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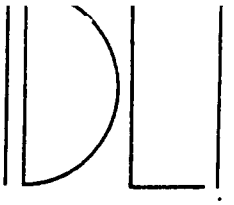

INTERNATIONAL DEVELOPMENT LAW INSTITUTE

The International Development Law Institute (IDLI), with headquarters in Rome, is a non-profit, international non-governmental organisation established in 1983 as a foundation ("Stichting") under the law of the Netherlands.

Its overall objective is to help developing country legal advisors and lawyers play a constructive role in the development process. More specifically, its initial programs are training courses and seminars designed to provide developing country lawyers with an opportunity to improve their ability to negotiate agreements and assist in the implementation of projects in the fields of development assistance, foreign investment and international trade. Future plans for the Institute include training for national law revision, legal documentation services and technical assistance on law-related development issues.

IDLI receives financial support from a number of Governments, international organisations and private foundations and firms.

Registered also as a non-profit corporation in the District of Columbia, U.S.A., IDLI has been granted section 501 (c) (3) non-profit status by the U.S Internal Revenue Service and thus can receive tax deductible contributions.

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IDLI BOARD OF DIRECTORS

Board Chairman Dr. 'brahim F.I. Shihata with Dr. S. Aziz of IFAD during IDLI Board meeting in March 1984.

Chairman

Dr. Ibrahim F.I. Shihata
Vice President and General Counsel
The World Bank
Washington D.C., U.S.A.

Members

Mr. M.Y. Abdel-Aal
Senior Legal Advisor
Kuwait Fund for Arab Economic Development
Safat, Kuwait

Dr. Abdel Amir Al-Anbari
President
Iraqi Fund for External Development
Baghdad, Iraq

Dr. Samuel K.B. Asante
Director for Technical and Advisory Services
United Nations Centre for Transnational Corporations (UNCTC)
United Nations, New York, USA

Dr. Sergio Balanzino (Host Government Representative)
Minister Plenipotentiary
Chief, Multilateral Cooperation Division
Department of Development Cooperation
Ministry of Foreign Affairs
Rome, Italy

Dr. Hans Blix
Director General
International Atomic Energy Agency (IAEA)
Vienna, Austria

Prof. René David
Professor of Comparative Law (retired)
Aix-en-Provence, France

Ms. Antoinette Ford (member until March 17, 1984)
Assistant Administrator for the Near East
United States Agency for International Development (USAID)
Washington D.C., USA

Mr. L. Michael Hager (ex-officio)
Director
International Development Law Institute (IDLI)
Rome, Italy

Mr. Gordon L. Jaynes
Chairman Emeritus
Committee on International Construction Contracts
International Bar Association (IBA)
London, England

Prof. Ugo Leone
Liaison Officer
United Nations Development Programme (UNDP)
Rome, Italy

Hon. Simbi Mubako
Minister of Home Affairs
Harare, Zimbabwe

Dr. Willibald P. Pahr
Ambassador of Austria to the Federal Republic of Germany and former Federal Minister of Foreign Affairs
Bonn, Federal Republic of Germany

Mr. Hugh N. Scott
Associate General Counsel
The World Bank
Washington D.C., U.S.A.

Mr. Moustapha M. Seck
President
Inter-African Union of Lawyers and former Minister of Energy
Dakar, Senegal

Prof. Don Wallace, Jr.
Professor of Law and Director
International Law Institute
Georgetown University Law Center
Washington D.C., U.S.A.

DIRECTOR'S OVERVIEW

During a 1982 survey of potential donor and user agencies, several Government officials in both Europe and Africa used the term "overdue" to describe IDLI's mandate. Others said that it is simply an idea "whose time has come". More recently, some local observers have described the Institute's rapid establishment as "miraculous".

Why has the IDLI vision been so readily accepted? The answer, I think, lies in the Institute's objectives and constituencies. In striving to improve the capability of Third World lawyers and legal advisors in the development process, the Institute furthers three important goals: the North-South dialogue, management for development and technology transfer. At the same time it serves three important constituencies: developing country governments, international financing agencies and the private sector.

— **North South dialogue.** By helping Third World lawyers negotiate more effectively in the fields of development assistance, foreign investment and international trade, IDLI seeks a better deal for the South. At the same time, the promotion of greater fairness in the bargaining process yields sound and enduring agreements for both North and South.

