

Business in Bangladesh Prepares for Globalization

CIPE and the Dhaka Chamber of Commerce and Industry (DCCI), the largest chamber in Bangladesh with nearly 5,000 members, have entered the third year of a joint project to help promote a positive voice for the Bangladeshi private sector in the economic reform process. As a result of the project, DCCI is now recognized by the government, parliament, media and others as an authoritative source of information and analysis on economic policy issues, and the business sector in Bangladesh has become much more active in the formulation of policies and laws that affect them.

Among the recent policy milestones that the DCCI/CIPE project has achieved thus far are:

- Amendments to the old Copyright Law to protect software producers, discourage piracy and encourage greater foreign investment
- Establishment of a Privatization Board to oversee sale of state-owned assets to the private sector.
- Abolition of Value Added Tax (VAT) on heavy machinery
- Reduction of taxes on import of raw materials for jam, jelly, and marmalade from 37 percent to 15 percent
- Reduction on the import tax on textile machinery and raw

materials from 37.5 percent to 5 percent

- A cut in the export tax on packing materials for shipments of fruit juice from 25 percent to 5 percent
- Tax rebates have been established to encourage private investment in infrastructure, especially port and container facilities, railroads, fuel and freight stations, public transportation, and air travel.



Commerce Minister of Bangladesh Amir Khosru Mahmud Chowdry (left) with John Callebaut, CIPE Senior Program Officer, Asia.

DCCI's advocacy has had additional impact as well:

- The Prime Minister's plan for education reform, as announced in a February 2002 article of The Bangladesh Observer, was directly influenced by a DCCI/CIPE policy roundtable on Education Reform.

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Associations Improve Russian Business Climate

Small business is growing in Russia and it is stronger than many assume. The Russian government has become increasingly aware that support of small business is crucial to the country's continued economic growth and has implemented several key reforms over the past couple of years to highlight their support. One of these was the introduction of the flat tax for small- and medium-sized businesses, which simplifies the process of paying taxes and encourages informal businesses to enter the formal economy.

Nevertheless, there are many legislative and bureaucratic impediments to small business that have yet to be addressed in Russia, including barriers that entrepreneurs face with licensing, inspections, and bribery by representatives of regulatory authorities. Civil society groups and the business community are increasingly involved in

advocacy efforts to minimize the hurdles that entrepreneurs must overcome to survive.

CIPE has been working with Russian chambers of commerce, business associations, and other business support groups for the past decade to promote private sector initiatives to improve the country's business climate. USAID supports new effort by CIPE to improve Russian business climate. With USAID support, CIPE has just launched a new program, in cooperation with the Chamber of Commerce and Industry of the Russian Federation (RCCI) and the Union of Business Associations of Russia (OPORA), to strengthen the ability of local business associations to advocate for improvements in administrative policies affecting small and medium-sized enterprises in the Russian

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NED Chairman's Column

Vin Weber

When I was asked to become the Chairman of the National Endowment for Democracy shortly after joining the Board of Directors early last year, I made it my first order of business to visit each of the four core institutes which are so integral to the organization. I found that the Center for International Private Enterprise's concentration on issues of political economy and the critical interplay between economic and political institutions was particularly illuminating.

As Chairman of the NED, I am sometimes asked how the fight against terrorism relates to our overall program. I begin by noting that countries that are democratic do not, by their very nature, export terrorism. The best long-term solution to the problem is one that lies at the very heart of the NED's mission. The events of September 11, 2001, clearly have given a new urgency to that message. Our plan adopted in January notes how critical it is for us to help democracy take root in those countries where terrorism is bred.

Terrorism feeds off tyranny, finding recruits among those who are politically repressed. It is dictatorships that provide the greatest sanctuary for terrorism. While this is not a problem that is limited to one group, we recognize that it is within the Muslim world where the absence of democracy has had particularly grave consequences. Many people still remain unaware of the vastness of that world, consisting of well over one billion people, extending from Morocco to Indonesia.

The rise of terrorism and the widespread realization that such extremism is connected to the failure of political institutions in many Muslim countries have led to growing efforts to encourage political and economic modernization. It is only by liberalizing political systems, modernizing the state and the economy, controlling corruption, and ending the political abuse of religion that these countries can begin to take meaningful steps toward reducing the threats to the world that they currently represent.



