

Association Skill-Building Workshop Held in Kabul, Afghanistan

To hold a workshop in Afghanistan just 18 months after the Taliban were ousted is to experience in a small way what doing business there on a daily basis is like. It takes some extra steps, some good fortune, and a lot of perseverance, as CIPE and the newly formed Afghan-American Chamber of Commerce (AACC) experienced in preparing for their association management workshop in May.

The Minister of Commerce of Afghanistan, His Excellency Mr. Sayed Mustafa Kazemi, who opened the workshop, urged local Afghans to take advantage of the skills and knowledge offered by CIPE and the returning diaspora members. Carol Hillard, until recently Lieutenant Governor of South Dakota, and Fred Whiting, who just finished his terms as a State Senator in South Dakota, brought the program to life for the participants. Using materials from CIPE's twenty years of experience with business associations worldwide, they added their own experiences not only as politicians and legislators, but also as businesspeople active in chambers and associations and as dedicated development professionals since the early days of Peace Corps. Their breadth of

experience helped participants relate to new concepts in driving reform, working with staff, recruiting volunteers, and raising income to sustain the association.

Thirty businessmen, association representatives, and chamber of commerce staff from across Afghanistan gathered in Kabul for the conference to learn more about the fundamentals of effective business associations and their crucial role in fostering democratic and market transition. Associations such as the Dried Fruit Association of Herat, Bakers' Association of Kandahar, the Afghan-American Chamber of Commerce, the



Street vendors at a market in Kabul, Afghanistan

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African Businesswomen Receive Leadership Training

Katherine Ichoya was pleased. Since attending the 2002 "Leadership and Linkages for Women in Trade and Investment" conference in Botswana and learning what a difference CIPE's leadership training program has made for some of its participants, her goal had been to bring the CIPE program to eastern African women.

As the Senior Gender Officer for Women in Business for the Common Market for Eastern and Southern Africa (COMESA), Ms. Ichoya realizes that women entrepreneurs are a growing force in Africa's developing economies and that it is important to fully integrate women into the political and economic decision-making processes. CIPE's program is designed to address this by targeting Africa's emerging women leaders: women who have made progress in business and are now poised to take leadership roles in their communities and nations. Held from April 26-28, 2003, in Entebbe, Uganda, this latest regional program

brought together 30 businesswomen leaders from Eritrea, Ethiopia, Kenya, Rwanda, Tanzania, and Uganda to enhance their success as leaders in the business community and the community at large. Participants included business association officers, women entrepreneurs, women corporate executives, and businesswomen of the year from the six target countries. In addition to their business backgrounds, participants also brought experience in government ministries, secondary education, health care, gender and development, AIDS prevention, agricultural research, and environmental advocacy. Businesswomen benefited from the varied experience of their colleagues. One participant commented that she attended the Leadership Program to learn how "to be a good leader in my business and educate other business organizations to be better leaders and enable them to improve the economy in our country."

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Board Member's Column

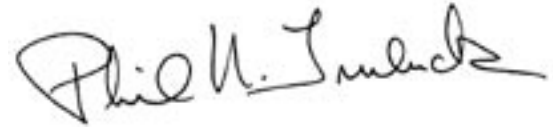
The Index of Economic Freedom

Now in its ninth edition, the *Index of Economic Freedom*, co-published by The Heritage Foundation and the *Wall Street Journal*, continues to be the preeminent source for understanding the relationship between economic freedom and growth in our global economy.