— **Management in development.** The World Bank, among others, has cited managerial weaknesses as a significant constraint in developing countries. IDLI trains development ministry legal advisors in the skills of the development lawyer and acquaints them with the international "rules of the game". Since there is a legal component inherent in almost every development activity, (e.g. negotiation, drafting and interpretation of agreements), the training of legal advisors builds management capability.

— **Technology transfer.** IDLI training programs constitute a transfer of legal technology, helping to bridge a critical information gap. Modern international business transactions employ negotiating practices and legal mechanisms which have emerged from legal practice in the North. Thus, economic arrangements which are potentially beneficial to both northern and southern private sector require knowledgeable lawyers on both sides. Through its practical training programs and planned documentation center, IDLI provides access to legal information.

Accomplishments

IDLI's progress over the past year has been extraordinary. It has moved from idea to implementation, from project activity to full-fledged Institute and from single source to multiple donor funding.

In the months which followed the March 1983 Board meeting, IDLI designed its first curriculum. With the publication of the IDLI Training Program for 1983-84 in August, the Institute committed itself to an ambitious first year program, consisting of four two-week International Business Transactions (IBT) seminars and two twelve-week Development Lawyers Courses (DLC), a total of 32 training weeks.

The first two IBT seminars reached some 43 participants from 28 countries. The Development Lawyers Course, which began in March, trained 19 participants from 11 countries. Unfortunately, ten admitted candidates were unable to participate in these programs because fellowships could not be found for them.

The enthusiastic response of participants, visiting instructors and observers to IDLI training programs already demonstrates the relevance and importance of this program to the developing countries. As an African official now employed by a United Nations agency recently wrote us:

"... Je peux dire, sans craindre d'être contredit, que les objectifs de votre Institut sont parfaitement dans la ligne des préoccupations majeures des responsables africains au plus haut niveau". (I can say, without fear of being contradicted, that the objectives of your Institute are perfectly in line with the main preoccupations of African officials of the highest level).

IDLI began the current year wholly dependent upon the initial seed money grant provided by the United States Agency for International Development (USAID). As a result of our fundraising appeal, IDLI's current list of contributors now numbers twelve, including bilateral, multilateral and non-governmental organisations. Similarly, the types of funding provided to the Institute range from core support to fellowships to endowments. The contribution of services by visiting instructors constitutes another valuable resource. Although IDLI's financial base remains seriously incomplete, a promising start has been made.

This year's Board meeting marks the first anniversary of IDLI's legal establishment as an international, non-governmental organisation. During the past year, the Institute also established a non-profit corporate entity in the District of Columbia, USA, in order to attract tax exempt private sector contributions in the United States. It has initiated discussions with the Government of Italy regarding the provision of office and training premises and staffing, taxation and foreign exchange.

IDLI has also made significant progress with respect to its administration. It has identified candidates for the Arab, African and Italian senior staff positions. It has also retained an Italian administrative officer and engaged an international accounting firm to develop a financial reporting system and conduct the first annual audit (the audit report is set forth on page 13). A work/study "fellows" program has brought to the Institute highly motivated younger lawyers on a largely *pro bono* basis.

Prospects

The challenges yet to be met are at least as formidable as the accomplishments recorded over the past year.

— We have first of all to complete the ambitious training program set out for the remainder of the year, improving upon it as we learn from experience.

— We must fix reasonable goals for the future which take into account the various opportunities for cooperation with other legal and developmental organisations, the demand for field programs and the need for supporting national law revision efforts.

— We must identify adequate operational facilities, including training and office premises. We must complete the recruitment of additional staff which will confirm our truly international character.

Finally, if IDLI is to fulfill even its primary training mandate, it must achieve a secure financial base.

CHARTING IDLI'S PROGRESS

"I am grateful for the opportunity to participate in the seminar. Even though I had no hand in its creation, I nevertheless feel proud to have been a participant of IDLI's inaugural seminar. I have no doubt at all that the Institute will quickly begin to play a very significant role in the orientation of lawyers for the development effort. Let me congratulate you and your colleagues... for your foresight and getting a good job done". (Letter from a participant).

The IDLI Project began in September 1982 with the award of a seed money grant by the United States Agency for International Development (USAID). Its antecedents, however, lay in the 60's and 70's. The SAILER Program (Staffing of African Institutions for Legal Education and Research), financed by the Ford Foundation, recruited teachers for the new law faculties of Africa. Later, the International Legal Center, also with Ford Foundation support, concerned itself with the development of legal institutions worldwide. More recently, the International Center for Law in Development has addressed legal issues at the grassroots level. The IDLI Board Chairman in a 1969 law review article emphasized the importance of law in economic development (Ibrahim F.I. Shihata, *Egyptian Review of International Law*, vol. 25 (1969), p. 119).