I believe that we can all agree that the global defense of democracy is the appropriate and most effective response to the threat posed by Islamic extremists. While there is no single model for democracy, we do all agree that democracy is a genuinely universal value based on the belief that people everywhere, regardless of religion or culture, can achieve self-government under the rule of law. This is the natural organizing principle in the struggle to defeat terrorism and create a stable and peaceful world. ■



In Romania Public/Private Partnerships Now a Reality

In October 2000, the Center for International Private Enterprise opened an office as part of a three-year USAID project to help Romanian business associations become better advocates for private sector development. With the help of volunteer experts Michael Arno, Ed Priola and Romanian expert Despina Pascal, national business association-led advocacy coalitions were formed under the umbrella of the Open Doors Campaign.

The goal of this campaign was to promote open and transparent processes by which the private sector could interact with government. The coalitions, made up of national business associations in the tourism, manufacturing, and information technology sectors, used the CIPE process to develop legislative agendas to promote the development of their sectors. The Tourism for Today and Tomorrow Coalition, called T-3 by the members associations, developed a three-year strategy and in its first year was able to convince the government to pass two of five legislative initiatives. The Tech 21 Coalition, made up of six national information technology associations, convinced the government to pass three of its five initiatives for 2000-2001. The final coalition to form consisted of manufacturers, and its name, Pro Globe, focused on Processes and Products for the Global Economy. A national advocacy tour to all major cities in Romania served

to build the momentum for the Open Doors Campaign effort. During this tour, more than 1,000 business leaders received instruction regarding the fundamentals of advocacy as they are practiced throughout the world.

Early in 2002, five business associations in the Banat Region of Western Romania decided to take the strategy to the next level through the formation of an advocacy academy with support from CIPE and USAID. This business association-led effort also received financial support from the Romanian business community and enlisted the technical support of multi-national companies such as Coca Cola, Nestle, Proctor & Gamble, and Central Europe Consulting and Government Relations (the first advocacy consulting firm in Romania) through an advisory committee.

The Academy will sponsor public forums, hearings and debates to heighten awareness of issues that affect the private sector, creating a transparent and open process of citizen participation in government. It will also provide training in the technical aspects of advocacy campaign management and the promotion of issue-based policy, and create a research database including voting statistics, issue analysis, election trends, and regulatory requirements, which

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CIPE Overseas Report

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•At the recommendation of DCCI, a new directorate of E-Commerce Affairs has been created within the Ministry of Commerce.

•Several other pieces of reform legislation are awaiting deliberation in Parliament, including DCCI-proposed reforms of the Intellectual Property Law, now under consideration by the Ministry of Industries; the Information Technology Policy and E-Commerce Transaction Act, awaiting approval of Parliament; and new laws to provide 1) health care for workers injured on the job, 2) nationwide standards of quality for production of goods, 3) a National Commission on consumer protection with Regional Branches, and 4) a Consumer Protection Cell in the Ministry of Commerce.

DCCI and CIPE also organized a policy roundtable on November 4, 2002, in Dhaka to discuss the impact of globalization on Bangladesh and what policy reforms will be necessary to enable Bangladesh to reap the benefits of joining the global economy. Speakers included Commerce Minister Amir Khosru Mahmud Chowdry, DCCI President Matiur Rahman, and American Chamber of Commerce President Aftab ul-Islam. Private-sector participants presented a list

of policy recommendations including corporate and public governance reforms and more business-friendly laws.

From the government's perspective, Minister Chowdry said he was optimistic about the prospects of Bangladesh to face the challenges of globalization by 2004, but stressed the need for capacity building in the private sector. He said the Commerce Ministry has formed five working groups to further involve the private sector in the policymaking process and to increase transparency and accountability among government officials.

John Callebaut, CIPE Senior Program Officer addressed the issue of competition and foreign investment and the need to develop policies that encourage both. He likened the global economy to a fast-moving freight train propelled by market forces and competition, and pointed out that the train simply will not stop and wait for any country to catch up. One's choices are either to jump on board -- as dangerous and risky as that may seem -- or wave meekly as the train roars past. He said he hoped Bangladesh would be ready to board the train when the time came. ■

Associations Improve Russian Business Climate

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"This project is representative of USAID's commitment to helping the private sector in Russia have a strong voice in promoting economic growth and prosperity by working with policy makers."