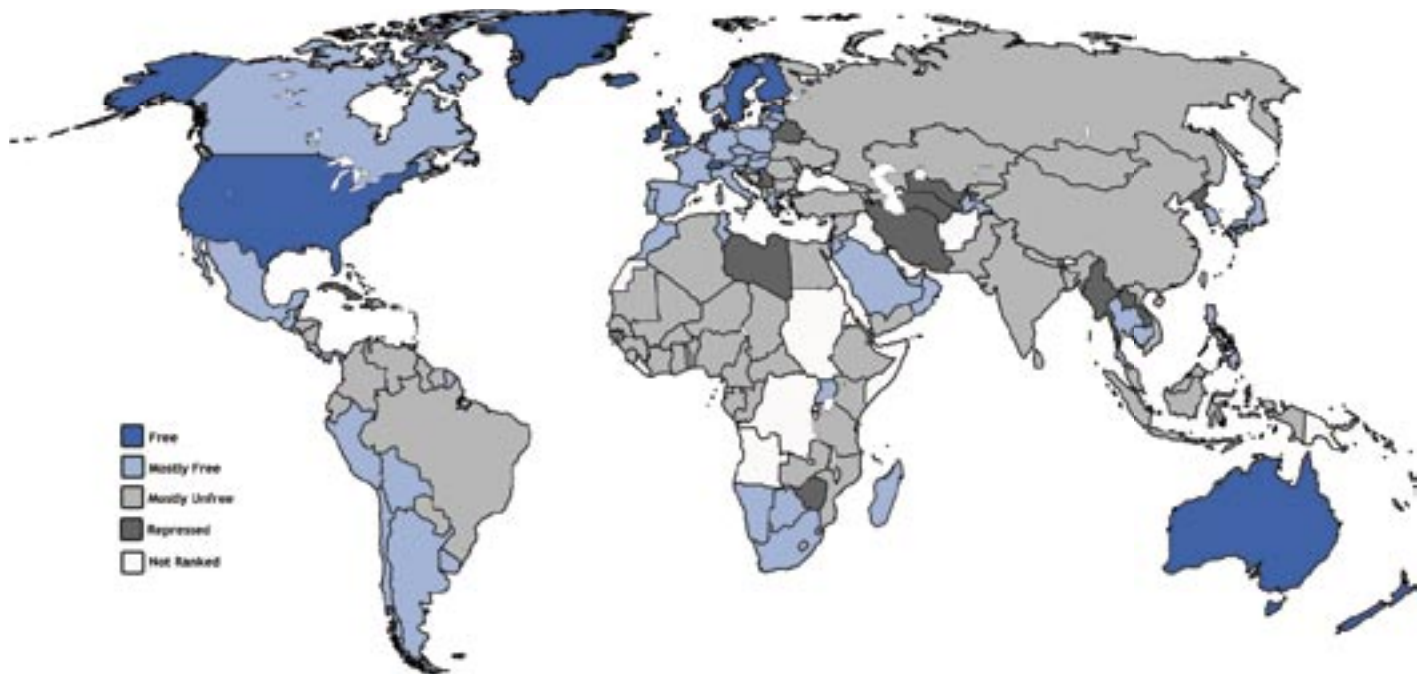
The *Index* is a practical reference guide to the economies of 161 countries, with detailed information about foreign investment codes, fiscal burden of government, tariffs, banking regulations, monetary policy, black markets, and more.

The *Index* is the essential handbook for anyone who invests or does business abroad. It also is a valuable guide to economic growth for those who want to understand the reasons that some economies flourish and others lag behind.

The 2003 edition is again joined by a Spanish language edition and an interactive online version of the English edition (which is available at www.heritage.org/research/features/index). The Web version contains the entire text of the print version, as well as the past scores for each of the 161 countries in all 10 categories. A sophisticated search engine allows users to rank countries by overall score and policy factors for each of the years the *Index* has been printed. ■



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Association Skill-Building Workshop Held in Kabul, Afghanistan

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Afghanistan Chamber of Commerce, the Kabul Chamber of Commerce, and chambers from Herat and Kandahar represented Afghanistan's four major regions in the five-day course. Businessmen included many members of the diaspora from the United States, Germany, India, and Central Asia. They discussed their own organizational challenges and how they can help address larger business issues such as reducing corruption and improving the Afghan investment climate.