With the encouragement of Dr. Shihata and others, USAID agreed to finance the IDLI Project, the objectives of which were fourfold: completion of a feasibility study, legal establishment, identification of multi-donor funding support and program preparation.

Project

The first task was to determine the interest and practical needs of potential donors and users.

From October 1982 to January 1983, IDLI Project officers visited eighteen development assistance organisations, including a number of Arab funds, in thirteen countries. The reponse of both bilateral and multilateral agencies was strongly positive. During the period December-January, the Project officials also visited twelve countries in the Middle East and Africa. In some eighty meetings with government officials, lawyers and financing agency representatives, the Project obtained a first-hand understanding of the practical training needs and priorities of developing country ministries.

Meanwhile, steps were taken toward legal establishment. On March 16, 1983, IDLI became an international non-profit, non-governmental organisation ("Stichting") under the law of the Netherlands. Two days later, the first meeting of the Board of Directors took place at the OPEC Fund Headquarters in Vienna.

Left to right: DLC participants Messrs Hales, Nightami and Harding in a simulated negotiation with IDLI Director, Mr. Hager.

Mandate

The IDLI Board of Directors (sixteen jurists and development agency officials representing eleven nationalities) met in Vienna on March 18, 1983. Reviewing the Institute's three program goals (training, technical assistance and legal documentation services), the Board recommended that the first-year program be limited to training and that technical assistance and documentation activities be deferred to the future.

The Board approved and adopted by-laws which *inter alia* established Rome as the provisional headquarters. It elected Dr. Ibrahim F.I. Shihata as Chairman and Dr. Hans Blix and Ms. Antoinette Ford As Vice-Chairmen. It also approved and endorsed the proposed organisational structure and staffing pattern.

With respect to IDLI's proposed three-year budget, the Board requested certain amendments, which were subsequently reviewed and approved by the Executive Committee. The Board designated and approved the first Director of the Institute and established the three to five year terms of office of the original Board members by a process of random selection.

Finally, the Board urged all donor agencies to "accord a most favourable consideration to requests for financial and other support...".

Following the meeting, the remaining tasks were to plan, develop and begin the first-year training program, and to raise funds.

Institute

In the months which followed the first Board meeting, IDLI prepared its initial training program. Detailed design began with a Curriculum Planning Workshop in May, 1983. Financed in part by a grant from the International Development Research Centre (IDRC) of Canada, the Workshop brought together some nineteen legal advisors, lawyers and training specialists from eleven developing and industrial countries.

With a first-year program consisting of four two-week International Business Transactions (IBT) seminars and two twelve-week Development Lawyers Courses (DLC), the Institute published its 1983-84 Training Program in August 1983.

The newly-established Institute inaugurated its fund raising effort last March 29, 1983. The IDLI Board Chairman addressed letters covering the Funding Request Memorandum to the member governments, of the OECD Development Assistance Committee, Arab funds and other development organisations.

Initial responses broadened IDLI's funding base. Although the prospects of full funding of IDLI's first three-year budget requirements remained uncertain, the Executive Committee approved the immediate launching of the Training Program, in the expectation that successful results would show IDLI to be worthy of further financial support.

With the termination of the AID seed money grant in December, 1983 the Institute could point to the successful completion of all four project tasks: a positive feasibility study, legal establishment, substantial preparations completed for the first program year and initial affirmative responses to its fundraising appeal. The IDLI Project had thus achieved its goals and become an Institute.

Today, just one year after receiving its mandate from the Board of Directors, IDLI has successfully completed two International Business Transactions seminars and begun its first Development Lawyers Course, all with a full complement of highly motivated and qualified participants and international experts as visiting instructors and resource persons.

TRAINING PROGRAM

First Year

At its meeting last March, the Board of Directors recommended that the Institute concentrate initially on training. The Curriculum Planning Workshop carried the Board's guidance one step further. It recommended that IDLI's first training program focus on North-South commercial and development assistance relationships, leaving national law revision initiatives for the future.

IDLI's inaugural 1983-84 program thus consists of two training categories:

— The "Development Lawyers Course" (DLC): two twelve-week courses which focus on basic legal skills of development lawyers in the context of development assistance and international business; and

— "International Business Transactions" (IBT) seminars: four two-week seminars which combine negotiation skill training with technical legal information in selected international business law subjects.

