Programme Handbook

GLOBAL INSOLVENCY PRACTICE COURSE
2016 - 2017
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Dear Participant,

Welcome to INSOL International’s Global Insolvency Practice Course 2016 - 2017. We trust that you will enjoy success in your studies and that you will find this course enriching and exciting. The content of the course is of such a nature that it will be of value to any person who is interested in financial or legal issues related to international insolvency.

In this Programme Handbook you will find the following:

1. Aim and format of the course
2. Brief overview of programme and important dates
3. Introduction to literature and research tools
4. Session to session overview
5. Examination requirements
6. Paper Guidelines

With this handbook you should be able to guide yourself through the course.

If you encounter any uncertainties, please contact (by phone or email) the INSOL Office in London.
Heather Callow, INSOL International, 6-7 Queen Street, London EC4N 1SP Tel: +44 (0) 207 248 3333
Email: heather@insol.ision.co.uk

Core Committee

G. Ray Warner, Course Leader, Professor of Law, St John’s University of Law, USA
Jan Adriaanse, University of Leiden, The Netherlands
Scott Atkins, Fellow, INSOL International, Henry Davis York, Australia
Ian Fletcher, Professor of Law, University College London, UK
Rosalind Mason, Professor, Queensland University of Technology, Australia
Paul Omar, Nottingham Trent University, UK
Michael Veder, Radboud University Nijmegen, The Netherlands

Course Committee

Simon Appell, AlixPartners LLP, UK
Timothy Barnes, Fellow, INSOL International, US Bankruptcy Court, USA
Samantha Bewick, Fellow, INSOL International, KPMG, UK
Allan Gropper, US Bankruptcy Court (Ret), USA
Detlef Hass, Hogan Lovells International LLP, Germany
Sijmen de Ranitz, RESOR N.V, The Netherlands
Dr. Janis Sarra, Peter Wall Institute for Advanced Studies and Professor of Law, Faculty of Law University of British Columbia
James H.M. Sprayregen, INSOL Past President, Kirkland & Ellis, USA
Bob Wessels, University of Leiden, The Netherlands
The Global Insolvency Practice Course focuses on the concept of insolvency (reorganization, work-out, winding-up, bankruptcy) and the ways in which the problems of companies in financial difficulties can be addressed and liquidation can be prevented. It also examines how insolvency is regulated by legislation or by other means.

Emphasis is placed on management, accounting and finance in relation to internationally active companies; and on insolvency law, corporate practice, and the effectiveness of mechanisms for dealing with cross-border insolvency. Recent results of research, best practices and cross-border collaboration will be dealt with in detail, with practical case studies. The course focuses on:

1. Management, including causes of business failure, early warning signs, stages of the turnaround process; the implementation of an out-of-court reorganisation; and accounting and finance, including understanding financial statements, cost of capital, capital structure, and the valuation of businesses.


3. EU Regulation on Insolvency Proceedings, applicable in 26 European countries, including leading court cases applying this Regulation from England, France, Germany, Ireland, Italy and the Netherlands, as well as the European Court of Justice; and the Cross-Border Insolvency Regulations 2006 in Great Britain.

The purpose of the Global Insolvency Practice Course is to offer theoretical and practical knowledge of the current sources of and the developments within international or cross-border aspects of preventing or administering insolvency of corporations.

The specific aims and objectives of the course are:

(i) to introduce and to appraise basic elements and requirements of turnaround management, including relevant accounting and financial topics;

(ii) to introduce legal concepts and reasoning in the subject area, including the introduction of primary and secondary source materials;

(iii) to appraise international legislative initiatives and chosen approaches to cross-border issues and the roles of parties involved;

(iv) to recognise specific roles and tasks in given international insolvency proceedings, for example, the aim of the proceedings, the role of office holders and courts, and the position of secured and unsecured creditors;

(v) to understand, interpret and apply recent legislation and regulation dealing with cross-border insolvency to given cases;

(vi) to transfer skills that are necessary to conduct international insolvency cases and to show how best to apply the aforementioned legislation and regulation to make international insolvency law work in practice to optimum effect.