Participants remarked that this was a revolutionary event in Afghanistan not only because of its subject matter but also its organization. Fortunately, email is now possible, so materials could be sent in advance. AACC President Atiq Panjshiri had to stop in Dubai on his way to Kabul to buy a projector, since there are not any available in Kabul. Then there is the matter of the country having only one

set of simultaneous translation equipment and only three Afghans with the skills to operate it—all of whom were at the workshop. The advance planning paid off as many participants were able to follow the program in English and Dari through the powerpoint presentations, another first for many of them.

During the workshop, the need for optimism in the face of poverty and war and a craving for normalcy were palpable. Enthusiasm in the hall of the Inter-Continental hotel was contagious, and during the certificate-presentation ceremony CIPE received many requests to repeat this workshop at the next level in a year's time. Excerpts from the workshop, including several interviews with English-speaking participants, will soon be available on the CIPE website, www.cipe.org. ■

Spanish Language Economic Reform Magazine Launched

Latin American countries continue to suffer from poverty, inequality, slow growth, unemployment, corruption, and low levels of participation in policymaking. This has led to two types of responses: one is a rejection of economic and political models based on democracy and markets, while another calls for a reinvigoration and an acceleration of democratic, market-based reforms.

In order to reinforce dialogue within the region in support of market-oriented reforms, CIPE and a coalition of regional think tanks, including the Instituto de Ciencia Política (ICP), the Instituto Ecuatoriano de Economía Política (IEEP) and the Centro de Divulgación del Conocimiento Económico of Venezuela (CEDICE) launched a new Spanish language magazine called *Perspectiva* last February. The magazine promotes democracy and political and economic reform in the region by publishing articles written by regional and international experts on a range of topics including achieving market competitiveness, managing public resources efficiently, and eliminating corruption.

The initial launch countries were Colombia, Ecuador, and Venezuela, with Peru and other Latin American countries to follow. In Colombia, President Alvaro Uribe spoke at a launch event last February; over 400 policymakers were present, including several of President Uribe's ministers, top business leaders, scholars, and the media. A launch event also was held in Ecuador, sponsored by the IEEP, where the magazine was featured on national radio and television

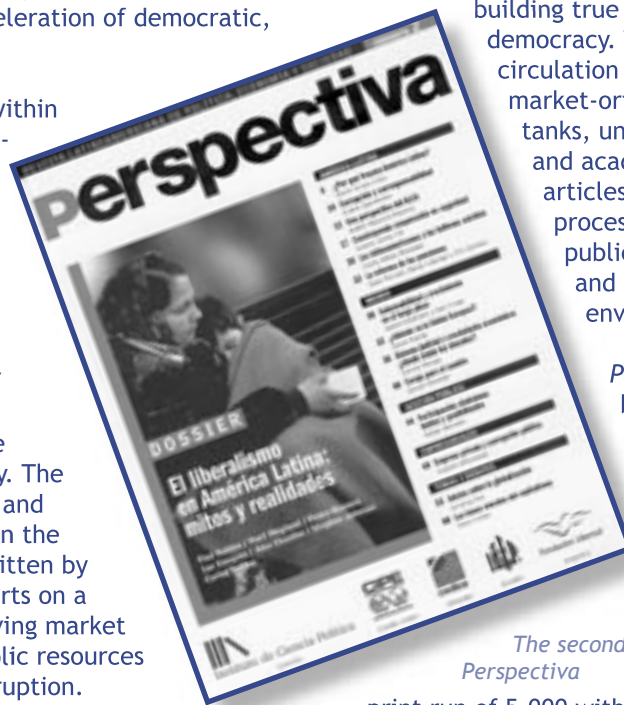
programs. Once the nationwide strike ended in Venezuela, a similar event was held in Caracas at the end of April.

Perspectiva is groundbreaking, as none of the countries mentioned above has a nationally circulating journal that addresses these issues and reinforces, the link between building true market economies and sustaining democracy. The magazine is a medium for the circulation and exchange of pro-democratic, market-oriented ideas and policies among think tanks, universities, politicians, businessmen, and academics in the Andean region. The articles address topics crucial to the reform process such as poverty, the informal sector, public participation in policymaking, and reform of the legal and regulatory environment.

