



TECHNICAL ASSISTANCE SERVICES

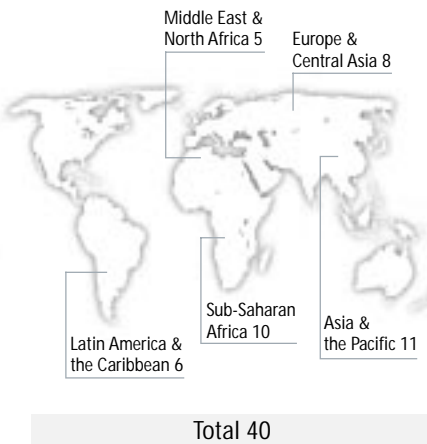
The past year saw MIGA break new ground in the scope and breadth of its technical assistance activities. Investment promotion agencies (IPAs) and other investment intermediaries in

MIGA's member countries look to MIGA to support their efforts to attract FDI in a volatile global economy. MIGA has developed and implemented new tools to help them. Through its capacity building and investment facilitation services, MIGA worked to build the capacity of investment promotion agencies to develop and implement investment promotion strategies. Through its information products and services, MIGA employed new technologies to disseminate information on investment opportunities and business operating conditions in developing member countries.

In fiscal 2000 MIGA implemented 53 separate technical assistance programs or advisory services benefiting 40 countries, of which 43 percent were IDA-eligible. Most services were related to capacity building; 12 to information dissemination; and an additional eight were conducted for project design, joint World Bank–MIGA missions, and other collaborative purposes.

New Investment Promotion Tools Deployed. MIGA broadened its impact on capacity building by implementing the Needs Assessment Framework piloted last year. Some 15 countries were able to develop a baseline of organizational development from which tailored assistance programs can be defined and progress measured over time. In addition, a self-assessment methodology has been developed and piloted in Asia and is slated for full implementation in fiscal 2001. The Investment Promotion Toolkit, a handbook of practical techniques for IPAs, has been deployed in the field and will be published in multiple languages for wide distribution.

Figure 8. Regional Breakdown of MIGA Technical Assistance Activities, Fiscal 2000
Countries receiving assistance



MIGA maintained its competitive edge as a leader in developing and applying information technology to benefit emerging economies. The IPAnet Web site was relaunched in October 1999. New initiatives included the African Connection, oriented toward the telecommunications sector; PrivatizationLink Russia, developed in collaboration with the Canadian government; and the Global Investment Exchange, which comes under the auspices of the World Bank Group's Global Development Gateway. PrivatizationLink was a finalist in the International Business Web Site of the Year Competition held by the *Financial Times* in cooperation with UUNet and PricewaterhouseCoopers.

CAPACITY BUILDING AND ADVISORY SERVICES

In July 1999, MIGA conducted a training session for its technical assistance staff on the use of the Needs Assessment Framework, a new diagnostic tool developed and tested during the previous fiscal year. The framework is a guide to assess the capabilities and limitations of an investment promotion agency in its efforts to attract FDI. It is also a major step toward introducing an international standard that MIGA can use to quickly determine the stage of an agency's development and design a program to improve its performance.

In fiscal 2000, MIGA conducted 15 needs assessments in **Azerbaijan, Barbados, Bulgaria, Cambodia, Kyrgyz Republic, Lao People's Democratic Republic, Lebanon, Lesotho, FYR Macedonia, Philippines, Romania, St. Lucia, Thailand, Vietnam, and Zambia.**

MIGA also developed a self-assessment methodology for IPAs that brings client organizations directly into the assessment process. MIGA staff work with clients to identify their strengths and weaknesses and strategic objectives, and develop the appropriate action plan to enhance their investment promotion capabilities. This methodology has been tested in the **Philippines** and **Thailand.**

MIGA executed multifaceted technical assistance programs with such clients as the Foreign Investment Promotion Agency of **Tunisia**; the **Ghana** Investment Promotion Centre; and DROP-IN, the IPA of the **Dominican Republic.** Training emphasized sector-specific research on the Internet, new skills in investor targeting and contact, and one-on-one coaching on how to prepare and present proposals to potential investors.

