



**Center for
International
Private
Enterprise**

2012 ANNUAL REPORT





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The Center for International Private Enterprise (CIPE) strengthens democracy around the globe through private enterprise and market-oriented reform. CIPE is one of the four core institutes of the National Endowment for Democracy and an affiliate of the U.S. Chamber of Commerce. Since 1983, CIPE has worked with business leaders, policymakers, and journalists to build the civic institutions vital to a democratic society. CIPE's key program areas include anticorruption, advocacy, business associations, corporate governance, democratic governance, access to information, the informal sector and property rights, and women and youth. CIPE programs are supported by the National Endowment for Democracy, the U.S. Agency for International Development, the U.S. Department of State, and the Middle East Partnership Initiative.



WELCOME

From the Chair and the President

The pace of change in the world remains rapid and often contradictory. The Middle East and North Africa have seen their people rise and struggle toward political reform, while the former Soviet sphere has seen democracy start to deteriorate. Burma undertook its first democratic election as Venezuela considers its future after Chavez. Syria's civil uprising continued unabated as South Sudan became, finally, an independent nation. As the world continues to absorb these and other changes, CIPE's global mission — to strengthen democracy through private enterprise and market oriented reform — remains more crucial than ever. CIPE's partners throughout the world are poised and prepared to offer input and guidance to the transformation of their own economies, and are embracing the opportunities and responsibilities of democracy. As our partners establish their roles and priorities to advance reform, CIPE stands ready to help build the institutions that support and nurture democracy and economic growth.

Since 1983, CIPE has teamed with over 500 partners in more than 100 countries on nearly 1,400 programs dedicated to strengthening the intersection between democracy and economics. Across the spectrum from the private sector and other civil society players, CIPE engages with unique partners and program initiatives to help build strong, market-oriented democracies. These partners range from one of the foremost business associations in Kenya to a nascent economic think tank in Syria. In 2012, CIPE's programs had wide-ranging impact. CIPE's Pakistan office played an instrumental role in facilitating first-ever rules for the governance of state-owned enterprises, helping to diminish major opportunities for corruption. An innovative CIPE-supported *EmprendeAhora* training program in Peru worked to empower young people with the knowledge they need to pursue their dreams of entrepreneurship while understanding the rights and responsibilities of a democratic citizen. In Central Asia, CIPE helped train journalists and university faculty in order to increase the public's access to reliable information about the



Karen Kerrigan
CIPE Chair
President and CEO of
the Small Business &
Entrepreneurship Council



Thomas J. Donohue
CIPE President
President and CEO,
U.S. Chamber of Commerce

economy. And, CIPE led the creation of a committed group of global thinkers and reformers — the Free Enterprise and Democracy Network — to address the lack of private sector representation in global forums on democracy around the world.

2013 will mark the 30th anniversary of CIPE's founding as both a core institute of the National Endowment for Democracy and as a proud affiliate of the US Chamber of Commerce. CIPE's three decades of knowledge and experience in emerging markets ensure that it will remain well positioned to continue to fulfill its mission. We are pleased to present CIPE's programmatic activities for 2012 and to report on the good work and accomplishments of our many global partners. With the ongoing support of the National Endowment for Democracy, the U.S. Agency for International Development and the U.S. Department of State, the State Department's Middle East Partnership Initiative, the U.S. Chamber of Commerce, and others, CIPE and its partners remain at the forefront of building market institutions that provide opportunities for sustainable economic growth and the development of democracy around the world.

CIPE BOARD OF DIRECTORS

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Small Business and Entrepreneurship Council

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Dean of the Moore School of Business
University of South Carolina

Rosa Whitaker

President and CEO
The Whitaker Group

CIPE AREAS OF WORK

Democratic Governance: CIPE works to create and strengthen institutions of accountability, increase public participation in government, reform government agencies, and strengthen judicial systems.

Access to Information: CIPE works with local partners to achieve greater transparency in government, an unrestricted voice for reformers, and a greater public understanding of democratic, market-oriented principles.

Combating Corruption: CIPE seeks to reform ambiguous legal systems, implement standards for government agencies, make a link between cultural norms and rule of law, and improve governance mechanisms.

Business Association Development: CIPE supports freedom of association and grassroots participation of private sector organizations by providing executive management courses and educational materials, assistance on advocacy strategies and organization governance, and support for market-oriented member services.

Corporate Governance: CIPE works to build systems of corporate governance, without which neither markets nor democratic governance can prosper. CIPE initiates and supports programs to reform laws and institutions, build support for business ethics, and raise public awareness of the need for effective corporate governance practices.

CIPE OBJECTIVES

- Foster institutions necessary to establish and sustain market-oriented democracies.
- Increase private sector participation in the democratic process.
- Increase support for and understanding of the freedoms, rights, and responsibilities essential to market-oriented democracies among government officials, businesspeople, media, and the public.
- Improve governance through transparency and accountability in the public and private sectors.
- Strengthen freedom of association and private, voluntary business associations.
- Promote an entrepreneurial culture and understanding of how markets work.
- Expand access to information necessary for sound entrepreneurial and policy decisions.

Legal and Regulatory Reform: CIPE's National Business Agenda approach encourages the private sector to identify laws and regulations that hinder business activity and offers recommendations to remove barriers and improve the climate for entrepreneurship.

Women's Issues: CIPE works to remove institutional and cultural barriers to women's participation in society. We view women's empowerment through the prism of building linkages between educational, political, civic, and economic empowerment, where civil society organizations — especially women's business associations — become a leading force to remove barriers and empower women to shape the future of their own countries.

Youth: CIPE focuses on building skills through entrepreneurship and management programs and supporting associations that provide networking, services, and forums for young leaders.

Informal Sector and Property Rights: CIPE and its partners bridge the gap between the informal sector and the formal economy by supporting the democratic voice and participation of the informal sector, reforming business registration procedures, and strengthening private property rights.

Around the world, tens of millions of men and women strive every day to improve their lives through private enterprise. Over time, their individual accomplishments can add up to wholesale economic and political transformation. But in order for these businesspeople to create change, they need more than ideas and energy. They need a level playing field, fair and inclusive markets, and clear rules of the game. This is where the work of the Center for Private Enterprise (CIPE) begins, partnering with the private sector to help build the infrastructure of market economies and encourage democratic reform.