By the end of the programme, the participant should have a thorough insight into the major issues, debates, and theories in legal and financial topics in international insolvency. The participant should have analytical and practical skills to apply international insolvency rules to situations they encounter in practice, including the professional skills to anticipate, prevent, analyse, and solve legal problems and the skills to take a critical and independent view when confronted with legal or financial issues in international insolvency.
Although the course is organised as an individual exercise and participants will be required to achieve the specific goals of the course on their own, all lecturers have been invited to encourage interactive lectures. During sessions and the stay at the venue, participants are also invited to contribute personal perspectives. The programme generally attracts a diverse group of professionals with a variety of cultures, backgrounds and cross-border professional experience. This diversity provides a unique learning opportunity that is stimulated by group debate.
Prior to Module A
Take home case study 1 prior to Module A to be submitted by 8 October 2016 (10 units)

Module A
7 – 9 November 2016, Grange St Paul’s Hotel, 10 Godliman Street, London EC4V 5AJ

| Module A 6 November | Welcome Dinner: Grange St Paul’s Hotel, Sky Bar & Terrace  
| Guest Speaker: TBC |
| --- | --- |

| Day One |
| --- | --- |
| 7 November | Session 1 |
| A Framework for, and Concepts and Instruments of International Insolvency  
| Lecturer: André Boraine, Professor, University of Pretoria, South Africa |
| Session 2 | Introduction of UNCITRAL Model Law on Cross-border Insolvency Law  
| Lecturer: G. Ray Warner, Course Leader, Professor of Law, St John’s University of Law, USA |
| Session 3 | Overview of US Chapter 11  
| Lecturer: G. Ray Warner, Course Leader, Professor of Law, St John’s University of Law, USA |
| Session 4 | Work Out Clinic  
| Lecturer: Jan Adriaanse, University of Leiden, The Netherlands  
| Dinner: Bleeding Heart Restaurant, Bleeding Heart Yard, Off Grenville Street, Hatton Garden, London EC1N 8SJ  
| Guest Speaker TBC |

| Day Two |
| --- | --- |
| 8 November | Session 5 |
| European Union Regulation on Insolvency Proceedings – General outline and main features  
| Lecturer: Michael Veder, Radboud University, The Netherlands  
| European Union Regulation on Insolvency Proceedings – Cross-border communication and cooperation  
| Lecturer: Bob Wessels, Emeritus Professor of International Insolvency Law, University of Leiden, The Netherlands |
| Session 6 | UK restructuring practice on the ground  
| Lecturers: Prof. Ian Fletcher, University College London  
| Stephen Taylor, Isonomy, UK |
| Session 7 | Cross-border rescue in EU – a case study  
| Lecturers: Nick Cropper, AlixPartners LLP, UK |

| Introduction to Module C - INSOL Fellows |
### Day Three

| 9 November | Session 8 | Accounting & Finance  
Dolf Bruins Slot, Ernst & Young, The Netherlands |
|------------|-----------|--------------------------------------------------|
|            | Session 9 | Management & Business Failure  
Lecturers: Bob Rajan, Alvarez & Marsal LLC, Germany  
Russell Down, PwC, UK |

**Examination deadlines between Module A and B**

10 December 2016  
Submit proposed short research paper topics for approval by 10 December 2016

1 February 2017  
Submission of agreed short research paper prior to Module B by 1 February 2017 (20 units)

20 February 2017  
Take-home case study II on sessions 1-8 prior to Module B to be submitted by 20 February 2017 (20 units)

### Module B

16 – 18 March 2017  
Sydney Convention Centre, Sydney, Australia

| Module B  
15 March | Welcome dinner with guest speaker |
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| 16 March | Session 10 | Case Study Discussion  
Lecturer: Paul Omar, Professor, Nottingham Trent University, UK |
|         | Session 11 | US Chapter 15  
Lecturer: TBC |
|         | Session 12 | UNCITRAL Model Law on Cross-border Insolvency: Developments in selected Pacific Rim jurisdictions  
Lecturer: TBC |
|         | Session 13 | UK Model Law & Other Cross-Border Tools  
Lecturer: TBC |
| Day Two |
| 17 March | Session 14 | German Insolvency Systems & German Cross-Border Tools  
Lecturer: TBC |
|         | Session 15 | Japan  
Lecturer: TBC |
| Session 16 | Off-Shore Jurisdiction Practice  
|           | Lecturer: TBC |
| Session 17 | Co-operation and Co-ordination in Practice  
|           | Lecturer: TBC |
| Session 18 | Panel Discussion  
|           | Insolvency Laws and Practices in Brazil, Russia, India, China and South Africa |