Capacity Building Activities by Region

Capacity building programs undertaken in fiscal 2000, grouped by region, are discussed on the following pages.

ASIA AND THE PACIFIC

MIGA worked with the United Nations Development Programme and the Foreign Investment Advisory Service (FIAS) on a program in the Tumen region, covering areas of **China, People's Democratic Republic of Korea, Mongolia** and the Primorsky Territory in **Russia**, to establish effective institutional structures and policies to promote FDI in a format that facilitates crossborder regional integration. MIGA sent a team to assess the capacities of the local investment promotion councils and to examine areas for potential cooperation among them. MIGA then recommended specific actions to improve standards of investment promotion programs in each agency. It also proposed that a regional investor services network be created as a technology-based initiative to improve the quality of investor assistance. The program was discussed and finalized at a regional workshop in Beijing, and agencies are now mobilizing resources for its implementation.

The MIGA Indochina project, a technical assistance program financed by the Japanese Trust Fund, seeks to improve investment flows into **Cambodia, Lao People's Democratic Republic, Mongolia, and Vietnam** by enhancing host governments' abilities to attract and service investors. Specifically, the project provides assistance in four areas to host country investment intermediaries: investment promotion strategy workshops, investment promotion skills training, capacity building for sectoral promotion, and software and training for the agency Web site and an investor tracking system. Following a detailed assessment of agency requirements, MIGA staff and clients jointly agreed on location-specific activities, which are currently underway. A team of MIGA staff, in partnership with local and international experts, will provide on-the-ground assistance in the various target areas throughout the summer of 2000.

Miyazawa Initiative. MIGA was awarded \$1 million under the Miyazawa Initiative⁴ to provide hands-on technical assistance to **Indonesia, Korea, Malaysia, the Philippines, and Thailand** to help them design and implement effective strategies for attracting new FDI and to familiarize potential investors with MIGA's political risk mitigation instruments. In the past year, two consultants, one based in Tokyo and one at MIGA headquarters, began working with the target countries to rebuild investor confidence, facilitate the issuance of guarantees for qualifying projects, and support investment intermediaries in formulating and executing strategies for attracting FDI. Initial field investigations in December were followed by a more extensive mission in April, during which needs assessments were conducted in the Philippines and Thailand. Work also was begun in Indonesia and Malaysia to craft customized investment promotion assistance strategies.

4. The Miyazawa initiative is a Japanese government program to promote Asian economic recovery.

EUROPE AND CENTRAL ASIA

The Swiss government provided funding to MIGA for a series of technical assistance efforts and regional workshops to support investment promotion agencies in Central Asia. Efforts included needs assessments in **Azerbaijan, Kyrgyz Republic, and FYR Macedonia** to define needed programs. Proposals were put forward to Azerbaijan and FYR Macedonia for the establishment of IPAs in both countries and a skills building program was suggested for staff of the existing agency in the Kyrgyz Republic, to be conducted in late 2000. Azerbaijan has since announced plans to establish an investment promotion agency, and the government of FYR Macedonia has started to reform its IPA along the lines proposed by MIGA.

LATIN AMERICA AND THE CARIBBEAN

Nicaragua. Since the early 1990s, Nicaragua has been steadily improving its business environment to encourage FDI. Notwithstanding the setbacks caused by Hurricane Mitch, the country has continued its work to attract higher levels of foreign investment, although these efforts have been constrained by institutional weaknesses. MIGA began work with the Center for Exports and Investment (CEI) in the first quarter of fiscal 2000 with a needs assessment that revealed several areas where the CEI and the government needed to direct immediate attention. Based on this assessment, MIGA designed a training seminar that was delivered later in the quarter; additional technical assistance has been requested for the year ahead.

El Salvador. During an April mission to **El Salvador**, MIGA staff met with decisionmakers from both the public and private sectors and with the staff of the newly formed investment promotion agency PRO.ESA, to conduct a preliminary needs assessment. Thereafter, MIGA outlined a work program that will guide PRO.ESA and the Government of El Salvador toward meeting their institutional and national objectives for FDI promotion.