REGIONAL STRATEGIES

Middle East and North Africa

Change continued to dominate the Middle East and North Africa (MENA) region in 2012. While some nations found a measure of normalcy, others confronted sectarian clashes and civil war. Throughout the region, CIPE's partners served as a source of skills, knowledge, and inspiration for citizens advocating for democratic institutions and free markets.

South Asia

South Asia's future is undermined by rampant corruption, disenfranchisement of women and youth, and weak democratic institutions. CIPE demonstrated the value of its sustained efforts in the region this year, as a four-year initiative to reform state-owned enterprises (SOEs) led to the creation of a set of draft rules for SOE corporate governance in Pakistan. These have been endorsed at the highest levels and are moving through the approval process.

Eurasia

As strong national leaders reassert control in many Eurasian countries, the window for reform has begun to narrow. In response, CIPE and its partners focused on journalists and educators who are well positioned to increase public awareness of democratic and free market concepts. CIPE worked to strengthen networks and coalitions of business organizations and to help local thought leaders engage effectively and sustainably in the reform process.

Africa

The informal, micro, small, and medium-sized enterprise sectors in Africa represent tremendous potential for economic growth — if the business environment can be modified to support their success. CIPE's 2012 programs in Africa helped business associations, civil society groups, and think tanks gain the capacity to advocate more effectively. The result was a series of laws removing burdensome regulation and reforming tax codes.

Asia

Throughout Asia, CIPE contributed to the maturing of democratic principles, ideals, and institutions. Thanks to CIPE's efforts and those of its partners, there is a growing recognition that sound corporate and public governance promote a more vibrant economy and lead to higher living standards.

Latin America and the Caribbean

A major 2012 theme in Latin America and the Caribbean for CIPE was empowering citizens with the insight and skills needed to participate in the political system and make their mark in the local economy. Many of CIPE's partners found the Internet to be a powerful tool for conveying vital information and fostering dialogue.

Global

CIPE's Global programs in 2012 focused on building broad consensus for democratic and economic reform. As part of this effort, CIPE and its partners have launched a number of initiatives to disseminate best practices worldwide and build a global network of like-minded organizations.

The projects and partners featured in the "2012 Annual Report" represent only a few of the many committed, dedicated individuals and organizations who work tirelessly to nurture democracies that deliver real results for citizens and market economies.



PGI Executive Director Dr. Hisham Awartani (left) with Prime Minister of the Palestinian National Authority Salam Fayyad (center) at the official PGI launch ceremony. Sixty leaders from Palestinian businesses, civil society organizations, and government gathered for the ceremony.

PALESTINIAN TERRITORIES Fostering a Culture of Corporate Governance

The Palestine Governance Institute (PGI), a CIPE partner in the region, is the first institution in the Palestinian Territories to focus on corporate governance as a way to address the corruption and lack of accountability that undermine the economy. In 2012, PGI organized a series of activities that is changing the way firms view their governance practices.

- With CIPE's support, PGI conducted a benchmark survey of governance among firms listed on the Palestine Exchange (PEX). The data from the survey shed light on impediments to implementing corporate governance reform.
- Capitalizing on its extensive relationships with key stakeholders, PGI organized 14 seminars and workshops that attracted 500 West Bank corporate leaders, government regulators, and institutional stakeholders to discuss the survey findings.

- PGI's high-profile workshops and seminars cemented its reputation as the premier institution dedicated solely to strengthening corporate governance in the Palestinian Territories. As a result, Palestinian companies, banks, business associations, and institutional authorities such as the Palestinian Monetary Authority, Capital Market Authority, Stock Exchange, and Anti-Corruption Commission, sought out PGI's advice to improve their governance standards and practices.
- As a result of PGI's advocacy efforts, eight more firms listed on the PEX, an indication of their willingness to subject their corporate governance practices to public scrutiny.

SYRIA Advancing the Private Sector's Vision for the Future

The people of Syria are unwilling to wait for the struggle for democracy to end before charting their economic future. With CIPE's assistance, they established the Syrian Economic Forum (SEF), a think tank including some of the most active and committed leaders in the Syrian private sector. Its role is to focus on those issues crucial to the country's economic transition, craft a series of actionable policy proposals to create a vital private sector, and mobilize internal and international support for these efforts.

- Throughout 2012, SEF's Board of Directors communicated its vision at gatherings of CIPE's partners and, with CIPE support, established a substantial online presence. Through its new website (www.syrianef.org) and related social media, SEF has published Syrian economic news and analysis on a daily basis, while serving as a repository of materials on democracy-building and market economics.



The Economic Reform Task Force, a project of CIPE and the Studies and Economic Media Center (SEMC), conducted a roundtable on Security and the Rule of Law for the public and private sectors. Pictured (left to right): Yemen Businessmen Club Chairman Ahmed Bazaraa, Deputy Minister of the Interior Mustafa Nassr, SEMC Executive Director Dr. Mohammed Al-Qaedi, and the Public Relations Director for the Ministry of the Interior.

YEMEN Helping the Private Sector Drive Reform

In response to Yemen's changes in 2011, CIPE and its local partners worked together on a series of projects that, for the first time, yielded a collective Private Sector Vision for the nation's future. In the process, these initiatives demonstrated the power of consensus in a historically fractured society even as the private sector begins to inject this vision into the ongoing national dialogue.

- Working with the Human Rights and Information Training Center, the Studies and Economic Media Center, and the Political Development Forum, CIPE helped forge an unprecedented coalition unified by its determination to promote democratic governance, economic reform, and development. This group created a task force consisting of

representatives from state and local councils, political parties, civil society, donor organizations, and the media to rally widespread support among private sector stakeholders for their vision.

- CIPE and its partners met with the Yemeni prime minister to advocate for greater inclusion of the business community in the democratic transition. As a result, the prime minister formed a consultative body to work on economic reform priority issues. This body is the first of its kind in Yemen and represents a level of public-private cooperation that is unparalleled in Yemen's history.