**Day Three**

18 March  
Oral Examinations

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**Examination**

18 March  
Individual oral exam

The oral exam is scheduled for a maximum of 40 minutes. The first 20 – 30 percent of the examination time will be devoted to questions related to your short paper. The rest of the time is focused on questions related to subject matter lectures from Modules A and B. For Module A, you should be prepared to discuss the materials covered in the lectures and the Required Readings for Sessions 1, 2, 3 & 6 (Framework, Model Law, US Chapter 11, and UK Restructuring Practice). For Module B, you should be prepared to discuss the materials covered in the Required Readings for Sessions 11 and 13 (US Chapter 15 and UK Model Law and Other Cross Border Tools) as these form the basis for the subjects presented and discussed during Module B.

Participants are likely to receive a higher mark if they are also able to refer to the additional readings and materials covered in other sessions during their responses. Please refer to the website of the Fellowship course for all the materials. The questions during the oral exam will relate to common or general facts; some will invite you to explain a certain concept or the key decision in a certain case; and some questions will be of an analytical nature. Finally, some questions will relate to a certain topic that has been covered during the sessions themselves. The variety of questions is intended to provide the examiner with enough insight to be able to mark the exam, whilst enabling you to present your knowledge and skills.

**Module C**

8 – 12 May 2017

Module C allows INSOL Fellow candidates to utilize the information from the prior two modules in a one-week intensive insolvency workout simulation. The online simulation involves one video conference motion before a judge of the US and the UK court and one week of asynchronous e-learning platform based negotiations and court proceedings before six judges from five jurisdictions during 8 – 12 May 2017. This section accounts for 30 course units and is composed of a single module. This section represents a minimum of 36 hours preparation and contact time. In actual practice, however, the intensive nature of the exercise may require considerably more time to be spent on-line in contact with fellow participants.

Participants must be able to commit to this time when registering to undertake Module C. In particular, participants must be available for the video conference court hearings on Monday 8 May 2017, and it is essential that participants have access to video conference facilities for the live court hearing that day. Alternatively, participants can join the court hearing in person in either New York or London, at their own expense. Participants also require access to a high-speed broadband connection, including out of office hours accessibility to such a computer, for the entire duration of Module C and at least one week prior to its commencement.
Please note that whilst INSOL International will give every assistance possible, it remains the responsibility of the participant to source and (if necessary) to fund the provision of such facilities.

Participants must have passed Module A and B in order to participate in Module C.
Every session prescribes required reading and additional literature. Participants are advised to study the required literature well before the start of a module. The required reading material will be available to download from the INSOL website and is iPad compatible. Some reference books will need to be sourced personally. Additional literature will be distributed and be made available before or during sessions. It is intended to add these additional materials to the website, unless copyrights will not allow INSOL to do so. In such a case, hardcopies will be distributed, but only to be used in the context of the programme for your own use and study. Additional literature per session will be available at least 14 days before the start of a module. In general, it will consist of recent cases or articles or examples of best practice. The aim of additional literature is to capture the most relevant latest developments and the most recent experiences of the lecturer that has been invited for the specific session. Additional literature is NOT required reading.

Please note: Additional literature is not required reading; however, it offers optional background texts.

Please ensure that you have read all the materials listed as “required reading” for the sessions and the oral examination

BIBLIOGRAPHY:

Below are references to a number of leading texts in the field of international insolvency for your information and background reading. The references relate mainly to literature published since 2000, in which references will be made to publications of major interest published before 2000. Excerpts from some of these texts are required reading for the course.

References below are only made to sources in English. They offer a variety of background reference materials, this is not required reading but provides a selection of background texts you may find useful. A complete bibliography can be found on the INSOL website. (organised alphabetically by name of author) with references to sources in other languages, including Dutch, German, French, Italian and Spanish.


**Other Literature**


International Bar Association Legal Practice Division, Report of the Task Force on Extraterritorial Jurisdiction, 2009, Chapter 6 (Insolvency) (Selinda A. Melnik and Stephen Raslavich, coord.), p. 304ff


Neuberger (Lord Neuberger), The International Dimension of Insolvency, 23 Insolvency Intelligence 2010, pp. 42-45.