Organization of Caribbean States. In the Organization of Caribbean States (OECS) and St. Lucia in particular, recent economic events have highlighted the need for diversification—a process in which FDI can play an important role. MIGA worked with agencies in all nine OECS countries to meet the challenges of this renewed effort to attract higher levels of FDI. Following an analysis of the national and regional investment environments, the capacity of their IPAs and the regulatory regimes governing FDI, MIGA delivered a tailored workshop to the OECS that included both a broad introduction to investment promotion principles and instruction in the use of specific tools for promoting these island states.

Regional Events. MIGA's direct involvement in conference organization revolved around three major events in fiscal 2000. The Fourth Annual Latin America and Caribbean Hotel and Tourism Investment Forum took place in Los Angeles in January 2000. This was the second year that MIGA participated in the organization of this event, and international attendance was the highest recorded since the Forum was launched.

In Brazil, MIGA collaborated with the World Economic Forum in organizing the Investment Promotion Strategy Forum in conjunction with the MERCOSUR Economic Summit 2000. Attended by heads of IPAs and related agencies from Argentina, Brazil, Colombia, and Chile, it provided a platform for discussions about the regional context for FDI. The participants were also introduced to best practice and several case studies in investment promotion through a series of presentations given by the MIGA team. In Ecuador, MIGA conducted a regional workshop in conjunction with the United Nations Conference on Trade and Development (UNCTAD) and the Andean Community Secretariat. Representatives from each of the five Andean Community Member States—Bolivia, Colombia, Ecuador, Peru, and Venezuela—participated in three days of sessions introducing advanced tools and techniques for investment promotion.

MIDDLE EAST AND NORTH AFRICA

Tunisia. MIGA executed a multifaceted technical assistance program with the Foreign Investment Promotion Agency of Tunisia (FIPA) during July and August 1999. MIGA has been working with FIPA for several years to provide basic skills training and Internet development training, and more recently to provide assistance in investor targeting, marketing, and follow-up. The work program involved training in sector-specific research on the Internet, new skills in investor targeting and contact, and one-on-one coaching on how to prepare and present proposals to potential investors. In addition, MIGA supervised a consultant who accompanied FIPA staff on a visit to follow up with 10 potential investors in the United States, several of whom expressed interest in the Tunisian proposals.

Saudi Arabia. The Government of Saudi Arabia recognizes the mining sector as a potentially important source of economic benefits. Earlier this year it decided to review the sector's policy, legal, and institutional framework to attract increased private direct investment, both from local and foreign sources. MIGA led a World Bank Group team that carried out a detailed review of government policy in the heavy minerals sector and developed an action plan. Activities consisted of assessing the proposed new mining law, institutional arrangements, tax regimes, and overall policy for the sector. The resulting report facilitated a high-level policy dialogue in Saudi government and business circles.

In late October MIGA organized a mining strategy workshop in Riyadh that was attended by 150 Saudi officials. The workshop was an opportunity to share experiences on international best practices in attracting private investment in the sector, identify policy constraints, and propose a set of strategic options for consideration to the ministers of finance and petroleum and minerals. The workshop provided new and vital information to decisionmakers and strengthened the working relationship between Saudi Arabia's public and private sectors.

SUB-SAHARAN AFRICA

In the past year MIGA has been working closely with the rest of the World Bank Group to formulate an integrated approach to private sector development. MIGA is providing the hands-on support needed by national investment promotion agencies to identify, approach, and service foreign investors. MIGA is collaborating in the **Ghana** Gateway project to further develop the Ghanaian export sector through capacity building assistance to facilitate inward investment. MIGA also collaborated with the rest of the World Bank Group in implementing private sector strategies for **Côte d'Ivoire, Rwanda, Senegal**, and other African nations.

Côte d'Ivoire. MIGA sent a delegation to the 1999 Invest in Côte d'Ivoire Forum, an event that brought together more than 2,500 participants, including delegations from neighboring countries and international investors from around the world. The main thrust of the forum was to accelerate the development of the small- and medium-sized enterprise sector, which is considered a dynamic but neglected dimension of African economies.