The Development Lawyers Course (DLC) is the program centerpiece. The aim of the Course is to provide legal advisors with the knowledge and techniques which will help them make a greater contribution to the development process in their countries. Participants learn to use new techniques to make them better advisors and negotiators. They learn the «rules of the game» which are followed in the highly specialised legal arrangements of development cooperation organisations, commercial banks, supplier and multinational corporations. Returned participants can help equalise the negotiation balance in international transactions.

The two-week International Business Transactions seminars are designed to bridge aspects of the legal information gap between North and South. IDLI relies upon recommendations from its Board Members, participants and its developing country correspondents in choosing IBT topics to be treated. The Institute draws upon leading specialists from both North and South to provide their knowledge and expertise as visiting instructors to each IBT seminar.

As a worldwide organisation, IDLI welcomes participants from all regions. Although resource limitations have confined initial active recruitment to Africa and the Middle East, the Institute has already trained participants from such diverse nations as the People's Republic of China, Equador and Yugoslavia.

In order to serve as wide an audience as initially possible, each of the IDLI activities has been designed for separate presentation to French and English-speaking audiences.

Although the Legal Documentation Services activity is being deferred until the third year, IDLI has already begun to collect valuable documents (agreements, legislation and monographs). Some of this material is reproduced for course and seminar handbooks. In addition, IDLI has, to the extent of its limited resources, responded to developing country requests for copies of specific documents.

First Year Program:

Course/Seminar	Language of Instruction	Dates
IBT-1E : Negotiating a Petroleum Exploration and Development Agreement	English	December 4-17, 1983
IBT-2F : Leasing/Crédit-bail International d'Equipement	French	February 5-18, 1984
DLC-1E : Development Lawyers Course	English	March 4 - May 26, 1984
IBT-1F : Négociation d'un Accord de Prospection Pétrolière	French	May 6-19, 1984
DLC-1F : Pratique du Droit du Développement	French	Sept. 9-Dec. 1, 1984
IBT-2E : International Equipment Leasing	English	October 14-27, 1984

The Institute has already completed almost half of its first year program. Twenty-three legal advisors and contract negotiators from eighteen countries participated in the inaugural seminar on "Negotiating a Petroleum Exploration and Development Agreement". The first francophone program, a two-week seminar on international equipment leasing was attended by twenty participants from eleven countries. The first Development Lawyers Course, trained nineteen legal advisors from eleven countries. (See Annex A for a complete list of participants and visiting instructors; Annex B for course and seminar overviews.)

In its first programs, IDLI has succeded in three important respects. It has recruited top experts from North and South as visiting instructors, most of whom have served *pro bono* or for modest honoraria. It has attracted the ideal target audience: highly motivated Third World legal advisors with current negotiating and drafting responsibilities. It has developed participatory training methods which promote "learning by doing". The promise of the IDLI Project is being fulfilled in the Institute's first year program.

The Future

The second year (1985) will build on the accomplishments of the first year. IDLI will again emphasize the Development Lawyers Course, with both English and French versions. There will be four IBT seminars, addressing two new subjects each to be offered in English and French ("Negotiating an International Construction Contract" and "Resolving International Contractual Disputes"). During its second year IDLI will visit selected developing countries to assess training needs for future seminars and workshops and to survey returned participants to determine the impact of IDLI's training programs on job performance.

Second Year Program:

Course/Seminar	Language of Instruction	Dates
IBT-3E : Negotiating an International Construction Contract	English	January 13-26, 1985
IBT-4F : Réglement des Différends Relatifs aux Contrats Internationaux	French	February 10-23, 1985
DLC-2E : Development Lawyers Course	English	March 3 - May 25, 1985
IBT-3F : Négociation d'un Contrat International de Construction	French	June 2-15, 1985
DLC-2F : Pratique du Droit du Développement	French	Sept. 8 - Nov. 30, 1985
IBT-4E : Resolving International Contract Disputes	English	December 1-14, 1985

Third year program (1986) plans include an on-site training initiative in a developing country. At the suggestion of IDLI participants and correspondents, IBT seminars will be devoted to "Legal Aspects of International Debt Rescheduling" and "Legal Aspects of Developing Country Banking".