Wessels, Bob, The Ongoing Struggle of Multinational Groups of Companies under the EC Insolvency Regulation, European Company Law Vol. 6, Issue 4, August 2009, pp. 169-177


Books


**Legal Journals and Reviews**
A number of journals contain useful material. Sources in English include:

- International Corporate Rescue (ICR)
- International Insolvency Law & Regulation (IILR)
- International Insolvency Review (IIR)
- Insolvency Intelligence (Insolv Int)
- Journal of International Banking Law and Regulation (J IBL)
- Norton Annual Review of International Insolvency
- Annual Review of Insolvency Law

**Other Research Tools**
There is an increasing range of internet sources to supplement the traditional sources. Websites you might find of use include:

- American Bankruptcy Institute (ABI) www.abiworld.org
- ABI-INSOL International www.globalinsolvency.com
- American Law Institute www.ali.org
- American College of Bankruptcy www.amercol.org
- Association of Business Recovery Professionals (R3) www.r3.org.uk
- Global Legal Information Network www.loc.gov/law/guide
- International Bar Association, section Insolvency www.ibanet.org
- International Insolvency Institute www.iiiglobal.org
- International Monetary Fund (IMF) www.imf.org
- INSOL International www.insol.org
- INSOL Europe www.insol-europe.org
- National Conference of Bankruptcy Judges www.ncbj.org

**Law Search Engines**

- Electric Law Library www.lectlaw.com/rotu.html
- Findlaw www.findlaw.com
- Hieros Gamos www.hg.org
- Law Guru www.lawguru.com
- Quicklaw www.quicklaw.com
- World Legal Information Institute http://www.worldlii.org/

In addition, there are electronic resources, for which the organisation where participants work, will have subscriptions: Westlaw, Lawtel and Lexis.
For all of the fourteen sessions of the Global Insolvency Practice Programme, literature is prescribed. It contains required reading and additional literature.

All required reading is available on the INSOL web site www.insol.org, your given passcode will enable you to access this material. During the sessions it is presumed that participants have read this literature.

Additional literature will be distributed and be made available before or during sessions. It is intended to add these additional materials to the website, unless copyrights will not allow INSOL to do so. In such a case, hardcopies will be distributed, only to be used in the context of the programme for your own use and study.

2016 – 2017
INSOL Fellow Programme Reading Materials:
Literature is subject to change please check the web site prior to each Module, for further details regarding reading material please see page 9.

Module A
Topics Addressed

Session 1 A Framework for, and Concepts and Instruments of International Insolvency
Structure of insolvency law
Variety in nature and sources of international regulation
Current debate regarding approaches to models and solutions for an effective international insolvency law regime
Regional regulation: Latin America / NAFTA / Africa (OHADA) / Asia (ADB)
UNCITRAL Legislative Guide
Best practice examples, including INSOL International’s Statement of Principles for A Global Approach To Multi-Creditor Workouts.

Session 2 Introduction of UNCITRAL Model Law on Cross-border Insolvency Law

Session 3 Overview of US Chapter 11

Session 4 Work Out Clinic
In depth case study concerning a loan work out, including a debt for equity swap. The case study provides an overview of the company’s activities and the causes of its financial problems.

During the Clinic:
- key elements of the corporate restructuring plan are highlighted
- issues involved in restructuring the company’s debt are examined
- sources and arrangement for new finance are debated
- an overview of the debt for equity swap component of the transaction is provided

Session 5 European Union Regulation on Insolvency Proceedings
Detailed treatment of the EU Insolvency Regulation, including court cases
Jurisdiction
Recognition
Cross-border communication and cooperation
Key issues of Conflict of Law rules, especially: Rights in rem

**Session 6**  UK restructuring practice on the ground
A framework for restructuring in the UK and a case study.

**Session 7**  Case study - cross-border rescue in EU
A framework for restructuring in the EU and a case study.

**Session 8**  Accounting & finance
Understanding financial statements
Cost of capital
Valuation of business
Capital structure
Sources of capital
Shareholder value
Cost analysis
Profit planning and budgetary control
Performance measurement

