

GLOBAL PRIVATE & KNOWLEDGE MANAGEMENT

Since CIPE's inception 25 years ago, it has shared thoughtful analyses of democratic and market reform issues, successful methodologies, and lessons learned with its partner network and beyond. CIPE's business model, which focuses on the nexus of political and economic transformation and puts primary importance on engaging local stakeholders in building sound institutions, is as relevant today as it was 25 years ago. The following pages celebrate CIPE's years of partnership with the OECD Development Centre, look forward to the future of global reform efforts with the World Bank Institute, and provide highlights from CIPE's global and knowledge management successes over the past year.

PARTNERS IN SUCCESS OECD DEVELOPMENT CENTRE

As part of the Organisation for Economic Co-operation and Development (OECD), the Development Centre works to forge stronger relationships between the OECD and non-member countries. CIPE has worked with the OECD Development Centre on a number of initiatives to promote good private and public governance around the world.

CIPE's most important contribution to the OECD's work was in bringing emerging-market perspectives – gained through years of work with local stakeholders in developing countries – to the review of the OECD Principles of Corporate Governance. When the original principles were created in the late 1990s, they were a ground-breaking achievement in the advancement of corporate governance around the world. Practitioners quickly realized, however, the limitation of the principles written with little input from emerging economies. During the review process, CIPE brought together its partners who worked on corporate governance issues in countries as diverse as Kenya, the Philippines, and Russia.

The revised set of corporate governance principles has been embraced around the world as a starting point for good governance reform. In Lebanon, for example, the Lebanese Transparency Association used the principles as the basis for its Code of Corporate Governance – a huge step in helping Lebanese companies become globally competitive (see page 36). Most importantly, with input from emerging economies, the revised principles proved to be much more applicable to the realities of doing business in developing countries.

PROGRAMS AND PARTNERS

BUDGET

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"The greatest value of the OECD Development Centre's work with CIPE relates to something that lies at the heart of the mission of both our organizations: the engagement of reformers and experts from developing countries and emerging economies in shaping international standards and principles. This engagement makes such principles truly relevant in a global context."

Javier Santiso
Director, OECD Development Centre

Javier Santiso, director of the OECD Development Centre, speaks at a CIPE event in 2006 on the need for reforms in Latin America to address inequality and poverty.

2008 CIPE GLOBAL PROGRAMS AND PARTNERS

DEMOCRATIC GOVERNANCE AND INSTITUTIONS

Building a Better Working Environment through Voluntary Business Initiatives (Partner: Social Accountability International)

Developing Private Sector Tools to Combat Corruption (Partner: Transparency International)

Political Dynamics of Economic Reform

Promoting Transparency in Public Procurement (Partner: Transparency International)

Rebuilding Democratic and Market Institutions in Post-Conflict Environments

EMPOWERING PRIVATE SECTOR ORGANIZATIONS

Association and Chamber Executive Development

INFORMATION AND VALUES

Forum on Economic Freedom 2008

Knowledge Management

University Course on International Development

ACCESS TO OPPORTUNITY

Empowering Women through Democratic Activism and Economic Success (Partner: World Movement for Democracy)

Supporting Young Leaders (Partner: AmCham Kyrgyzstan, Bishkek Business Club, the Center for Policy Priorities Junior Achievement Nepal, and eight local chambers of commerce)

GRASSROOTS PARTICIPATION

World Chambers Congress 2007 (Partner: World Chambers Federation)

PARTNERS IN SUCCESS WORLD BANK INSTITUTE

Over the past few years, CIPE has been working with the Business, Competitiveness, and Development Program of the World Bank Institute (WBI) to support the private sector fight against corruption. As the capacity development arm of the World Bank, WBI helps countries share and apply global best practices and local knowledge to meet development challenges. The Business, Competitiveness, and Development Program works directly with the private and public sectors and their key stakeholders to integrate social and environmental responsibility, good governance, accountability, and engagement with the poor as vital components of corporate strategy. WBI promotes business contributions to development and national economic competitiveness.

In 2008, WBI responded to a common call from many countries for stronger business ethics and governance with its recently launched *Fighting Corruption through Collective Action* guide. The

guide assists decision-makers from the private and public sector in implementing ethical leadership practices and collective anti-corruption measures through knowledge-sharing of reform solutions and best practices. Developed by WBI with contributions from CIPE and other stakeholders such as Transparency International and the United Nations Global Compact, the guide is available at its companion web portal, www.fightingcorruption.org.

Also in 2008, together with CIPE and the Regional Center for Organization Management (based out of Bucharest, Romania), WBI fostered opportunities for business associations from the information and communications technology (ICT) sector in Romania and Ukraine to share best practices in policy advocacy. The association dialogue resulted in a toolkit on experiences in advocacy and public private dialogue from within the Romanian ICT sector and a series of workshops on policy advocacy for business association managers in Bosnia and Herzegovina.

Demand for successful private sector programs against corruption remains high. By replicating the successes of companies and business associations in combating bribery and extortion, CIPE and WBI intend to meet that demand in the coming years.



President and CEO of Transparency International – USA Nancy Boswell and CIPE Executive Director John D. Sullivan discuss WBI's new guide and web portal, "Fighting Corruption Through Collective Action – Resources for Business" at the guide's launch in June 2008.



CIPE DEVELOPMENT INSTITUTE

In mid-December 2008, CIPE launched the CIPE Development Institute – a new online platform that advances young people’s understanding of the role of democratic governance and the market economy in development. This resource is available at www.developmentinstitute.org and is a joint effort with CIPE partners and distinguished global scholars such as Nobel Prize-winning economist Douglass North, Hernando de Soto, and Larry Diamond.