During the second and third years, IDLI will consider additional training programs, either on its own initiative or in cooperation with other institutions. One example of such a program now under consideration is a workshop for donor agency representatives on the uniform simplification of development assistance agency procurement guidelines. Another program under consideration would provide field training on how to identify and solve legal problems in the administration of development projects.

Finally, in its third year, IDLI will investigate the feasibility of providing computer-based legal documentation services.

At the invitation of the FAO Training Division, the IDLI Director and two Program Legal Counsel participated in a three-week "Training of Trainers" course in Rome in June 1983. The course, employing "Criterion Referenced Instruction" provided a useful framework for course design and use of practical training methods.

Finally, in the preparation of detailed syllabi for the first-year training program, IDLI received consulting assistance from three experts:

— Mr. René Springuel, Coordinator for Regional Programs, Economic Development Institute (EDI) for the World Bank. Mr. Springuel visited IDLI in July 1983 under World Bank auspices to advise on training program management and logistics. At his invitation, an IDLI staff member visited EDI in September 1983 to observe training sessions and to meet admissions and participant administration staff.

— Mr. Russell Sunshine, International Development Consultant, and former Executive Director of the Investment Negotiation Center of the International Law Institute, Washington, D.C. Mr. Sunshine assisted IDLI in September 1983 in the preparation of a detailed curriculum and administrative design of the Development Lawyers Course.

— Prof. Howard Taubenfeld, Professor of Law Southern Methodist University, Dallas, Texas. Financed by a grant from the International Institute for Environment and Development (IIED), Prof. Taubenfeld assisted IDLI in August 1983 in the preparation of a detailed syllabus for the legislation section of the Development Lawyers Course.

Mr. Y. Joly of the Canadian International Development Agency with DLC participants in a simulated negotiation.

USAID Legal Advisor, Mr. G. Davidson with DLC participants in a simulated negotiation.

Targets of Opportunity

IDLI must husband its limited resources. Yet it should remain flexible enough to consider worthwhile additions to its program as they may arise over the next two years. For example, requests for training or technical assistance may present appropriate opportunities for IDLI cooperation with other legal or development organisations. Each such initiative will be considered case-by-case under the following criteria:

— Does it fall within IDLI's mandate?

— Will it pay for itself and also contribute to the Institute's overhead?

— Can it be administered without interfering with the regular training program?

Only if all three conditions are met will IDLI undertake a special project.

On the other hand, circumstances beyond the Institute's control (such as an interruption of financial support) may impair its ability to carry out the planned program. In such event, the IDLI Director, in consultation with the Board or its Executive Committee, will reduce or otherwise modify the training schedule to ensure that standards are maintained by keeping program and resources in balance.

FINANCIAL SUPPORT

Board Meeting, March 1984. Left to right: Board members Drs. H. Blix, S. Balanzino and M. Y. Abdel-Aal

First Year

Fundraising efforts began with the issuance of the 1983 Funding Request Memorandum in March 1983. A formal presentation in May 1983 by the IDLI Director to the Heads of the Arab Funds, and joint Arab Funds/DAC meetings attracted donor interest.

Initial response to the funding appeal was encouraging. The World Bank and the Canadian International Development Agency (CIDA) provided funds for general support and program costs. The Government of Italy made a generous pledge covering three years. The OPEC Fund for International Development approved a grant for fellowships for the first year, while the Kuwait Fund for Arab Economic Development, urging that the Institute be endowed on a permanent basis, provided a contribution for general support costs and established a trust fund in which annual earnings estimated at about US $ 35,000 may be used for general support as well as fellowships.

In recent months, IDLI has received contributions, pledges or statements of intent to contribute from the Arab Fund for Economic and Social Development, the United States Agency for International Development, and the Governments of Austria, France and the Netherlands. In addition, other donors have financed individual fellowships on an *ad hoc* basis. A complete list of contributors by category follows.

Unrestricted Funds

Government of Italy
Kuwait Fund for Arab Economic Development
Government of the Netherlands
United States Agency for International Development (USAID)
The World Bank

Restricted Funds: Program

Canadian International Development Agency (CIDA)
Government of Italy
Government of the Netherlands
International Development Research Centre (IDRC, Canada)
International Institute for Environment and Development (IIED)

Restricted Funds: Fellowships

OPEC Fund for International Development
Arab Fund for Economic and Social Development

In addition, the following donors have financed one or more participants:

Abu Dhabi Fund for Arab Economic Development
AGIP/ENI (Italian National Petroleum Corporation)
European Economic Community (EEC)
General Petroleum Corporation, Sudan
Government of Austria
Government of Canada (CIDA)
Government of France
Government of Italy
Government of the Netherlands
Government of Norway (NORAD)
Industrial Development Bank of India (IDBI)
The World Bank
Third World Foundation
United Nations Industrial Development Organisation (UNIDO)
United States Agency for International Development (USAID)

As of the date of this Report, IDLI has attracted almost US $ 2 million toward its three year budget. This represents approximately 32 percent of total budget requirements, including participant travel and per diem.