Perspectiva is available for purchase in bookstores, supermarkets, newsstands, and other locations throughout the respective countries. Additionally, in Ecuador, Librería Científica - one of the most important booksellers in the country - distributes the magazine through its network of stores.

The second issue of *Perspectiva*

Currently the magazine has a print run of 5,000 with plans to increase this to 8,000 copies. The inaugural edition of this quarterly magazine features articles by Alan Dershowitz, Francis Fukuyama, Joseph Stiglitz, and Hernando de Soto. The second edition features articles by Mario Vargas Llosa, Amartya Sen, and Steve Forbes. If you would like to receive *Perspectiva* through mail subscription, please e-mail icp@telesat.com.co Electronic copies are available on CIPE's website at: <http://www.cipe.org/regional/lac/perspectiva.htm> ■



Results Seen from TRACE Anti-Bribery Workshop Series

In order to promote private sector anti-corruption strategies, CIPE is co-sponsoring Transparent Agents and Contracting Entities' (TRACE) international anti-bribery workshop series, which is working with local business associations committed to increasing transparency in their communities. With nearly half of the workshops completed, the series has proven to be a great success. Highlights from the first two workshops are outlined below.

Colombia: On March 4, 2003, more than sixty participants from the private, public, and non-profit sectors convened in Bogotá, Colombia, for an international anti-bribery workshop co-sponsored by TRACE, Confecámaras, and CIPE. The workshop brought representatives of dozens of multinational corporations, and an equal number of local commercial intermediaries, together with Colombian and international anti-bribery experts for a full day of training on transnational anti-bribery statutes and for a frank discussion of the Colombia-specific challenges to reducing the incidence of transnational bribery.

Dr. Eugenio Marulanda Gomez, president of Confecámaras (Colombia's Association of Chambers of Commerce) and Mr. John Zemko, Senior Program Office for Latin America at CIPE, initiated the workshop with introductory remarks that underscored the importance of coordinated efforts by private enterprises, public contracting entities, and non-profit organizations to combat bribery.

Ambassador Michael Skol, former U.S. ambassador to Venezuela and a principal architect of the "No to Corruption" initiative of the December 1994 Summit of the Americas, followed with comments on six years of progress and challenges since adoption of the Organization of American States' Anti-Corruption Convention.

Alexandra Wrage, President of TRACE, addressed the participants on multinational corporations' and local intermediaries' obligations under the Foreign Corrupt Practices Act (FCPA). Ms. Wrage summarized recent FCPA case law and walked participants through several practical scenarios regarding FCPA compliance.

TRACE chose Bogotá as the site for its first anti-bribery workshop in Latin America due to significant interest from multinational firms to forward private and public sector anti-corruption initiatives in Colombia.

Philippines: On May 20, 2003, representatives of 78 domestic and international companies gathered at the Makati Shangri-la Hotel in Manila for an anti-corruption workshop. Co-sponsored by CIPE, ISIS and the Makati Business Club, the workshop addressed anti-corruption standards, providing practical guidance to multinational companies and their local employees and business partners.

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New Survey Measures Scope of Informal Sector in Venezuela

Because of rising levels of formal unemployment, increased taxes on business, and a new set of laws making formal business operations a costly affair, the informal sector in Venezuela now represents over half of the Venezuelan economy. In response to the increasing size of the informal sector, CIPE and the Center for the Dissemination of Economic Knowledge (CEDICE) embarked upon a project to identify key obstacles to doing business faced by informal sector entrepreneurs.

The project was launched with a survey completed by entrepreneurs operating in "Sábana Grande," a famous section of Caracas known for unlicensed business activity. CIPE and CEDICE set out to better understand in what types of businesses informal entrepreneurs operate, how they obtain financing, to which associations they belong, and how and why they began their businesses. From this information a set of recommendations is being formulated for how the business environment can be improved so these entrepreneurs can operate formally and better participate in the democratic policymaking process.