The institute reaches undergraduate students and professors in developing countries by providing them with self-study and classroom materials on political and economic reform and case studies from around the world. The online platform features interactive, multimedia presentations from international speakers, accessible lesson plans and readings, and an open forum on development issues. Given that few university curricula in developing countries address development issues from the perspective of building sustainable democratic and market institutions, this resource is a valuable and practical educational tool.


- The Riinvest University in Kosovo has committed to integrating the Development Institute resources into its regular curriculum. Universities in countries as diverse as Afghanistan, Kyrgyzstan, and South Africa have also expressed interest in using the materials as part of their regular course work.
- Over 450 users from 93 countries registered with the Development Institute in its first quarter of operation.
 - “[The institute has] so many different voices and different accents from different corners of the world, yet completely harmonized by a common perspective on international development.” **Dr. Boris Begovic, President of the Center for Liberal-Democratic Studies and Professor of Economics at the University of Belgrade, Serbia**
 - “[I] believe it is an important contribution to the world community particularly being freely accessible. It will be my pleasure to study all and commend to others when opportunities arise.” **Dr. Y.R.K. Reddy, Chairman of the Academy of Corporate Governance in Hyderabad, India**

SHARING KNOWLEDGE OF EFFECTIVE PROGRAM APPROACHES

Through knowledge management, democratic market reform strategies and lessons from across the world are being integrated into CIPE's programs and beyond to improve program effectiveness and generate new initiatives. Partners have looked to CIPE for ideas and models in their work, and several have directly transferred this knowledge into their program design. CIPE's knowledge management resources are used by business associations, think tanks, consultants, embassies, companies, and social entrepreneurs.

In 2008, the knowledge management program expanded outreach and shared new types of knowledge with *The CIPE Guide to Program Development*, which captured CIPE's own best practices for nurturing locally driven reforms. In addition, a series of reform toolkits shared valuable "how-to" recommendations on combating corruption, promoting corporate governance, and establishing legislative advisories. An online community of practice was launched to facilitate cross-regional sharing of knowledge among advocates for women's entrepreneurship at www.reformsnetwork.org/women.

- CIPE Reform Toolkits were used in training and advocacy programs in Iraq, Mongolia, Romania, Sri Lanka, Tanzania, and Yemen. The toolkits have received over 14,000 hits online.
- Survey results from partners and other CIPE knowledge management users revealed that these resources are being used by chambers of commerce, think tanks, consultants, embassies, companies, and social entrepreneurs. Respondents indicated that knowledge management resources are valuable in: "daily work," "program implementation," and "youth empowerment in professional schools," and that they are "critical... in making decisions on which course of action to take."
- *Strategies for Policy Reform* has been accessed online more than 31,000 times, making it one of CIPE's most popular publications at: www.cipe.org/strategies.
- CIPE case studies and toolkits were featured in the World Bank Institute's "Business Fighting Corruption" resource center for businesses, international organizations, and non-governmental organizations.



The CIPE Guide to Program Development

Strategic Planning for Emerging Markets • CIPE Staff Edition
Center for International Private Enterprise

The CIPE Guide to Program Development, pictured above, is a new resource for CIPE staff to learn about CIPE's best practices for program development and supporting local reform. A special edition for partners is set for release in 2009.

FORUM ON ECONOMIC FREEDOM

In order for democratic and market-oriented reforms to take root around the world, public officials, the private sector, civil society organizations, and ordinary citizens *must* have access to a free flow of information. Apart from accurate news and analysis of current events, local reformers also need success stories, theoretical pieces, international experiences, and regionally specific resources to inform their work. In 2008, CIPE's Forum on Economic Freedom continued to foster and deepen this crucial information flow by providing various electronic and print tools to help reformers share ideas and best practices. Whether through *Economic Reform Feature Service* articles, the CIPE website, case studies, policy papers, roundtables, or the CIPE Development Blog, Forum is capturing and sharing knowledge on the links between political and economic reform.

- CIPE is reaching more people than ever through its website; traffic on the CIPE website grew by nearly 30 percent in 2008.
- CIPE launched a new effort on association social responsibility with private sector workshops in Colombia, Indonesia, Montenegro, and the Philippines. These developing-country voices are crucial in the creation of a set of international association social responsibility principles, to be completed in 2009.
- CIPE, along with the World Bank Institute, Transparency International, the UN Global Compact, Siemens, Grant Thornton, and other companies and non-governmental organizations, helped launch a new collective action portal to combat corruption, www.fightingcorruption.org.



With the support of CIPE's Forum on Economic Freedom, the CIPE Development Blog has become well known for its ability to connect current events with broader themes, CIPE programs, and partner experiences.



Sadia Basir, a young entrepreneur who participated in CIPE's youth conference, speaks on CNBC Pakistan about the challenges young people face in starting their own businesses.

YOUTH INFLUENCE POLICYMAKING IN PAKISTAN

In June 2008, young people from across Pakistan gathered in Islamabad to make policy recommendations for the draft of the National Youth Policy of Pakistan. The conference, organized by CIPE, the Islamabad Chamber of Commerce and Industry, and Pakistan's Ministry of Youth Affairs, was an opportunity for 130 young participants to voice their concerns directly to the Secretary for Youth Affairs Ashfaq Mahmood. Participants developed more than 50 recommendations and presented these to Secretary Mahmood. Examples of how the 2009 National Youth Policy reflects the recommendations of the conference include:

- Large public and private organizations and companies are required to provide internship opportunities to young graduates, and universities must provide on-campus job opportunities to at least 5 percent of their full-time student population;
- Universities are encouraged to establish career offices for graduates; and
- Incentives to universities and corporations encourage the establishment of business incubator offices for young graduates to hone their business plans.