**Session 9**  Management and Business Failure
Causes of business failure
Early warning signs of decline/failure
Stages of the turnaround process
Management change
Situation analysis
Design and selection of a turnaround strategy
Emergency action
Business restructuring
Return to normal
Session 10  Case Study discussion
Interactive discussion of take-home case study and a new case study based on (a) continental system(s)

Session 11  US Chapter 15

Session 12  UNCITRAL Model Law on Cross-Border Insolvency; Developments in selected Pacific Rim jurisdictions
A discussion on the incorporation and practical implementation of the UNCITRAL Model Law on Cross-Border Insolvency with reference to its background and further developments in selected Pacific Rim jurisdictions e.g., Australia, New Zealand, Japan etc

Session 13  UK Model Law and other cross-border tools

Session 14  German Insolvency Systems & German Cross-Border Tools

Session 15  Japan and China

Session 16  Off-Shore Jurisdiction Practice

Session 17  Co-operation and Co-ordination in Practice

Session 18  Panel Discussion
Insolvency Laws and Practices in Brazil, Russia, India, China and South Africa
Discussion of recent insolvency proceedings, court cases and legislative developments and sharing of experiences in China, Russia, India, Brazil and South Africa
Module C - The online simulation involves one video conference motion before a judge of the US and the UK court and one week of asynchronous e-learning platform based negotiations and court proceedings before six judges from five jurisdictions during the 8 – 12 May 2017.

Practical Section

This section accounts 30 units the course and is composed of a single module.

This section represents a minimum of 36 hours preparation and contact time. In actual practice, however, the intensive nature of the exercise may require considerably more time to be spent on-line in contact with fellow participants.

This part of the course is scheduled to take place over an intensive one-week period. Time must be set aside from your regular office activities to fully take part in this module. It can only be followed after successful completion of Module A and B.

Participants must be able to commit to this time when registering to undertake Module C. Between the residential modules, participants will use a web-based learning space designed for the programme. Participants require access to a high-speed broadband connection, out of office hour's accessibility to such a computer, for the entire duration of Module C and at least one week prior to its commencement. It is essential that participants have access to video conference facilities for the live court hearing on Monday 8 May 2017. Alternatively, participants can join the court hearing in person in either New York or London, at their own expense.

Please note that whilst INSOL will give every assistance possible, it remains the responsibility of the participant to source and (if necessary) to fund the provision of such facilities.

The rationale of this section is to have fellowship participants participate in a workout simulation in global comparative and international insolvency law. The module will concentrate on how to successfully negotiate and receive court approval of an insolvency workout for a business enterprise group that has assets and operations in at least five countries.

Building on the information and skills acquired during Modules A and B of the course, participants will use their familiarity with the UNCITRAL Model Law as well as the statutory requirements regarding restructuring of several key jurisdictions, together with relevant case-law on corporate rescue and liquidation, to represent and negotiate on behalf of interested parties in the simulation.

Assessment of course participants is by successful participation in, and completion of, the exercise. Assessment criteria will be provided during the introduction to Module C in London (during Module A) and are measured on the basis of an understanding of relevant law, an understanding of complexity of cross-border proceedings and the demonstration of negotiation skills and team skills.

Learning Outcome: by the end of this section, the course participant should be able to:

- acquire and apply an understanding of the dynamics of cross-border workouts;
- consolidate and apply learning (regulatory, accountancy, etc.) to that point in the course;
- enhance skills in team work in terms of aligned interests in the workout; and
- understand the financing and control issues raised by cross-border proceedings.
For ease of reference, this paragraph has been taken from the Global Insolvency Practice 2016 – 2017 Brochure. Please read the Exam Regulations

For the paper, specific guidelines are prescribed, see the next paragraph.

The following tests will take place.

Examination prior to Module A

Take home Case study I to be submitted by 8 October 2017 10 units

Interval between Module A & B

Take home Case study II (on Sessions 1-8) (to be discussed during Session 9) to be submitted by 20 February 2017 20 units

Write short paper (topic to be approved)
Topics to be submitted for approval by 10 December 2016 20 units
short paper to be submitted by 1 February 2017

During Module B Session

Oral exam (max. 30 minutes) 20 units

Module C

Hypothetical case involving one video conference motion (or in person if you have access) before judges in two jurisdictions and one week of asynchronous e-learning platform based negotiations and court proceedings in five jurisdictions. Assessment by successful participation in and completion of the exercise 30 units

The examination is comprised of these five blocks of units, each of which is separately scored. Participants must pass all five sections. Prior to participating in Module C participants are able to retake - Case Study I. Each of these retake sections of the exam will be charged a £250 retake fee per section, to be paid in advance.