Launch ceremony for the Code of Corporate Governance 2012 featuring (left to right): Chair of the Task Force Ebrahim Sidat, Governor State Bank of Pakistan Yaseen Anwar, Federal Minister for Finance Dr. Abdul Hafeez Shaikh, Chairman of SECP Muhammad Ali, and President & CEO of the Pakistan Institute of Corporate Governance Fuad Azim Hashimi.

PAKISTAN

Reducing Corruption by Strengthening Corporate Governance in State-owned Enterprise

The lack of proper financial and business controls that plagues Pakistan's state-owned enterprises (SOEs) creates opportunities for mismanagement and corruption. At the same time, these enterprises produce multi-billion-dollar annual losses that imperil government finances. At the urging of CIPE and its partners, the Ministry of Finance formed a taskforce of highly-placed stakeholders in 2009 to examine weak SOE governance in depth — the first time that SOEs have been subject to this level of scrutiny. The group delivered a set of draft rules for SOE corporate governance in 2012.

- To obtain the views of stakeholders, CIPE, the Pakistan Institute of Corporate Governance, the Ministry of Finance, and the Securities and Exchange Commission of Pakistan (SECP) hosted a series of three roundtables in Islamabad, Karachi, and Lahore. The first roundtable, led by the minister of finance, drew more than 100 participants from SOEs, representatives of the World Bank, the Asian Development Bank, International Finance Corporation, and a range of economists and business leaders.
- In late 2012, the draft rules were approved by the Policy Board of the SECP, chaired by the secretary of the Ministry of Finance. The Ministry of Law is now reviewing the rules before they move to the next stage of the approval process.



Pakistan Finance Minister Abdul Hafeez Shaikh talks to the media after presenting at a CIPE roundtable on corporate governance for SOEs in Islamabad.

AFGHANISTAN

Strengthening the Democratic Policy and Governance Process

In 2011, business associations in Afghanistan, with CIPE's support, launched the National Business Agenda, which contains a series of targeted policy reforms that may lead to significant improvements in the Afghan business climate. This year, CIPE held regular roundtable discussions with business leaders, policymakers, and other key stakeholders to help make the National Business Agenda a reality. These efforts have led to improvements in a number of areas.

CIPE also works on the provincial level. In 2012, it conducted seminars for 15 Provincial Councils to increase their understanding of the value of an active private sector. As a result, the Provincial Councils have been more responsive to private sector requests to address such issues as corruption.

- Consistent with NBA recommendations, the Afghan Central Bank had drafted a new Islamic banking law and an industrial banking law.

- The Carpet Working Group, appointed by the Afghan government and comprised of members of relevant government ministries and representatives from the carpet industry, adopted NBA recommendations, including reducing the income tax on carpets from 20 percent to 10 percent and exempting carpet-making equipment from tariffs.
- In accord with the NBA's recommendations, the government improved electricity supply and other necessary infrastructure at its six existing industrial parks and announced the creation of seven new industrial parks around the country.
- Meeting with the governor and municipal authorities, the Takhar Provincial Council stopped illegal fees on truck drivers, lowering the prices of goods sold locally.
- The Ghazni Provincial Council reclaimed approximately 3,000 hectares of government land that had been illegally taken. Such land grabs prevent the government from making land available to productive private businesses.



Since 2011, CIPE has worked with business associations to improve the Afghan business climate for small and medium-sized enterprises like these in the Old Kabul District.



Participants at a business association training session in Western Ukraine work to build their organizations' capacity.

UKRAINE

Business Owners Find Their Voices during Parliamentary Elections

Ukraine's small and medium-sized businesses have been ineffective in influencing electoral politics because they have not rallied around common concerns. Thanks to CIPE, this changed during the 2012 parliamentary elections. With CIPE assistance, business associations mobilized the entrepreneurial community to identify barriers to economic activity and to insist that candidates clearly take a position on these subjects. To help business associations play this more active role, CIPE worked closely with them to build capacity in such areas as budgeting, financial management, communications, and advocacy.

- CIPE supported a survey of 2,700 entrepreneurs and leaders of business organizations — through polls, roundtables, and focus groups in 11 regions — that helped the business community define its top two priorities for change: corruption and high taxes.

These events generated more than a dozen articles and television reports, heightening awareness of the business community's newfound determination to become involved in politics.

- Four successful parliamentary candidates signed pledges to pursue policies promoted by the business community. CIPE partners are holding these new parliamentarians publicly accountable for their pledges.
- Once elections were over, graduates of the business association training seminars continued to build support for reform. For instance, the Sevastopol chapter of the Ukrainian Union of Industrialists and Entrepreneurs hosted an online conference in November 2012 for 15 elected leaders and policymakers to map the business community's legislative priorities.

CENTRAL ASIA

Strengthening Understanding of Economic Topics in Central Asia

Because the Central Asian public has limited access to reliable, independent sources of economic information, they are ill-equipped to engage with policymakers and to hold governments accountable for their economic policies. To fill the information void, CIPE has focused on journalists and university faculty as groups that can play a key role in increasing the public's access to and understanding of information about the economy.

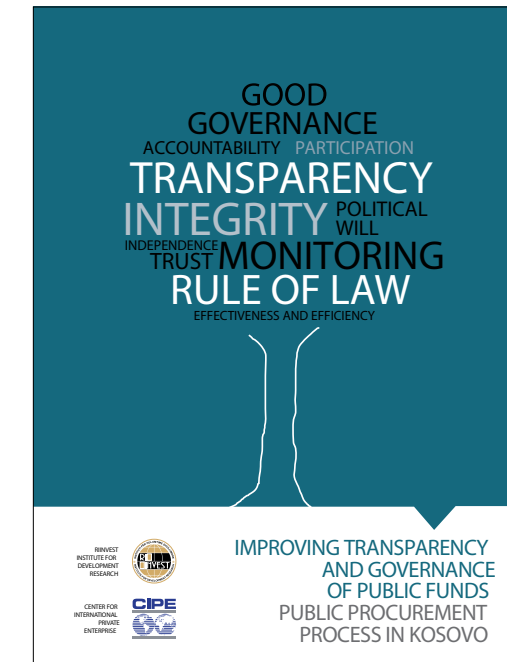
- In 2012, more than 100 journalists from Kazakhstan, Kyrgyzstan, and Tajikistan participated in CIPE-supported Economic Journalism Schools to strengthen their knowledge of market topics, the value of stable institutions, and the importance of a sound investment climate. Economic Journalism School participants in the region have produced more than 200 news articles and 25 video stories on economic topics in the region's mass media since completing the training.
- More than 90 media representatives, economic and think tanks experts, and members of business associations from all of Central Asia, including Turkmenistan and Uzbekistan, gathered in Bishkek, Kyrgyzstan for a two-day international conference on economic journalism — the first of its kind in the region.
- In Kazakhstan, nearly 800 university professors and business school students took part in CIPE-supported corporate governance seminars that stressed the value of sound corporate governance in promoting transparency and accountability in business and government. As a result, 50 percent of Kazakhstan's universities now offer courses in corporate governance.