Results from the initial batch of surveys have just been compiled, and some of the findings are startling. For example, 46% of those surveyed have sought formal sector employment; a majority of 54% has not. To some extent this result may show that many entrepreneurs have given up on finding formal sector employment. However, many



An unlicensed cell phone vendor in Caracas, Venezuela

respondents have clearly chosen the path of starting their own business. Indeed, initial survey results also show that 40% of the entrepreneurs have used severance as start-up capital for their businesses.

These are only initial results and provide a small glimpse of how the informal sector functions in Venezuela. Look for future editions of *Overseas Report* and CIPE's *Economic Reform Feature Service* for articles on the informal sector in Venezuela that will provide more information on how the problem of informality can be effectively addressed. ■

Results Seen from TRACE Anti-Bribery Workshop Series

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Mr. Ricardo Romulo, Chairman of the Makati Business Club and member of the TRACE Advisory Council spoke on "Increasing Accountability in the Philippines." Mr. Romulo provided a comprehensive survey of the steps companies are taking to increase transparency in their business practices. The Makati Business Club has been a leader in the local business community, providing effective compliance tools and recommendations for corporate good governance.

Mr. Ramon Esguerra, former Under Secretary of the Department of Justice and Senior Partner of Castillo, Laman, Tan, Pantaleon & San Jose, provided a detailed review of Filipino anti-corruption laws and regulations, including sanctions for non-compliance and a summary of current prosecutions. Mr. Esguerra also described what is perceived as a growing intolerance for corruption in the business community, but cautioned that progress will be very slow.

Ms. Alexandra Wrage provided an overview of the OECD Convention addressing transnational bribery. Following the overview, she provided a detailed description of the U.S. Foreign Corrupt Practices Act and the constraints under which U.S. companies operate internationally. Ms. Wrage addressed not only the law itself, but recent trends-- including prosecuting companies with very little connection to the United States.

A survey was conducted at the beginning of the workshop. The results reflected extraordinary concern about the level of corruption in the Philippines and an evenly divided audience of those that believe the level of corruption in the Philippines is either increasing or remaining stable. The audience drew no measurable distinction between supply-side and demand-side bribery, reflecting the belief that companies and government officials raise the topic of bribes with equal frequency.



Mr. Ramon Esguerra, former Under Secretary of the Department of Justice and Senior Partner of Castillo, Laman, Tan, Pantaleon & San Jose, providing a detailed review of Filipino anti-corruption laws and regulations.

The workshop concluded on an optimistic note, with general agreement that (1) increasing availability of compliance tools and (2) raising awareness of the issue will isolate those determined to participate in corrupt schemes.

The full workshop presentations can be found at www.TRACEinternational.org ■

Contribute to CIPE's Feature Service

The Center for International Private Enterprise (CIPE) is currently soliciting articles for its Economic Reform Feature Service. CIPE's Economic Reform Feature Service provides in-depth articles to a network of policy makers, business leaders, civic reformers, scholars, and others interested in issues relating to economic reform and its connection to democratic development.

Most articles run between 3-7 pages (1000-3000 words), but all submissions relevant to CIPE's mission of building accountable, democratic institutions through market-oriented reform are welcome for consideration.

Feature Service articles are primarily geared toward an international, non-academic community of businesspeople, economic reformers, and policy-makers. Specific policy recommendations and articles based on direct experience are encouraged. In addition to articles, we are willing to adapt suitable lectures, speeches, research notes, and academic papers.

The articles are distributed electronically and free of charge to subscribers around the globe. Please visit <http://www.cipe.org/fs> to view previously published articles.