Monica Stein-Olson,
USAID/Russia
Deputy Mission Director

Federation. Small business support is a top priority for both RCCI and OPORA, both of which understand the immense value in the development of a strong small business sector for Russia's economy, trade, and potential entry into the WTO.

The new project will initially focus on eight regions of Russia. CIPE and its Russian partners will provide training, technical assistance, and information resources to local business associations and chambers of commerce in those regions, equipping them to advocate for policy change on behalf of their small business communities. Project objectives include improving organizational sustainability, promoting policy reform through regional business agendas, building local business advocacy coalitions, and coordinating local initiatives with national-level efforts when appropriate. Advocacy information and linkages will be provided through a new Russian Enterprise, Association, and Chamber Terminal (REACT) on-line network. ■

In Romania Public/Private Partnerships Now a Reality

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Romanian Minister of SMEs Silvia Ciornei (on right) chatting with CIPE representatives at TIMM 2002, an exhibition focusing on small and medium enterprises

can be accessed by members of the Academy and business associations around the country.

At the Advocacy Academy's official launch, on November 27, 2002 members of the press asked specific questions concerning the impact of the organization on public policy in Romania. This impact will be felt throughout the public and private sectors as the business community, government, and Members of Parliament come together to discuss solutions. At the same time, indigenous experts trained by the Academy will carry the torch for future generations and establish advocacy as a primary service for business associations. A recent headline in one of Romania's top business newspapers puts the role of the Academy into its proper context by proclaiming, "The private sector will be heard." ■

New Book on Corporate Governance in China



As a part of its effort to promote a rules-based market system in China, CIPE has joined forces with the China Center for Corporate Governance (CCCCG) in Beijing in publishing a new book "Corporate Governance Reform: China and the World."

The 500-page volume features a wide range of articles in both English and Chinese on corporate governance and the link between corporate accountability and

rule of law, and is the first original text to be published in China on this important topic. The concept of corporate governance is relatively new in China, which faces a variety of problems as it continues its transition to a market economy. One major problem is the over-concentration of investment capital in the hands of state-owned enterprises. Of the more than 1,100 firms listed on the exchanges, almost half are controlled by their largest shareholder. A related problem is the lack of definition of property rights in firms that are publicly listed but still state-controlled.

China's current focus remains on these listed state enterprises, but the government now must cope with how to promote accountability and implement disclosure requirements among private firms as well. Private businesses, which now account for between 30 and 40 percent of national industrial output, need good corporate governance as well.

Although only a handful of China's listed firms are private, this number is now growing as China continues to reform its securities markets and ease quotas that restrict entry. Still largely shunned by China's state-owned banking system, China's private entrepreneurs will increasingly require access to domestic and foreign equity investors in order to advance from micro enterprises to mature corporations.

Private Business Associations Explored in China

Recently, CIPE and the U.S. Consulate in Shanghai organized a live interactive videoconference on the role of private business associations in the United States with more than 40 Shanghai association executives, government officials, and business leaders. CIPE presenters included Executive Director John Sullivan and Jason Leuck of the Telecommunications Industry Association (TIA). Simulcast from the U.S. Chamber of Commerce in Washington and the U.S. Consulate in Shanghai, discussions focused on how private voluntary business associations are structured in the United States and how they determine membership fees and select staff leaders. The Chinese participants in Shanghai raised a number of questions relating to association management including antitrust policies, accountability to members and development and enforcement of industry standards. This event marks a first step in China toward recognizing the value and importance of truly private business associations in helping to further develop the private sector. As has been the case with many reform efforts in China, it is a local government that is taking the lead on this key issue.

Lacking the "guanxi" networks of state enterprises, entrepreneurs will learn quickly that opening their operations to scrutiny by potential investors and practicing good corporate governance will enable them to attract more capital. Acting more transparently will also give private enterprises a competitive advantage vis-à-vis state enterprises, particularly in attracting foreign investment.

The new book includes articles by authors from China and Hong Kong, the United States and Australia, and covers such topics as the role of non-executive directors on corporate boards, controlling rights and the evolution of corporate ownership structures, accounting systems and information disclosure, and corporate governance as a means to attract foreign direct investment. ■

Tracking Georgia's Administrative Code

With CIPE sponsorship, the Partnership for Social Initiative (PSI) in Georgia has taken a leading role in addressing the "Democratic Deficit" that is caused when the private sector is excluded from the decision-making process. By monitoring the proper enforcement of Georgia's General Administrative Code, "PSI is engaging the business community and civil society in the policy-enforcing process to ensure the desired impact on government agencies" said PSI Executive Director, Devi Khechinashvili. PSI began by conducting a nationwide analysis of public perceptions and understanding of the provisions of the Code and found that the government had done little to make the public aware of its provisions; in fact 24 percent of business owners had no knowledge of the Code at all.