KOSOVO

Strengthening Public Procurement and Governance

With CIPE assistance, the Riinvest Institute for Development Research is helping to galvanize public support for greater transparency and accountability in Kosovo's government. Riinvest surveyed 600 small and medium-sized businesses and conducted in-depth interviews with key stakeholders, then produced high-profile policy papers on public procurement and

corporate governance in Kosovo's publicly-owned enterprises. The reports were circulated widely, including to more than 50,000 companies, and large public events were held to present their findings and recommendations. The Balkan Investigative Reporting Network broadcasted both events on special editions of "Life in Kosovo," a popular television program with nearly 400,000 viewers per week. The surge of public attention and support has positioned Riinvest well to intensify its advocacy for transparency and corporate governance reform.



CIPE partner Riinvest Institute for Development Research launched a report on transparency and governance in Kosovo's public procurement system.

- Parliament and the other four government bodies involved in public procurement in Kosovo opened discussions with private sector and civil society representatives on fostering a more transparent and efficient public procurement process.
- The Kosovo Institute of Public Administration developed a new advanced training program for public procurement officers. By stressing technical procurement issues and emphasizing case studies, the institute hopes to create greater awareness of how barriers to transparency and fairness can be overcome.
- The Public Procurement Regulatory Commission completed and simplified secondary legislation governing public procurement. These laws will make it easier for companies to bid on government contracts and help create more transparency around the expenditure of public funds.



Owners of micro, small, and medium-sized businesses, like the fruit and vegetable vendors in Nairobi's Gikomba Market, are key to Kenya's economic future.

KENYA
Creating a Framework for Micro and Small Enterprise Growth

The key to Kenya's political and economic future is its vibrant micro and small enterprise sector. It currently provides 78 percent of the country's total employment, more than 90 percent of new jobs, and 18 percent of GDP. The passage of the Micro and Small Enterprises (MSE) Bill on December 31, 2012 is therefore a milestone in the nation's evolution. It is the first significant legislation targeting Kenya's micro and small business environment in several decades and provides a framework for its promotion, development, and regulation.

- This new law is a direct result of CIPE's partners' efforts to build awareness for micro and small enterprise policy reform. It also reflects their extensive input in drafting and passing the bill, which was sponsored by Member of Parliament Francis Thombe Nyammo of the Tetu constituency.
- The MSE Bill establishes the legal framework for a Small Business Authority charged with regulating small business and associations, creates a small business fund to support innovation and research into products and services, and establishes a tribunal to arbitrate commercial disputes among small businesses.

SENEGAL
Promoting Tax Reforms that Encourage SMEs to Join the Formal Sector

CIPE's partner in Senegal, Union Nationale des Commerçants et Industriels du Senegal (UNACOIS), scored a notable success this year with the passage of a revised tax code that included a series of provisions that it formulated to better integrate small and medium-sized enterprises (SMEs) into the formal economy. UNACOIS is the largest business association in Senegal with 80,000 members, nearly 70 percent of which operate in the informal sector.

At regional and cross-regional dialogue sessions jointly organized by CIPE and UNACOIS, UNACOIS members identified the nation's complex tax code and high tax rates for SME operators as a major cause of informality in the SME sector. With CIPE support, UNACOIS developed an evidence-based policy paper on tax reform, held public-private dialogue meetings with relevant stakeholders, and presented these recommendations to government officials.

- As a result of UNACOIS' advocacy campaign, the Ministry of Tax and Customs submitted UNACOIS' tax reform recommendations for a more uniform and proportional tax code for SMEs to Parliament as part of its comprehensive review of the Code General des Impôts du Senegal (Senegal Tax Code). The Legislative Tax Code reform passed on December 31, 2012 included all of UNACOIS' recommendations.
- Following up on this success, UNACOIS signed a public-private partnership agreement with the government to find solutions to Senegal's persistent food security challenges. This unprecedented agreement leverages UNACOIS' broad-based nationwide membership to create efficient and well-coordinated import and distribution channels to lower the costs of basic commodities.

NIGERIA
Empowering Associations to Remove Barriers to Entrepreneurship

Working with seven coalitions of business and professional associations in Nigeria's North Central and Southeast Zones, CIPE supported private sector efforts to advocate for specific policy reforms that improve the business environment and make public officials more accountable to their constituents. Through a combination of capacity-building, technical assistance, and grants, CIPE has enabled these coalitions to effectively raise the voice of the private sector on issues that matter.

- The Niger Coalition of Business and Professional Associations (NICOBPA) successfully helped reduce multiple taxation on businesses. On NICOBPA's recommendation, the Niger State government now issues identification cards to tax collectors and allows business owners to pay their taxes directly to designated banks, reducing the opportunity for corruption by civil servants.
- The Enugu Coalition of Business and Professional Associations (ECOBPA) successfully advocated for the elimination of illegitimate fees for business permits. As a result, Enugu state government officials have reassessed how taxes and fees are collected and found ways to collect fees that reduce the potential for corruption.
- At the urging of the Kogi Coalition of Business and Professional Associations (KOCOBPA), the Kogi Parliament now holds public hearings on all legislative bills. Ten such public hearings have already been held, and KOCOBPA now keeps a desk at the House of Assembly in order to provide regular and consistent input into the policy reform process.