Articles should be sent to:
Economic Reform Feature Service
Center for International Private Enterprise
1155 15th Street NW, Suite 700
Washington, DC 20005 USA

or via fax:
(202) 721-9250

or via email:
forum@cipe.org

African Businesswomen Receive Leadership Training

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CIPE organized the program in cooperation with the Uganda Women Entrepreneurs Association, Ltd. (UWEAL), a non-governmental organization located in Kampala, Uganda, with a nationwide network of 500 members. Speakers included CIPE Board member Sandra Taylor, newly appointed Senior Vice President for Corporate Social Responsibility at Starbucks Coffee, and Mary Jeffers, Public Affairs Officer for the U.S. Embassy in Kampala. CIPE Deputy Director Jean Rogers led spirited group discussions on topics such as advocacy, communication techniques, board and committee leadership, community development, strategic planning, and project design. Participants tackled common problems and constraints that confront businesswomen across the region and explored approaches to addressing these issues through advocacy campaigns. Ms. Ichoya joined the group for the closing and urged them to take advantage of their new knowledge as well as the resources through COMESA to build their businesses and make their communities stronger.

"I already registered my company, Savannahlands Beekeeping, within the first week after Entebbe workshop. From my training I learned that there is a need to sensitize, train, and educate the community as well as empower. I felt I should let you know that we really appreciate the trainings, and we are doing what we promise our sponsors to do: sharing the training with as many others as possible," reported participant Tabitha Mutemi not long after the workshop. ■

Russian Businesses Sign On for Advocacy Program

Just six months out of the starting gate, CIPE's \$2.2 million, three-year USAID/Russia project with Russian business associations for small business policy reform is racing past project benchmarks.

More organizations than anticipated are becoming involved in providing survey data, training their staff, and forming advocacy coalitions. The box below provides a snapshot of the project's results to date, based on the benchmarks and evaluation criteria that CIPE and USAID developed at the onset of this program.

Building on this momentum as the regional coalitions form, CIPE will assist each in the development of regional business agendas through small grants and on-site technical assistance visits. The regional coalitions will formulate their agendas with the help of information gathered through focus groups, roundtables, and research, and with maximum business community participation. When each Regional Business Agenda is complete, it will be publicly presented at a regional conference. The coalitions will petition regional governments and legislatures for reforms called for in their agendas, and also will work with the Russian Chamber of Commerce and Industry and the national business organization OPORA to promote the coalitions' recommendations on the national level.

<i>Participation Exceeds Expectations</i>		
	USAID Benchmark	Actual Participation
Business Surveyed	100	737
Associations Surveyed	35	68
Coalition Members Trained	25	52
Association Managers Trained	50	62
Participation by Women	30%	47%

Some key issues are already emerging. While many market entry barriers have been lowered recently, market control mechanisms are still pervasive, distorting business and providing ample opportunity for corruption. Sadly, many respondents see bribery, not legal means, as the preferable way of settling conflicts with officials. According to Irina Khakamada, deputy chairman of the State Duma and co-chairman of the Union of Rights Forces political party, small businesses annually spend about \$3.3 billion on payments to officials of varying ranks to solve specific problems. Another \$800 million is spent on overcoming administrative barriers and control procedures. However, businesses do see their associations playing a key role in addressing this problem at the wholesale level, indicating the business community should be active in the struggle against red tape and reach some consensus with the bureaucracy.

On a more positive note, recent changes in the tax law have simplified matters for small business, and business leaders are supportive of an idea recently submitted to President Vladimir Putin to introduce a single tax rate of 15% on gross income, regardless of type of property, turnover, or number of employees. Business behavior regarding credit was also revealing. Though

businesses often cite lack of access to credit as a major barrier for them, in some regions of Russia, many businesses have yet to try to access available credits. In Samara region, for example, more than half (54.5%) had not applied to a bank, while 36.4% reported that they had successfully applied, and only 9.1% had applications refused. Working with businesses to overcome this reluctance and learn to present acceptable credit applications presents an opportunity for the business associations and chambers of commerce, as does addressing the critical need business expressed for information on investment activity, trade, certification of goods, and trade exhibit participation.