The Code's Freedom of Information provisions established a set process to seek information and appeal if requests are denied. PSI's analysis found that government agencies were not applying a number of the Code's provisions properly, due in part to lack of financing of administrative bodies, insufficient internal management, and the perception of public officials that under present conditions they will never be held responsible for ignoring the legislation.

PSI surveyed businesses and civil society groups to identify concrete experiences and outline specific issues when attempting to use the Code. In 20 percent of cases, government agencies failed to respond to information requests and only responded when PSI sent them and

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Promoting Good Governance in the Middle East

The private sector in the Middle East region is increasingly becoming active in corporate governance reform issues at both a local and regional level. Business association leaders from several countries recently had an opportunity to meet at a CIPE-sponsored roundtable on corporate governance as part of the Mediterranean Development Forum and to discuss key considerations in forming an effective corporate governance strategy.

For many, a key issue was the dilemma of terminology in Arabic, which does not have a precise translation for corporate governance that does not compromise the essence of the term. Corporate governance enhances the ability of businesses to be more competitive in the global market, by integrating the reality of globalization, and the need for transparency, accountability, and responsibility into their management.

"Many in the Arab business community recognize that certain institutions need to be put in place to advance corporate governance in the region, including the training of capable corporate directors; a dynamic and responsible

economic media; a regulatory environment that gives enough space for the firm to add value to its stocks; and a general environment that promotes entrepreneurship, risk taking and private initiative," said Nick Nadal, CIPE Middle East Program Officer.

The regional diversity and the different levels of corporate governance reform in all of the countries of the Middle East and North Africa shows that there is no standard path of corporate governance implementation. Each country must take the path that is most appropriate for its stage of development while at the same time learning from each other's progress.

The roundtable included the OECD Principles on Corporate Governance, the legal and the institutional framework of Corporate Governance. Presenters included Maged Shawky, Senior Advisor to Egyptian Minister of Foreign Trade and board member of the Cairo Alexandria Stock Exchange, and Hisham Awartani of the Palestinian Businessmen's Association/Center for Private Sector Development (PBA/CPSPD). ■

Businesses in Central Asia Help Combat Corruption

Despite an abundance of oil and other natural resources in Central Asia, the region continues to stagnate economically and in terms of democratic development. Entrepreneurs, business association representatives, and other private sector leaders recognize that economic and democratic reform efforts, which commenced following independence from the Soviet Union, have actually regressed. A major challenge to promoting growth is the abundance of administrative barriers to business and the corruption that these barriers promote.

"The business community recognizes that there needs to be a political solution through the democratic process to address these issues," said Elena Suhir, CIPE Program Officer for Central Asia. CIPE is helping local reformers in Kyrgyzstan, Uzbekistan, Tajikistan, Turkmenistan, and Kazakhstan to identify specific barriers facing the business community and actions needed to combat corruption through a series of "business only" roundtables.

Business leaders in each country are focusing on corruption from an institutional perspective and are actively working to identify administrative barriers and specific areas of public/private interaction where corruption flourishes. CIPE is providing advocacy training to help these reform leaders involve the private sector in the policy making process and linking them to a worldwide network of business associations that successfully influenced policy by providing practical solutions to legislators.

In Kazakhstan, "unconditional regulations established by state institutions that worsen the entrepreneurial environment by reducing competitiveness, hindering economic growth, turning away investment, and creating fertile ground for corruption," are a key issue. Regulations,

enacted without input from the private sector resulting in "excessively and counter productively control access and conduct of business in the economy" were cited as key reasons for the business community to become more involved in advocacy efforts.

Overly burdensome and unnecessary regulations often serve as an excuse for government agents to solicit bribes. The customs administration, the taxation environment, the banking climate, access to credit, and frequency of inspections are areas where harassment and extortion of bribes often goes unchecked. The increasing costs of corruption are also driving legitimate businesses into the informal economy.