CIPE established an official presence the sub-Saharan Africa region with the opening of its Nigeria Field Office in September, 2012. The office is located in Lagos, Nigeria, and helps ensure effective implementation of all CIPE programs across the region. Country Director Omowumi Gbadamosi is pictured above.



Participants in ISA's January 2012 PGS Bootcamp in Clark Pampanga, focused on training city employees in good governance techniques.



ISA Chairman Dr. Jesus P. Estanislao (center) meets with CIPE's Asia and Knowledge Management staff.

PHILIPPINES

Improving Public Governance in the Philippines

Elections are just a prerequisite for democracy; for democracy to deliver, local governments must perform for citizens every day. CIPE and its partner the Institute for Solidarity in Asia (ISA) developed a management tool, ISA's Public Governance System (PGS), which has been highly effective in helping city governments set priorities that match citizen needs and budget accordingly. This success has encouraged more governments to embrace the PGS process.

Adapted from a tool developed by a professor at the Harvard Business School, the PGS requires cities to fundamentally transform their policy-making processes. City officials work with a broad-based community group to design specific public policy goals, an action plan to accomplish them, and performance metrics to measure progress. City staff must complete a rigorous training regimen before launching a PGS initiative.

- Since adopting the PGS, the city of San Fernando in Pampanga, with a population of nearly 300,000, has built an additional 6,300 housing units and made record investments in education. The private sector has followed suit. As a result, the city has reduced its poverty rate by nearly 70 percent. Currently less than 2 percent of the city's population lives in abject poverty (one-sixth the national average), and more than half of San Fernando's population is now classified as "middle class." This is almost three times the national average.
- Thanks to the PGS, the city of Balanga in Bataan has transformed its planning and budgeting process, better linking budget outcomes to policy priorities. This has produced such highly visible improvements as a redeveloped public market and completion of the city's first-ever public library. Prior to the PGS, annual budgets were produced on an ad-hoc basis. Mayor Joet Garcia of Balanga won a presidential award for outstanding achievements in public governance.



Commissioner of Thailand's National Anti-Corruption Commission Dr. Pakdee Pothisiri addressed the audience at the third annual conference on Collective Action Against Corruption in Bangkok, Thailand.

THAILAND

Private Sector Approaches to Anti-corruption

The Collective Action Against Corruption Coalition, which CIPE partner the Thai Institute of Directors (IOD) is heading, has emerged as one of the most robust, dynamic, and comprehensive private sector anti-corruption initiatives in the world. With CIPE assistance, this constantly expanding coalition of leading Thai corporations has developed a rigorous certification process to ensure that coalition companies put their anti-corruption pledges into practice.

The certification process includes advanced training programs for senior executives and corporate compliance officers where they learn how their companies can mitigate corruption risks from their employees, suppliers, and vendors. Coalition companies also share best practices for implementing anti-corruption strategies and installing strong internal anti-corruption controls.

- Thanks to high-profile efforts promoting the coalition, Thai companies now fully appreciate the importance, locally and internationally, of reducing corporate corruption. They now pay for the right to be a part of the coalition, creating a dedicated revenue stream that will ensure its long-term sustainability.
- The 15 companies that make up the Thai Bankers Association joined IOD's coalition, a significant development for a sector whose practices were responsible in part for the 1997 Asian Financial Crisis.

LATIN AMERICA AND THE CARIBBEAN

Featured Projects



RevistaPerspectiva.com home page featuring the website team, Chief Editor Carolina Gomez (center, left) and Assistant Editor Laura Acero (center, right).

REGIONAL

Creating an Online Presence for Democratic Values and Free-Market Principles

In Latin America, many citizens lack an understanding of democratic and free-market principles, and strong, charismatic leaders have exploited that knowledge gap. To reverse this trend, CIPE partnered with the Political Science Institute (ICP) in Colombia to launch an online edition of its magazine, *Perspectiva*. By featuring a slate of new articles each week, RevistaPerspectiva.com allows ICP to greatly extend its influence and provide much more information. It now publishes 600 percent more original content online than it does in print.

- Since its launch in June 2012, RevistaPerspectiva.com published 150 original pieces that provided in-depth analyses and perspectives on the political, economic, and social landscape throughout Latin America.
- Approximately 20 percent of the 144 contributing authors were from CIPE partners, providing a regional perspective and extending the website's audience.

MEXICO

Promoting Public Policy Debate in Mexican Elections

In Mexico, lack of reliable information limits the ability of citizens to insist that candidates engage in meaningful discussions of political, economic, and security issues. During Mexico's 2012 presidential campaign cycle, CIPE worked with the Center of Research for Development (CIDAC) on a campaign to provide evidence-based analysis to the public and candidates for office and to open new channels for dialogue between citizens and policymakers.

- During the 2012 election cycle, CIDAC selected 53 important policy proposals that, in its view, would lead to greater equity and prosperity in the country. It shared these proposals with each of the main presidential candidates and their policy teams and employed a variety of platforms — including traditional media and roundtable discussion — to publicize them. It was particularly successful reaching citizens through the Internet and social media.

- More than 60,000 people have read CIDAC's weekly political news analyses on its website and Facebook page.
- A special Facebook application called "Debate Electoral" served as a platform for debating 12 major policy proposals. Nearly 12,000 readers took part in these online discussions in the three months leading up to the July 1 election.
- A series of videos focusing on justice reform were viewed over 35,000 times.
- CIDAC's information campaign led to sharp growth in its online influence. It now has 15,000 Twitter followers, a 130 percent increase since 2011, and over 24,500 Facebook fans, a 123 percent increase since 2011.



CIDAC Director Veronica Baz (left) speaks to President Enrique Peña Nieto (center) at the "Agenda Mexico 12:18" event.

- CIDAC's efforts have produced policy change. Mexico's newly inaugurated president Enrique Peña Nieto adopted 20 of CIDAC's proposals in such areas as transparency and accountability, anti-corruption, media, competition, and regulation.