With solid data, well-trained staff, and a cooperative approach, Russian business associations in the target regions are now well positioned to increase the pace of reform and the pace of business, pressing the bureaucracy to decrease market control while providing crucial information to members through association services. ■

Middle East Enters the Corporate Governance Debate

The World Bank's Global Corporate Governance Forum and CIPE recently launched a joint initiative that secures a voice for the Middle East and North Africa in the global corporate governance debate. This initiative highlights corporate governance trends and practices in Lebanon, Jordan, Morocco, and Egypt. A regional corporate governance group will meet in Cairo this September to discuss regional trends and to outline steps for corporate governance reform in the region in order to provide regional input at the upcoming Organisation for Economic Co-operation and Development/World Bank review of corporate governance principles in Paris.

CIPE and its regional partners have organized four country-specific working groups to bring together high-level market players, regulatory authorities, and the private sector to develop recommendations for corporate governance reform. Egypt's already-completed working group session pioneered the self-assessment component of the working group session with input from the Ministry of Foreign Trade, Egyptian Center for Economic Studies, Egyptian Capital Markets Association, Federation of Egyptian Industries, and the Egyptian Banking Institute. The working group sessions in Lebanon, Jordan, and Morocco are scheduled to be complete by the end of July.

In September 2003, a region-wide working group will convene in Cairo to form a regional action plan for corporate governance implementation. The self-assessments from each country's working group will be presented along with recommendations for corporate governance implementation. Country-specific reports and the conference proceeds will be organized and published in a conference summary.

The Regional Report on Corporate Governance, based on the findings from the project, will be presented at the International Global Corporate Governance meeting in November 2003 in Paris by representatives from the original country-specific working groups and will serve as the Middle East and North Africa's contribution to the international re-assessment of the OECD's Principles of Corporate Governance. This project will pave the way for MENA regional cooperation in the implementation of both country-specific and international corporate governance standards. ■

News in Brief

Public Policy Dialogues Held in Tanzania

To initiate a working relationship between government officials at the regional and district levels and the private sector in Tanzania, CIPE and the Tanzanian Chamber of Commerce and Industry and Agriculture co-sponsored a series of Public/Private Dialogue conferences in six regions of the country. Part of a larger program implemented by PACT and funded by USAID, the Dialogues served as a forum for private sector associations to demonstrate to the government and the community that the business sector is ready to take on greater responsibilities in helping the government define and continuously refine the policies, regulations, and programs that will lead to a business environment that stimulates growth and development, provides jobs, and creates wealth in Tanzania.

Prior to the Dialogues, there was a concern that the government officials will simply ignore the events and decline to participate. As an observer at one of the Dialogues remarked, the willingness from the two parties to come together was an achievement in and of itself. ■

Bosnian Leaders Explore Organization, Advocacy

On April 10-12, CIPE held its first business association management training workshop in Bosnia-Herzegovina, in the northern city of Tuzla. The event brought together 30 participants from 16 leading business organizations. In addition to covering the practical aspects of running a successful business association, the workshop re-enforced the principles of the service provision in a market environment - a key concept for chambers of commerce adapting to the new law on voluntary membership which CIPE helped enact in Bosnia-Herzegovina.

Zoran Bibanovic, president of the Travel Agents Association, commented, "We gained many useful tools at the workshop, especially in public policy advocacy and media outreach - issues that most Bosnian associations are not familiar with."

CIPE also announced a competitive small grants program for local business associations to improve their service provision, professionalism, and sustainability. This new grants program expands CIPE's existing USAID sponsored program to support local reform partners with training and technical assistance and with publications/media outreach. ■



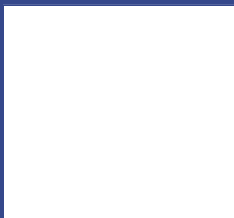
A regional commissioner addressing participants of the Public/Private Dialogue conference held in Iringa, Tanzania on March 6th, 2003

Romanian Women Share Success Stories

Women's business associations in Romania have begun distributing a compact disc produced as part of the second annual Women in Business Conference, which was organized by CIPE with funding from USAID. The disc is being issued to young Romanian women in high schools and universities, as well as to many already in the workforce. The Women of Success disc features the biographies and leadership strategies of 36 successful Romanian businesswomen. Combined with last year's edition, the Women of Success program has highlighted the accomplishments of 76 Romanian women.

