specific and regional expectations. The ILI draws expertise from a variety of sources, including World Bank officials, lawyers from top firms, government sector specialists, academics from prestigious universities, senior executives from private sector international organizations, and technical experts and consultants from donor organizations, Think tanks, and senior judges and judicial officers. The ILI experience is based on balancing scholarly training with global best practices and practical application. Faculty are selected from the foremost practitioners from each discipline.

ILI participants are central to the ILI advantage. Each participant brings their experience, expertise, and unique skillset and knowledge into the classroom. Combining participant experiences with expert instructors and dedicated staff, the ILI continues to deliver invaluable training to governments and practitioners throughout the world.

ILI is headquartered in Washington, DC, the seat of the US federal government and home to numerous multinational organizations and world-renowned institutions. By virtue of this location, the ILI regularly calls upon leading experts from these organizations to share their expertise and experience.

ILI utilizes a dynamic and interactive training process which includes, Classroom Lecture; Practicum and Mock Exercises; Site Visits; and Professional Networking. We believe our unique ability to introduce participants to counterparts in law, government, and multi-lateral organizations, in a 'peer-to-peer' atmosphere, rather than 'teacher-to-student' relationship, exposes each participant to a greater level of 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 sites including the Smithsonian Museums, National Monuments, the White House, and the U.S. Capitol.

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





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