During the forum, discussions revolved around ways that MIGA could help accelerate the development of the private sector, particularly the high-potential small- and medium-sized investment segment. In both Côte d'Ivoire and Ghana, small- and medium-sized firms have failed to benefit fully from economic growth. Lack of equity capital and credit facilities limit their access to technology, which leads to low productivity and inhibits their ability to compete in international markets, resulting in lower export revenues and less ability to save and undertake new capital investment. The attempts of most agencies to deal with the small- and medium-sized enterprise sector have yielded mixed results, and the sector continues to suffer from technical and financial problems.

Ghana. MIGA designed, supervised, and concluded a technical assistance activity under a \$50 million World Bank trade and investment support project for the Government of Ghana. The goal was to improve the institutional capacity of inward investment agencies to attract export-oriented investment. MIGA developed and implemented a phased approach toward building the skills needed to generate investment among the staff of these agencies.

The approach resulted in Ghanaian officials and investors signing two memoranda of understanding, thus launching in-country feasibility studies. Other companies have since planned visits to Ghana, and the Ghanaian government intends to adopt this approach in other target markets.

Despite MIGA's technical assistance to the Ghanaian investment promotion agencies and Ghana's role as a leading reformer in the region, the country has not met the expectations of its leaders in terms of attracting private investment. The government has thus expressed great interest in raising MIGA's profile and widening the scope of MIGA's involvement in the country.

Nigeria. In late November, responding to requests from Nigeria's President Obasanjo and Minister of Finance Ciroma to provide assistance on attracting FDI, MIGA traveled to Nigeria to meet with the newly formed Nigerian Investment Promotion Commission as part of an initial assessment of the capacity building needs of the Commission. Substantive discussions were also held with the newly appointed chief executive officer of the Bureau for Private Enterprise, to which the Privatiza-

tion Council reports, resulting in an agreement to assist the Bureau in disseminating information on opportunities arising out of privatization. MIGA also conducted a workshop for private sector companies on information dissemination techniques for associations to reach potential investors, co-sponsored by the Manufacturers' Association of Nigeria.

Regional Events. Public-private partnerships in developed countries, including IPAs, play an important role in aligning government policies to create attractive business environments. They are even more important in developing countries—where the relationship between these sectors is more tenuous. The World Economic Forum (WEF) brings together business and government leaders at regional summits to develop an agenda to improve business in the regions. MIGA joined the WEF at its South African Economic Summit in Durban in July 1999 to present a one-day strategy forum for IPA leaders. The forum drew on the senior IPA executives assembled for the upcoming WEF Summit and other FDI experts from IFC and the United Nations Conference on Trade and Development. The event was well



Left to right: Dr. Ken Kwaku (MIGA); Mr. L.A.O. Osayemi (Member, MAN National Council); Dr. Karin Millett (MIGA) and Mr. Jide A. Mike (Ag. Director, MAN) at a workshop co-sponsored by MIGA and the Manufacturer's Association of Nigeria.

attended and generated very positive feedback, leading MIGA and the WEF to expand the event to a two-day workshop for 26 participants at the most recent Summit in June 2000, and to explore the possibility of similar collaboration in other world regions.

Intensive preparatory work has been completed for MIGA's Sixth Africa Mining Conference, to be held in Burkina Faso in December 2000. Two marketing specialists have promoted the conference in Australia, Europe, and North and South America. MIGA expects approximately 400 attendees, of whom more than 200 will be representatives from mining companies.

In collaboration with UNDP, MIGA's Promote Africa initiative organized the first Africa-Asia Business Forum (AABF) in Kuala Lumpur, Malaysia as part of the agency's outreach to small- and medium-sized enterprises. Financed by the Japanese government, the AABF provided a venue for business leaders from 200 African and Asian companies to discuss potential partnering opportunities, trade and investment ties, joint ventures, and technology transfer. More than 1,000 one-on-one meetings took place, with a team of experts on hand to advise participants on negotiations, general deal structuring, financing transactions, privatization initiatives, and legal affairs. Before the forum, preparatory workshops were held throughout Africa and in **India, Korea, Malaysia, Pakistan, and Singapore.**

Promote Africa—a field function of MIGA initiated in 1998 in Namibia, with an additional field presence in Togo and Cameroon—provides on-the-ground tech-

nical assistance in promoting FDI to IPAs and sectoral ministries in Sub-Saharan Africa. The initiative has grown to encompass technical assistance activities that span the region, and has established business partnerships worldwide. Promote Africa is staffed by a program manager and two regional advisors based in Lomé and Windhoek, respectively. A satellite function also operates from Yaoundé (Cameroon) as part of an ongoing partnership with the United Nations Economic Commission for Africa. Also, through partnership arrangements with UNDP's Enterprise Africa Program, an external relations specialist has been seconded to the project.