After having taken Module C, participants are able to retake
- Case Study II in the form of an extended research paper (topic to be agreed)
- Short Paper, either by an improved paper or a paper on a different topic (topic to be agreed)
Retake should take place within three months after completion of Module C.

An oral exam in principle will be retaken during the ordinary course of the oral exams of next years’ programme. With the written approval of the Course Committee, the retake of an oral exam can take place via conference call in a setting in which the participant will be accompanied by a person, to be selected by the Course Committee, in the country of the participant’s residence.
Please answer the questions as provided in the case studies as thoroughly as possible.

For an excellent grade your answers should excel in most or all of the following criteria:

- Thorough knowledge and understanding of the subject/question;
- Sophisticated argument presenting personal reflection which is backed by evidence from a wide range of sources (including the mentioned sources in the case);
- A clearly developed response to the questions demonstrating an original argument and pragmatic insight into the subject area;
- Thoughtful structure of argument and presentation;
- A lively, engaging and stimulating quality of writing; and
- Careful, thorough and consistent referencing.

Your knowledge, understanding, insight, ideas and experience are the essential ingredients for answering the case questions. Your ideas are important and you should not be hesitant to express them. Be sure, however, to do so in a professional way – i.e. with arguments for and against, with referenced support from relevant authors, and with a critical, creative and thoughtful attitude.

You must type your answers on a word processor. Make sure that you use the spell check function. It is important that your case study answers look attractive. Use margins of 2,5-cm. Use font 11 and line space 1,3; you may use other fonts for titles, headings etc.

Please limit your answer to no more than 20 pages.
Every participant will receive a letter from the Course Committee, assigning a specific topic for the paper. A list of possible topics is circulated during Module A. The Course Committee will take expressed preferences into account, but it should be stressed that the assignment of a specific topic to a participant is an educational choice, made by the Committee and must include a comparative law element.

Please read the regulations regarding the paper and its evaluation in the Programme and the Exam Regulations.

The following Guide for writing a paper should be complied with.

Papers should be approximately 6 pages (typewritten, space 1.3), between 2500 – 3000 words. You may take the opportunity to write a longer paper, though never exceeding 5000 words, but it is not a requirement.

A paper must include (i) a short introduction clearly stating the problem to be examined, (ii) a clear description of the basics (facts, provisions in law, etc.), (iii) a perceptive discussion with references to legal sources (arranged in chapters, sections and paragraphs), (iv) a conclusion, and (v) a bibliography.

In general, a paper can be based on the materials as they appear in the programme materials. In specific cases, additional material can be searched for via internet or may be suggested by the supervising lecturer. The subject of the paper shall be agreed on with the Course Committee. The Course Committee assigns a member of the faculty to supervise the paper.

An original of the paper must be submitted no later than 1 February 2017.

The deadline for submission may be extended on written request submitted no later than 23 January 2017. The Course Committee shall decide on any requests for an extension. If the paper is submitted after the final deadline, it shall be deemed to be rejected.

The paper shall be organised and written according to the Guidelines, which follow below, and accompanied by a declaration attesting that the candidate has prepared it independently (author form declaration).

Follow Guidelines below on how to write a paper.

Contents

A paper should always include:
(a) a title
(b) a table of contents
(c) an introduction
(d) a substantive body of the paper divided into sections
(e) a conclusion
(f) a bibliography

(a) **Title**: A title should reflect the contents of the paper. On the one hand, it should not be so broad as to include topics that you are not dealing with in the paper. On the other hand, it should cover the main body of the contents of the paper. A ‘fantasy’ title is discouraged. A sub-title may be considered.

(b) **Table of contents**: A table of contents is an enumeration of the sections of the paper.