According to Camelia Bulat, Director of Advocacy and Programs for CIPE Romania, the objective is to use the Women of Success compact discs to promote ethical leadership among young women. "Young women in Romania need role models. They need to understand that they can have a future in this country, and that through hard work, commitment, and ethical behavior they can achieve success."

Speaking at the conference, Romanian Minister of Small and Medium Size Enterprises Silvia Ciornei noted, "Women's associations are now seizing the opportunities offered by the private market economy and are becoming a force in the development of the private sector." ■



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The Center for International Private Enterprise is an affiliate of the U.S. Chamber of Commerce, established in 1983 to promote private enterprise and market-oriented reform worldwide. As a principal participant in the National Endowment for Democracy, CIPE supports strategies and techniques that address market-based democratic development. CIPE also receives support from the U.S. Agency for International Development (USAID), as well as private corporations and foundations. Since its inception, CIPE has funded more than 700 projects in 80 countries and has conducted business association management training programs in Africa, Asia, Central and Eastern Europe, Eurasia, Latin America, and the Middle East.



Two Iraq Projects Focus on Economic Reform

Building on CIPE's successes in other post-conflict areas - including Serbia, Kosovo, and Afghanistan - CIPE has identified local partners in Iraq and begun two new initiatives aimed at helping the people of Iraq rebuild their country.

Under Saddam Hussein and Baath Party rule, Iraq's economic and political progress stalled. In addition to the challenges facing all developing countries after decades of heavy state involvement in the economy, international sanctions designed to bring the Iraqi regime into compliance with international norms perversely created a vast informal economy designed to bypass United Nations resolutions, punish opponents of the regime, and enrich corrupt government officials. The pervasiveness of corrupt practices for political motives and personal gain undermined the rule of law in Iraq and remains a key obstacle to stability in Iraq.

First, as part of a long-term initiative in Iraq, CIPE will conduct a business environment assessment that will identify barriers facing Iraqi firms - specifically small and medium sized businesses - and the current legal environment in which Iraqi firms operate. Additionally, it will assess the state of private sector associations and business support organizations in Iraq.

Second, in a joint venture with Iraq's Institute of Democracy, CIPE is supporting the development of an in-depth monthly supplement on economic reform for the existing newspaper *Al Ahali*. An independent newspaper with a circulation of over 10,000, *Al Ahali* has recently established its offices in Baghdad after years of publishing from the relative safety of Northern Iraq. Contents of the monthly business review will include reprints of articles originally appearing in CIPE's Arabic language publication *Economic Reform Journal*.

CIPE's work in Iraq in the coming months will focus on building sustainable private sector institutions to complement and further the difficult process of political reform. ■

New Publications from CIPE

In Search of Good Directors: A Guide to Building Corporate Governance in the 21st Century (Third Edition)

430 pages

This volume provides a set of practical tools for corporate directors as they strive to meet the highest standards of corporate governance. This book is designed for all of those leaders and organizations in developing and new market economies who continue to strive for excellence.



Corporate Governance in Development: The Experiences of Brazil, Chile, India, and South Africa

Edited by Charles P. Oman
248 pages

This joint publication with the Development Centre of the Organisation for Economic Cooperation and Development (OECD) moves beyond the common conception that corporate governance practices are solely for the protection of shareholders by highlighting the connection between good corporate governance practices and economic development. The articles in this volume document the real world experiences of several developing countries as they implement a stronger corporate governance framework tailored to their unique business environments.

Ordering information for both books is available at our on-line bookstore at <https://www.cipe.org/shop/shopping/index.php> or by writing forum@cipe.org. ■



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