During fiscal 2000, the Promote Africa team convened investment promotion capacity building workshops in **Cameroon, Ghana, South Africa, Zambia, and Zimbabwe.** Several of these workshops were multicountry, involving 11 agencies in the Economic Community of West African States region and 12 from the South African Development Community countries.



Staff of MIGA's field presence in Togo: Mr. Kofi Egbeto (Sr. Investment Promotion Officer with Promote Africa), and Ms. Olubukola Oshikoya-Agli (Administrative Assistant).

INFORMATION PRODUCTS AND SERVICES

Investment Promotion Network—IPAnet (www.ipanet.net)

In October 1999 MIGA released a new version of the Investment Promotion Network (IPAnet), its Internet portal for firms engaged in FDI. The new release employs the latest Internet technology and database tools, making it easier and faster for users to obtain information and analysis without registering on the site. IPAnet now features a comprehensive Web directory of investment promotion and privatization agencies in emerging markets, as well as an online guide to government and multilateral agencies that provide financial, risk management, and analytical services to companies investing in the developing world. These enhancements will help ensure that the online investor community views IPAnet as the first stop on the Web for FDI information.



IPAnet — <http://www.ipanet.net>

Removing the registration requirement for most features has sharply increased site traffic—monthly “hits” have more than doubled from fiscal 1999 (figure 9). The number of registered users also continues to increase, and reached almost 20,000 in June 2000 (figure 10).

Figure 9. IPAnet Hits Increase

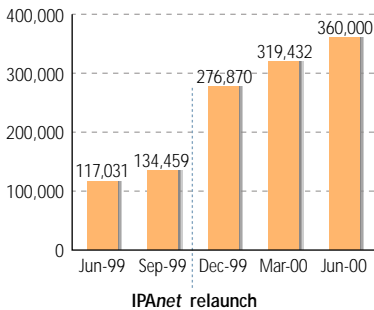
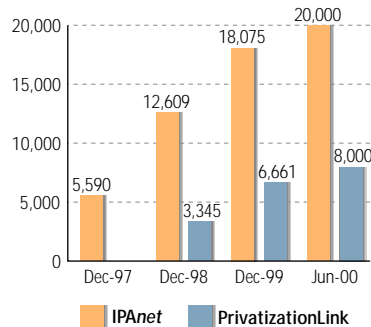
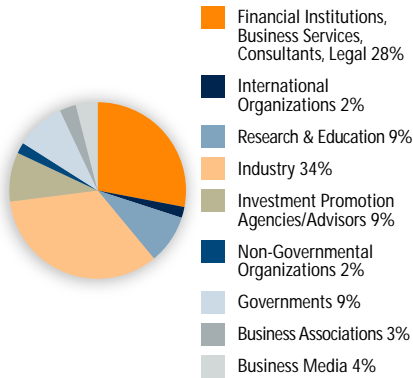


Figure 10. Number of IPAnet and PrivatizationLink Registered Users Increases



IPAnet's registered users remain mostly private sector organizations, roughly divided between the industrial sector (34 percent) and the service sector (28 percent) (figure 11).

Figure 11. IPAnet User Profile by Organization



From a geographic perspective, the user base is more diverse, but draws most heavily on North America and Western Europe, as might be expected based on the geographic distribution of Internet users (figure 12).

PrivatizationLink

(<http://www.privatizationlink.com>)

PrivatizationLink continued to grow in fiscal 2000. The service provides online information on privatization activities worldwide and supports national privatization agencies in developing and operating their Web sites. It now features privatization information on more than 70 developing countries and company profiles from some 53 agencies worldwide (figure 13).