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The Future

IDLI expects to train approximately five hundred lawyers, legal advisors and other government officials during its first three years. To achieve this goal, financial assistance is required in three categories:

1. General support

General support assistance is essential to IDLI's survival. Without it, the Institute will be unable either to carry out its current training program or to plan future programs. Unrestricted grants or endowment contributions, following the example set by the Kuwait Fund, will help to establish the Institute on a permanent basis.

2. Training Program support

IDLI also seeks contributions earmarked for specific training expenses which relate directly to scheduled courses and seminars.

3. Fellowships

The selection of qualified, highly motivated participants is central to the achievement of IDLI's training goals. However, the selection process is constrained by the lack of ready funding sources for tuition, travel and per diem.

Although the Institute has so far succeeded in attracting *ad hoc* fellowships for most of the accepted applicants, some places have remained vacant due to lack of funds. More importantly, the donor agency field offices, upon which IDLI has principally relied for fellowship support, may soon tire of repeated requests for *ad hoc* funding. The Institute needs an available block of fellowship funds to cover at least 80 percent of its admitted applicants. It must also find funds to support private sector lawyers who face foreign exchange restrictions which preclude their self-financing of training costs.

eft to right: IBT-2F participants Messrs. Adbelkefi, Meddeb, Amor and Bousoussia (Tunisia) with the Ambassador of Tunisia to Italy, H.E. Mr. Mohamed Sayah and IBT-2F Visiting Instructor, Dr. El Mokhtar Bey, a Director of LOCAFRANCE.

BUDGET

GENERAL & ADMINISTRATIVE	(In US $ Thousands) YEAR 1984	1985	1986	Total 3 Years
Salaries and benefits	283	404	452	1139
Office Rent and Maintenance	60	48	57	165
Equipment rental and office supplies	30	36	43	109
Communications, postage, courier	20	24	30	74
Consultants	15	18	21	54
Travel and meetings	25	30	36	91
Subtotal	433	560	639	1632
Contingency 10%	43	56	64	163
Total G & A	**476**	**616**	**703**	**1795**
PROGRAM				
Program coordination and training	140	216	242	598
Instructors (honorarium, travel, per diem)	94	122	146	362
Training site rent and maintenance	5	30	36	71
Supplies and materials	30	36	43	109
Communications, postage,courier	20	24	30	74
Program coordination travel	15	18	21	54
Insurance and other program expenses	16	19	23	58
Subtotal	320	465	541	1326
Contingency 10%	32	46	54	132
Operations reserve	167	167	167	501
Total Program	**519**	**678**	**762**	**1959**
TOTAL BUDGET	**995**	**1294**	**1465**	**3754**

Budget Notes

1. Salaries are based on the following senior staff: 1984: Director (12 months) and Program Legal Counsel (30 months); 1985 and 1986: Director (12 months) and Program Legal Counsel (48 months).

Distribution of salaries between General & Administrative and Program is as follows:

Director:	G & A, 80%;	Program, 20%
Program Legal Counsel:	G & A, 30%;	Program, 70%
Support staff:	G & A, 100%;	Program, 0%
PLC Assistant:	G & A, 0%;	Program, 100%

2. For 1985 and 1986, IDLI expects offsetting contributions in the amounts shown for office and training site rent and maintenance from the Host Government.

3. The Program Budget is based on the following: 1984: 3 Seminars and 2 Development Lawyers Courses; 1985 and 1986: 4 Seminars and 2 Development Lawyers Courses

4. Staff salaries have been increased in 1985 and 1986 by an inflation factor of 12%. All other expenses have been increased by 20%

5. An Operations Reserve has been established to minimize the risk of cash flow constraints arising from delinquent payment of participant travel and living expenses by sponsors. These sums are normally advanced by IDLI and amount to the following for the first three years:

	(in US$ Thousands) 1984	1985	1986	Total
Participant per diem	322	415	498	1235
Participant travel	180	259	310	749
Total	502	674	808	1984