PERU

Developing Leadership and Entrepreneurship Skills Among Youth

To build the next generation of Peruvian leaders and create opportunities for sustainable democratic and economic development in Peru, CIPE has worked

with Instituto Invertir since 2008 to deliver its *EmprendeAhora* civic leadership and entrepreneurship program. This initiative targets unemployed youth in rural areas, who, because of high inequality and poor economic development, distrust the democratic and free-market systems. *EmprendeAhora* features 90 hours of class work on entrepreneurial skills while raising awareness of democracy, market economies, the rule of law, and the role of private enterprise.

- Since its inception in 2008, 530 young Peruvians enrolled in *EmprendeAhora* and 499 graduated. At least 130 businesses have been started or are being started by these alumni, including native product sales, restaurants, and e-businesses.
- This year, 114 rural university students took part in the program. They were selected from more than 2,150 applicants.
- In September 2012, Instituto Invertir organized an alumni conference in Lima that was attended by 110 graduates. It featured workshops and group sessions organized to enhance their entrepreneurial skills and knowledge of democracy. The process of organizing the event also enhanced Instituto Invertir's ability to conduct online training and monitoring for new businesses.



CIPE Program Officer Brent Ruth (top) with participants of the first 2012 session of the *EmprendeAhora* youth leadership and entrepreneurship program in Peru.

GLOBAL PROGRAMS AND KNOWLEDGE MANAGEMENT

Featured Projects



The participants in CIPE's ChamberL.I.N.K.S. program meet with CIPE Executive Director John D. Sullivan and CIPE Global staff.

LEARNING THROUGH EXAMPLE

Sustained and effective change requires engaged and active reformers. Chambers of commerce and business associations are often at the forefront of reform efforts but they need support, including resources, guidance, and learning opportunities. In 2012, CIPE's Global programs engaged diverse sets of reformers within chambers and associations, including youth and women, and helped to provide them with some of the necessary tools for success.

- Through its ChamberL.I.N.K.S. program, CIPE invited seven young professionals from countries as diverse as Pakistan and Zimbabwe to shadow officials at U.S. business associations and chambers of commerce in Troy, Michigan; Cheyenne, Wyoming; Ponca City, Oklahoma; and elsewhere for five weeks. The participants returned home with enhanced leadership skills and tangible strategies to better serve members of their home organizations.

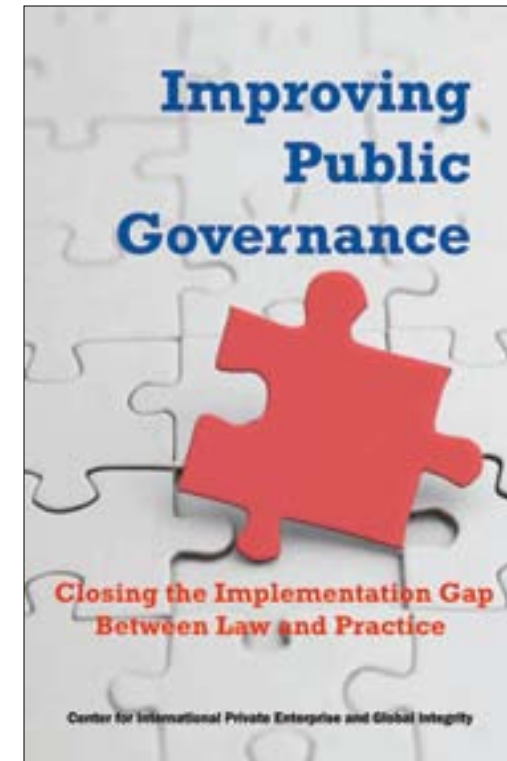
- For example, Dalil Batryov of the Association of Agribusinessmen of Kyrgyzstan successfully introduced webinars to educate their membership, a practice he learned during his stay with the Grocery Manufacturers Association.
- CIPE's KnowHow Mentorship program paired professionals from eight associations in the Caucasus, Eastern Europe, Sub-Saharan Africa, and South Asia with partners from leading U.S. associations in Washington, DC; Philadelphia, Pennsylvania; and Cleveland, Ohio. The professionals then applied the skills they learned to strengthen their organizations.
 - Thanks to membership development practices gained from a KnowHow Mentorship, the Georgian Small and Medium Enterprise Association increased its membership by 31 percent in 12 months.

INSPIRING THROUGH BEST PRACTICES

Improperly implemented laws weaken public governance and hamper economic growth by undermining the credibility of government officials, fueling corruption, and degrading the business environment. This is commonly known as the "implementation gap." Together with input from their international networks of partners, CIPE and Global Integrity jointly developed a guidebook, *Improving Public Governance: Closing the Implementation Gap between Law and Practice*, to help explain why implementation gaps happen and how they can be addressed by local stakeholders.

These challenges are especially difficult at the local level, where poor governance and weak administration of laws have the greatest impact on the daily lives of citizens. The guidebook offers practical advice for identifying the gaps and suggesting approaches that the government, the private sector, and civil society can take to enhance implementation.

- CIPE translated the guidebook into Russian, Arabic, and Khmer. Since publication, it has reached nearly 17,000 individuals through CIPE's and Global Integrity's networks around the world.



CIPE and Global Integrity jointly authored "Improving Public Governance" in order to help address the implementation gap between laws on the books and their enforcement.

- CIPE has used the guidebook as a basis for soliciting proposals from local partners to advance accountable, transparent, and honest public governance and business environments. CIPE funded the three best proposals, which came from organizations in Argentina, Bangladesh, and Lebanon.

BUILDING THE FREE ENTERPRISE AND DEMOCRACY NETWORK

For more than 25 years, CIPE has built strong relationships and programs with economic reformers around the world. Still, global forums on democratic development lack a concerted voice for the private sector and economic freedom. Realizing the need to express how democracy and a free market economy act as mutually supportive systems, CIPE has joined with leaders from business and civil society to create the Free Enterprise and Democracy Network (FEDN). FEDN's main objective is to advocate globally and regionally for economic reform as an integral element of democratic development, as well as to serve as a forum for like-minded reformers to share ideas and best practices.