Figure 12. IPAnet User Profile by Region

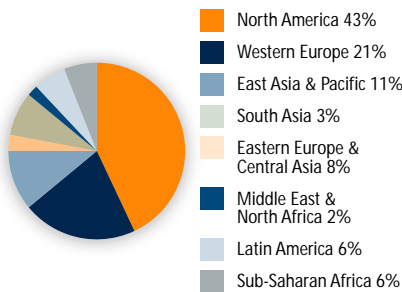


Figure 13. Regions Supplying Privatization Profiles to PrivatizationLink, Fiscal 2000



Numbers in parentheses indicate the number of countries with which MIGA has signed Memoranda of Understanding on the provision of information to PrivatizationLink.

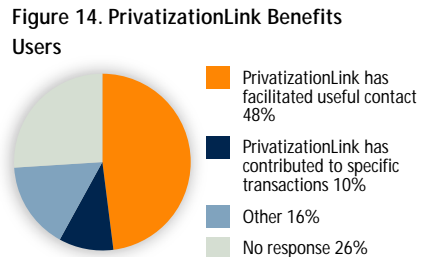
Regional Outreach. After establishing relationships with privatization agencies in the Europe and Central Asia and Sub-Saharan Africa Regions, deployment of PrivatizationLink in the Middle East and North Africa region began in fiscal 2000. A Memorandum of Understanding was signed with the Moroccan Ministry of Public Sector and Privatization to cooperate in marketing privatization assets. A similar memorandum was signed with the Egyptian Ministry of Public Enterprises and the information flow to the PrivatizationLink Web site has begun.

PrivatizationLink began with six pilot countries in the Sub-Saharan Africa region. Since then, the number of participating privatization agencies in the region has more than doubled. However, Sub-Saharan Africa has had difficulties deploying PrivatizationLink because privatization has been a stop-and-go process in the region, and communication links are poor. In contrast, almost all countries in the Europe and Central Asia region quickly embraced the PrivatizationLink concept and are regularly supplying data on enterprises being divested. The approach of the PrivatizationLink team has been to reach out to countries region-by-region. A focused outreach effort to Latin America and the Caribbean and Asia and the Pacific will take place in the coming year.

PrivatizationLink was a finalist in the public sector category of the Business Web Site of the Year competition sponsored by the *Financial Times*, UUNet, and PricewaterhouseCoopers. The prestigious award recognizes and promotes innovative use of new technologies in transforming global business practices.

PrivatizationLink users were surveyed in December 1999 to assess their satisfaction and identify new features and content that might be incorporated in the new release the following year. Two-thirds of respondents were from developed countries, one-third from developing countries—a representative sample of PrivatizationLink user composition.

Overall, respondents were very satisfied with the current product. Eighty percent rated the level and quality of site content to be “good” or “excellent.” Respondents also gave high ratings for navigability and ease of use. Respondents stated that the service has facilitated concrete transactions and has contributed to their organizations’ business activities (figure 14).



Source: PrivatizationLink User Survey, December 1999

Survey respondents also identified a clear set of priorities for contact and functional enhancements to the site. They would like to see more privatization background information on such countries as China and India; data on the energy, telecommunications, and infrastructure sectors; and an email update service. The next release of PrivatizationLink, which will take into account the results of the survey, is planned for fiscal 2001.



PrivatizationLink Russia – English Language Version
<http://russia.privatizationlink.com>

PrivatizationLink Russia
 (<http://russia.privatizationlink.com>)

In fiscal 2000, PrivatizationLink Russia, which was initiated in April 1999, concluded agreements with both the Ministry of Property Relations and the Federal Property Fund of the Russian Federation on implementation mechanisms and access to privatization-related materials from federal agencies.

More than 200 profiles of companies slated for privatization were submitted to MIGA for inclusion in the database; they were summarized and translated into English, and an additional 150 related documents were identified and added to the database. An English- and a Russian-language version of the Web site was developed and tested, and in June 2000 training was provided to the Ministry of Property Relations on site content development and administration. The prototype Web site also was demonstrated to the clients and key constituents.

Led by MIGA, the project is cosponsored and cofunded by the Canadian International Development Agency and the World Bank, and will conclude in fiscal 2001.