CIPE will continue to work with local organizations, including the Kyrgyz Women Entrepreneurs Support Association, the Tashkent Business Club, the American Chamber of Commerce in Uzbekistan, the Almaty Association of Entrepreneurs, and Transparency International, to build a consensus for reform and design a successful advocacy program for national business agendas to lead the reform process in each country. ■



Munauara Paltasheva (left) from the Almaty Association of Entrepreneurs, with Bakytzhan Bektenov from Association of Entrepreneurs of South Kazakhstan at the "Administrative Barriers to Entrepreneurship in Central Asia" event in Bishkek, Kyrgyzstan, on December 4-5 2002.

Tracking Georgia's Administrative Code

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"administrative warning." PSI was forced to file suit against one agency, the Ministry of Finance, for its refusal to respond, demonstrating that the Code is enforceable and requests for public information can be satisfied.

To achieve lasting market reform, the private sector must play an active role in the policy-making process. In Georgia, however, public officials did not feel a need to include the public in the decision-making and legislative process, and argued that the Code does not provide for such an obligation. In response, PSI built a coalition of 70 stakeholders and members of businesses and non-governmental organizations that expressed interest in the Administrative Code and were in a position to contribute their efforts to monitoring and advocacy activities. PSI also established a pilot program with the Georgia National Center of Intellectual Property in which this agency has agreed to consult with the private organizations on its list. This pilot program serves as a model for developing similar accreditation processes at other government agencies.

When the State United Social Fund of the Ministry of Health,

Labor and Social Protection announced a tender to select a bank that would distribute pension to citizens across Georgia, the Association of Banks of Georgia (ABG) requested assistance enabling its representative to join the decision-making commission. PSI and the Coalition launched an advocacy campaign targeting government officials and the public to ensure that ABG was included as a member of the tender commission. This was the first time that a business association was permitted to participate at such a high level of decision-making.

As a result of PSI and Coalition activities, the participation of civil society and business associations in the development of public policy reforms has dramatically increased. These fundamental cultural changes in the relationship between the public and private sector is only possible because of the Administrative Code and PSI's continued advocacy for better implementation. The ongoing work of the Coalition in providing independent oversight of the administration of the Code is a good example of how NGOs can serve the interests of society in a way that government agencies cannot. ■

Governance Training for Tanzanian Business Associations

As part of a USAID-funded project under the Strengthening Civil Society cooperative agreement with Pact, CIPE is improving the management and advocacy skills of business associations in 6 regions of Tanzania. In August, CIPE conducted two management training programs in Morogoro and Mbeya, Tanzania, covering such topics as public policy advocacy, the role of business associations in a democratic society, organizational governance, and membership development.

The goal of the training was to improve the organizational capacity of business associations and prepare them to promote dialogue between government and the private sector. A total of 64 participants were trained during the two weeks. Participants represented 30 business associations that are actively involved in the development of the private sector in Tanzania.

Participants held group discussions at the end of each day to apply the theoretical framework provided by the instructors to their local situations, to offer solutions to perceived problems, and to chart a course of action to move their associations forward. Participants submitted their perception of barriers to successful market creation and economic development in Tanzania, including a lack of entrepreneurial knowledge, limited access to capital, poor infrastructure, and an unresponsive government bureaucracy.

In order to best address these issues, participants gained valuable ideas for their organizations and practical knowledge in association management, governance, and advocacy. The training allowed business association executives to network with their colleagues, share best practices, and unite to promote business-friendly policies. One business association leader commented that the training helped him "change our style of day-to-day running systems of



RoMariot Kalanje (left), Executive Director of the National Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA) with Peter Chisawillo, Chairman of TCCIA, Morogoro Region at the training program.

our association.»

Speakers included Elvis Musiba, National President of Tanzania Chamber of Commerce, Industry and Agriculture (TCCIA); Mariot Kalanje, Executive Director of TCCIA; Barak Hoffman, USAID; Dan Craun-Selka, Country Director of Pact Tanzania; Honorable Thomas Nyimbo, Member of the Tanzanian Parliament.