- At the 7th Assembly of the World Movement for Democracy in Lima, Peru, FEDN steering committee members officially announced the creation of the network and released its Principles and Objectives. The principles, which capture the values and strengths of democratic, economically free societies, will serve as the framework for educational and outreach efforts.
- Following the assembly, FEDN leaders conducted an inaugural roundtable workshop in Lima entitled "Spreading the Message of Economic Freedom and Democracy." During the session, participants addressed key linkages between political and economic reform in their respective countries, shared successes in championing reform, and discussed future opportunities to spread the message.

CIPE PARTNERS AND PROJECTS

These represent a range of CIPE's partners and projects around the world.

PARTNER PROJECTS

AFRICA

GHANA

Institute of Economic Affairs
Strengthening the Voice of Ghana's Civil Society in Policymaking

KENYA

Institute of Economic Affairs
Empowering Civil Society to Advocate for Budget Reforms
Promoting Transparency and Accountability in County Government Budgets

Kenya Association of Manufacturers
Promoting Local Governance Reform

Kenya Gatsby Trust
Strengthening the Voice of Kenya's Micro and Small-Scale Entrepreneurs

Kenya National Alliance of Street Vendors and Informal Traders
Strengthening the Voice of Micro and Small-Scale Entrepreneurs

Kenya Private Sector Alliance
Enhancing Private Sector Participation in Constitutional Implementation

NIGERIA

Centre for Entrepreneurship, Skill Acquisition and Sustainable Development
Enhancing the Capacity of Parliamentarians, Phase II

Enugu Chamber of Commerce, Industry, Mines, and Agriculture
Creating an Enabling Business Environment through Public-Private Dialogue

Manufacturers Association of Nigeria
Fostering Private Sector Participation in Policymaking through Tax Reform, Phase II

National Association of Small and Medium Enterprises
Strengthening the Voice of Micro, Small, and Medium Enterprises

SENEGAL

Union Nationale des Commerçants et Industriels du Senegal
Empowering Small and Medium Enterprises for Reform

UGANDA

Kitara Heritage Development Agency
Fostering Grassroots Private Sector Participation in Uganda's Energy Policy

ZIMBABWE

Zimbabwe National Chamber of Commerce
Building the Capacity of Women Business Organizations to Advocate for Public Policy Reform

ASIA

CAMBODIA

SILAKA
Reducing Corruption in Local Government

CHINA

Enabling Free and Open Debate in China
Protecting Rural Women's Land Rights
Protecting Rural Land Rights
Improving Local Governance and Promoting Public Policy Dialogue
Improving Transparency in Local Governments

INDONESIA

Indonesia Business Links
Promoting Business Ethics and Reducing Corruption

PHILIPPINES

Asian Institute of Management Scientific Research Foundation
Combating Corruption in the Private Sector
Institute for Corporate Directors
Improving Corporate Governance in Philippine Firms
Institute for Solidarity in Asia
Improving Public Governance in the Philippines

THAILAND

Thai Institute of Directors
Private Sector Approaches to Anti-Corruption

EURASIA

ALBANIA

Albanian Center for Economic Research
Building an Effective Public-Private Dialogue

AZERBAIJAN

Entrepreneurship Development Foundation
Building Dialogue on Economic Reform
Fostering Youth Leadership on Economic Reform

CENTRAL ASIA REGIONAL

Kyrgyz Stock Exchange Press Club
Strengthening Understanding of Market Concepts

KOSOVO

Riinvest Institute for Development Research
Enhancing Transparency and Accountability in Public Procurement
Strengthening Public Procurement and Governance

KYRGYZSTAN

Bishkek Business Club
Business Leadership for Economic Reform — Phase II
Corporate Governance School
Strengthening Corporate Governance in Kyrgyzstan
Development Policy Institute
Strengthening Understanding of Economic Issues

MOLDOVA

Institute for Development and Social Initiatives
Strengthening Moldova's Reform Network

RUSSIA

Vladikavkaz Institute of Management
Developing the Entrepreneurial and Leadership Skills of Youth in the North Caucasus

SERBIA

Center for Liberal-Democratic Studies
Strengthening the Voice of Business
Serbian Association of Managers
Strengthening the Voice of Business

TURKMENISTAN

Union of Economists
Fostering Entrepreneurship

UKRAINE

International Institute of Business
Improving Governance in the SME Sector

GLOBAL

Association of Development Financing Institutions in Asia and the Pacific
Institutionalizing Responsible Corporate Citizenship in Development Banks
Centre for Development and Enterprise
Identifying Lessons in Democratic Development from Emerging Economies

LATIN AMERICA AND THE CARIBBEAN

ARGENTINA

Center for the Implementation of Public Policies
Promoting Equity and Growth
Agenda for the President 2011-2015

BOLIVIA

Confederation of Private Businesspeople of Bolivia
Strengthening the Voice of Business in Bolivia
Fundacion Milenio
Cultivating an Informed Democracy
Promoting Dialogue on Alternative Policies

COLOMBIA

Colombian Confederation of Chambers of Commerce
Creating Incentives for Corporate Governance Standards

Political Science Institute
Perspectiva Magazine

ECUADOR

Corporation for Development Studies
Encouraging Dialogue on Alternative Economic Policies

GUATEMALA

National Economic Research Center
Fostering Institutional Reform in Guatemala

MEXICO

The Center of Research for Development
Developing Public Policy Dialogue in Mexico

PARAGUAY

The Foundation for Development in Democracy
Initiating a National Dialogue on Public Policy
Paraguayan Foundation for Cooperation and Development
Strengthening Democracy through Entrepreneurship Education

PERU

Instituto Invertir
EmprendeAhora 2013: Democracy, Entrepreneurship, and Youth Leadership
EmprendeAhora: Promoting Entrepreneurship, Leadership, and Democratic Principles among Youth
Promoting Leadership and Democratic Values among Youth III

VENEZUELA

Center for the Dissemination of Economic Knowledge
Enhancing Democratic Dialogue through Legislative and Economic Analysis

MIDDLE EAST AND NORTH AFRICA

REGIONAL

L'Institut Arabe des Chefs d'Entreprises
Engaging MENA Entrepreneurs

ALGERIA

Cercle d'action et de réflexion autour de l'entreprise
Reducing Barriers to Citizens' Economic Participation
Supporting CSO Advocacy for Increased Political and Economic Opportunity for Algerian Citizens