PrivatizationLink Russia —Russian Language Version
<http://russia.privatizationlink.com>

Other Products and Initiatives

Estonia Web Site Assessment. Responding to a request from the Estonian Investment Agency, MIGA assessed the organization’s Web site to find how to increase site traffic and maximize marketing impact. The assessment report evaluated the Web site in the context of its general marketing strategy and made recommendations to increase site usage and heighten its influence in investor decisionmaking. This type of assessment is a new service for MIGA, and one that appears to be of interest to clients. Based on its experience working with IPAs and the international investment community, the IPAnet team is developing guidelines for best practices on the Internet in this field. The team conducted a similar assessment of the Web site of the Central Bank of Cyprus and led a workshop for the bank’s International Business Department staff in developing a state-of-the-art site for promoting investment in the financial services sector.

New Investor Tracking System in Africa. MIGA worked with key staff at Malawi’s investment promotion agency to develop business process specifications and data and functionality requirements for an investor tracking system. The agency is working with a commercial vendor to configure the new system and convert databases into the new format.

African Connection. An offshoot of IPAnet for the telecommunications sector, this online service features information on Africa’s legal environment, market profiles, news and opportunities, and the general business environment. MIGA developed a prototype in fiscal 2000; the African Connection Project Secretariat will be responsible for maintenance and administration of the service when it is deployed.



African Connection: Invest in Africa's Telecommunications

Global Development Gateway. MIGA's Information Products and Services Unit contributed to the scaling-up effort of the World Bank Group in fiscal 2000 through the development of the Global Development Gateway. MIGA's suite of online investment information services—*IPAnet* and *PrivatizationLink*—and expertise in developing Internet-based services for the private sector provide a good basis for joining this World Bank Group initiative to establish and promote a Web-based clearinghouse for development knowledge and information.

MIGA has played a key role in the design of the private sector component of the Global Development Gateway and will focus on the implementation of new resources and services related to foreign direct investment. The Global Investment Exchange, a Web- and email-based service planned for deployment in fiscal 2001, will also provide an important new tool to stimulate business-to-business contacts online. It may prove especially effective for transactions among Category Two countries, previously constrained by time, distance, lack of information, or expense.

LEGAL ACTIVITIES



MIGA's Legal Affairs and Claims department assists member countries with matters related to foreign investment, provides legal advice to underwriters on issuing insurance coverage, and handles claims for compensation brought under MIGA's contracts. The first claim since MIGA's establishment was filed in March 1999 when a power project was postponed in Indonesia. For more than a year, MIGA pursued discussions with the investor and the host government to find a mutually acceptable solution. During the period, the host country refunded MIGA's expenses. In June 2000, MIGA paid the \$15 million claim since the discussions could not be finalized by the deadline agreed upon with the guarantee holder. Negotiations with the Government of Indonesia continue, and it is expected that a solution may be found in the near future.

In addition to those investment disputes in which it is involved as insurer, MIGA, in accordance with its Convention, uses its good offices to encourage the settlement of other disputes between investors and member countries. MIGA staff experienced in resolving conflicts relating to foreign investment provided legal assistance and guidance during the year to parties from numerous countries that sought creative approaches to the resolution of their investment-related disputes. MIGA's objective in these cases is to resolve disputes before they require formal arbitration.

At any given time, MIGA's legal staff may be consulting on as many as a dozen investment disputes around the world. Mediation is normally a more expeditious form of dispute resolution than arbitration. However, when the issues are complex or a host country is challenged to rethink substantial elements of its economic policies, settlement talks can drag on for several years until the parties become comfortable enough with the results of their efforts to strike a deal.

The cases that are now advancing toward resolution suggest that MIGA's mediation facilities are filling a gap in international law remedies currently available to foreign investors in their disputes with host countries. Diplomatic solutions are not practical for some, and formal arbitration may be too costly for others. Mediation, which is voluntary, informal, and inexpensive, is increasingly recognized as an attractive alternative for resolving investment disputes.

Upon the request of member states, MIGA advises on the negotiation of bilateral investment treaties and other investment-related issues. MIGA's lawyers lectured at law schools and universities in China, Italy, Singapore, Spain, Sri Lanka, Switzerland, Turkey, and the United States during the fiscal year and at conferences and workshops to promote foreign investment.