(c) **Introduction**: An introduction should introduce the subject of the paper. Thus, it must contain the legal questions that will be considered in the paper, and give some insight into the structure of the paper. Some general remarks concerning the subject of the paper may be included, but make sure that those are relevant and concise.
(d) **Content:** A substantive body of the paper divided in sections. The paper should have a logical structure. Therefore, it should be divided in sections that are interconnected. The body of the paper contains a clear description of the basics (facts, provisions in law, etc.) and a perceptive discussion with references to legal sources (arranged in sections and paragraphs).

(e) **Conclusion:** A conclusion should summarise the main points of the paper and answer the legal questions that were posed in the introduction. A conclusion may also contain some general observations on the topic of the paper.

(f) **Bibliography:** A bibliography lists the books and articles that you have consulted for the paper. It is very important to have a good bibliography, up to date and comprehensive. It also concerns the referencing system. You are free to choose any referencing system, but please make sure that you provide full details of the sources used (including internet-sources) and that you apply a constant referencing system throughout the whole paper.

References to books should include: name author, title of book, place of publication: publisher (year of publication), page.

*Example*

References to a chapter of an edited book

*Example*

References to journals should read: name author, title article, title of journal, issue number journal: pages (or the order of citation suggested by the source itself).

*Example*

References to materials taken from the internet should include the date of visiting the site

*Example*

**English**
Check your English carefully. Do so in particular if you are not a native speaker. Use the spelling check system on your computer.

**Footnoting**
Both references to the sources/literature used for writing the paper and additional comments on the main text of the paper are made in footnotes, appearing at the bottom of each page. If you repeat the reference immediately in the following note, you can shorten it by using *ibid.*, if applicable followed by a reference to the page number. If you want to refer to a footnote that is not immediately preceding, you should use *op. cit.* note X if it is a source just mentioned, or *supra*, note X if cited previously in the document (X is the number of the footnote that you are referring to), if applicable followed by a reference to a page number.

**Quotations**
Please note that you should always duly acknowledge the work of authors you build on. If you in any way use or elaborate on somebody else’s work you should make that clear through a reference. Literal quotations must be put in quotation marks. If they are longer than two lines, they may be indented and single spaced. Use quotations where they seem essential, either to clarify or substantiate a point already made or to provide a starting point for an idea that you wish to discuss.
Quotations should never be used to prove that you have read certain literature, nor to simply reiterate what you have read, but rather to strengthen your line of argument or for purposes of illustration.

**Plagiarism**
Paraphrasing is a rather shady area, and it is sometimes difficult to know when you are verging on plagiarism. Plagiarism has serious consequences and therefore you should always be extremely careful in respecting the standard referencing and quoting. A good guideline is to always indicate in some way the source of an idea or argument, no matter to what extent you feel you have put it in your own words. Unless you intend to interpret, discuss, argue for or against an author’s statement, do not use paraphrasing. Without your own interpretations, examples, and arguments, it does not improve the standard of your paper anyway. It may in fact detract from it.

**Ideas**
Your knowledge, understanding, insight, ideas and experience are the essential ingredients of a good research paper. Your ideas are important and you should not be hesitant to express them. Be sure, however, to do so in a professional way - i.e. with arguments for and against, with referenced support from relevant authors, and with a critical, creative and thoughtful attitude.

**Layout**
You must type your paper on a word processor. Make sure that you use the spell check function. It is important that your paper is clear and well-organized. Use margins of 2.5-cm, use font 11 and line space 1.3; the same font should be used throughout the main body. You may use other fonts for titles, headings etc.

(Parts of these Guidelines are taken from the ISS Diploma Programme on International Law and Organization for Development)
This handbook should provide you with all the relevant information to successfully participate in the Fellow of INSOL International Practice Course 2016 - 2017. Should you require additional information, please contact Heather Callow of INSOL International at heather@insolision.co.uk.

As part of the course guidelines successful participants are requested to attend the INSOL Annual Regional Conference in 2018 where they will be presented with their certificates. INSOL New York, 29 April – 1 May 2018. The certificates will be presented at the Gala Dinner on Wednesday 1 May 2017.

Participants are encouraged to provide advice on the content of all modules and the methods of delivery and assessment. Through your active evaluation, the Course Committee can continue to improve on the programme in the future.

See you in London and Sydney!
Author statement

(Name, Surname)

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DECLARATION OF HONOUR:

I declare that the paper, titled “………………………………
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