In Mbeya, Hon. Tom Nyimbo addressed the trainees on parliamentary process. He pointed out that it was time to demystify the work of parliament and become familiar with House Committees' activities. He encouraged business association leaders to strengthen contact with MPs who he said are eager to receive input from the civil society and associations. ■

In Other News

Promoting the Spirit of Enterprise for Egyptian Youth

CIPE is working with Cairo University (FEPS) and the Egyptian Junior Business Association (EJB) to promote free market concepts and values of democracy and opportunity among young people. This new program is educating Egyptian young people on the concepts of entrepreneurship in a free market economy. Already, over 150 high school and nearly 200 university students have received training on how a market economy functions. In addition to providing this vital information, students are visiting banks, international financial institutions, and industrial firms in several cities. CIPE is also establishing a new Arabic web site aimed specifically at Egyptian youth from 14 to 20 years old called *Efham*, the Arabic word for "understand," at www.efham.net. ■

African Business Association Network Promotes Regional Development

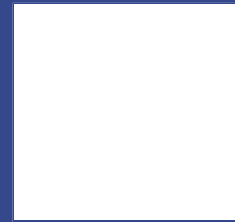
The Center for International Private Enterprise recently launched the Africa Virtual Business Association Network (AVBAN), providing an on-line resource to help strengthen African business associations in their efforts to promote good governance and economic development. The website (www.avban.org) features a comprehensive and searchable directory of African business associations with an on-line registration feature, and includes basic information about each organization, its membership base, major activities, and services. The site also includes business association management and policy advocacy training materials, and case studies of best practices as well as links to relevant on-line resources. ■

Bosnia

CIPE has opened its newest office in Sarajevo under a 2-year, cooperative agreement with USAID to support local economic development and reform, combat corruption, help private business associations, provide journalist training on economic issues, and support policy institutes. Dana Southworth, CIPE program officer for the region, has left DC and is heading this office. This program will include efforts to strengthen the business community and increase their engagement in the policy debate through an advocacy campaign aimed at educating the public, journalists and policy makers about economic issues. ■

Building Consensus for Reform in Argentina

Buenos Aires - CIPE is working with the Center for the Implementation of Public Policies Promoting Equity and Growth (CIPPEC) in Argentina to encourage coordinated action by civic and business associations to identify policy priorities for economic growth and political stability and design a national agenda to present to policy-makers. This *Consensus for the Argentine Public Agenda (CAPA)* will present an opportunity to bring together businesses and civic associations to build a consensus about mutual public problems. Until now, no one in Argentina has called upon the private sector to help determine themes of common interest to the public. CIPPEC is the leading think tank in Argentina whose mission is to promote the analysis and implementation of public policies that encourage equity and growth. ■



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.

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CIPE's Corporate Governance Events in 2003

January 15, 2003 *Corporate Governance Workshop Series: Role of Accounting and Auditing Professions in Effectuating Good Corporate Governance* in Cairo, Egypt

February 4, 2003 *CG Workshop Series: Corporate Governance in Egypt from the Banking Perspective* in Cairo, Egypt

February 10-14 *Corporate Governance for Direct Foreign Investors* in Manila, Philippines

February 17-21 *Corporate Governance for Direct Foreign Investors* in Malaysia

February 26, 2002 *CG Workshop Series: Insider Trading, Abusive Self-Dealing and Manipulative Practices at the Stock Market* in Cairo, Egypt

February 2003 *Corporate Governance Conference* in Moscow, Russia

February 2003 *Conference on Shareholders Association* in Nairobi, Kenya

February 2003 *Seminar on Corporate Governance Principles* in Medellín, Colombia

March 12, 2003 *CG Roundtable Series: Corporate Governance Failures and Lessons to be Drawn* in Cairo, Egypt

March 2003 *Regional Conference -Banking and Corporate Governance Reform* in Hong Kong

March 2003 *Seminar on Corporate Governance Principles* in Cali, Colombia

March 10-14 *Corporate Governance for Direct Foreign Investors* in China

March - May *Regional Corporate Governance Conferences* in Russia

May 19-23 *Corporate Governance for Direct Foreign Investors* Mongolia

May-July 2003 *Seminar/Pilot Training on Corporate Governance* in St.Petersburg, Voronezh, Ekaterinburg and Chyelyabinsk, Russia

June 2003 *Transparency and Accountability in Lebanon: Governance and Anti-Corruption* Beirut, Lebanon

June 2003 *Ceremony awarding winners of the Corporate Governance National Contest* Bogotá, Colombia

September 22-26 *Corporate Governance for Direct Foreign Investors* in India

If you have questions about these or any other events contact Aleksandr Shkolnikov at ashkolnikov@cipe.org



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