EGYPT

Federation of Economic Development Associations
Expanding Participation and Opportunity through Small and Medium-sized Enterprise Policy Reform

JORDAN

Young Entrepreneurs Association
Advocacy for SME Policy Reform

LEBANON

Development for People and Nature Association
Expanding Entrepreneurship Education to the National Level
Lebanese Transparency Association
Changing the Role of Law in Lebanon through Rights Education

MOROCCO

Espace Point de Départ
Empowering Youth to Participate in Reform

PALESTINIAN TERRITORIES

Palestine Governance Institute
Expanding Corporate Governance Culture throughout the Palestinian Private Sector

TUNISIA

L'Institute Arabe des Chefs d'Entreprises
Economic Platform Development for Political Parties and Capacity Building for Private Sector
Reinforcing Good Governance in Limited Liability Companies

TURKEY

Corporate Governance Association of Turkey
Expanding Awareness of Corporate Governance

YEMEN

Human Rights Information and Training Center
Democracy that Delivers through Economic and Political Reform

Political Development Forum

Enhancing Private Sector Participation in Constitutional Transition
Economic Reform Platform Building

Studies & Economic Media Center

Strengthening the Voice of the Private Sector

SOUTH ASIA

Pakistan–Afghanistan Joint Chamber of Commerce and Industry

BANGLADESH

Bangladesh Women's Chamber of Commerce and Industry
Promoting the Sustainability of Women's Business Advocacy

NEPAL

Samriddhi, the Prosperity Foundation
Nepal Economic Growth Agenda
Strengthening Democracy through Policy Advocacy

CAPACITY-BUILDING AND TRAINING PROJECTS

AFRICA

Regional
Expanding Africa's Network for Reform

Cote d'Ivoire

Strengthening the Voice of Small and Medium Enterprises for Reform

Ethiopia

Empowering Grassroots Associations
Strengthening the Capacity of Business Associations

Liberia

Enhancing Public-Private Dialogue

Mauritania

Empowering Private Sector Organizations

Nigeria

Enhancing the Participation of Nigerian Business Women in Policy-Making
Strengthening the Voice of Business in the North Central Zone

ASIA

No CIPE-led projects

EURASIA

Russia

Promoting Entrepreneurship in the North Caucasus
Fighting Corruption through Legal Reform
Strengthening Property Market Institutions

Ukraine

Building Business Association Capacity, Phase II
Business Association Capacity Building Phase III — Advocacy and Coalition Building

LATIN AMERICA AND THE CARIBBEAN

Regional Dialogue on Democracy
Strengthening Business Associations in Latin America

MENA

Regional

Advancing Democratic Reforms by Improving Access to Information
Combating Corruption & Promoting Transparency

Bahrain

Addressing Conflict through Entrepreneurship and Private Sector Engagement

Egypt

Enhancing Grassroots Participation in Reform
Fostering Dialogue on the Economy in Democratic Transition

Iraq

Building Constituencies for Reform

Libya

Advocating a Private Sector Vision for Libya's Democratic Reforms

Saudi Arabia

Increasing Citizen Engagement with Saudi Chamber of Commerce

- Syria**
Civic Education for Syrian University Students
Empowering the Business Community to Engage in a Changing Region II
- Tunisia**
Building the Capacity of Business Associations to Play an Active Role in the Country's Democracy
Strengthening Tunisia's Political Parties and Democratic Transition

SOUTH ASIA

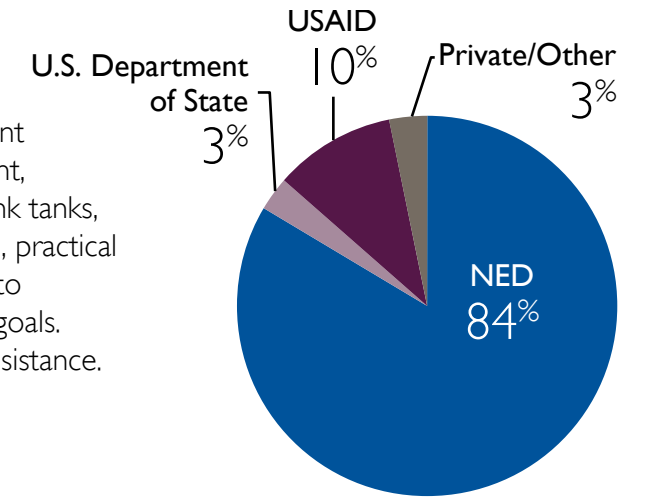
- Regional**
Building a Regional Network of Women's Business Organizations
- Afghanistan**
Increasing Institutional Capacity and Access to Information
- Pakistan**
Promoting Economic Reform through Business Advocacy
Promoting Policy Reform through Business Advocacy

CIPE GLOBAL PROJECTS

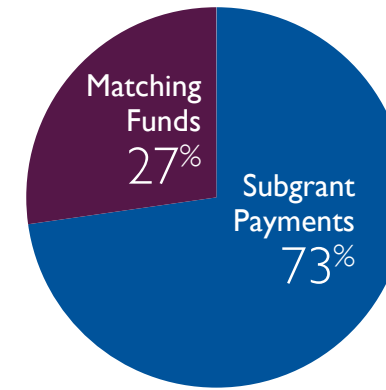
- Creating the Environment for Entrepreneurial Success
Empowering Women Globally
Institute for Liberty and Democracy
Uks Research Centre
- Forum on Economic Freedom
- Forum on Economic Freedom Network
- Improving Democratic Governance on the Local Level
Global Integrity
- Knowledge Management
- Strengthening Entrepreneurship through Democratic Institutions
- Strengthening Property Market Institutions for Small Businesses
- Supporting Women's Organizations through Responsible Corporate Citizenship
- Supporting Young Think Tank Leaders in Public Policy Reforms
Atlas Corps
- Supporting Youth Entrepreneurship and Leadership
World Chambers Congress

FUNDING SOURCES

CIPE receives funds from the National Endowment for Democracy (NED), the U.S. Agency for International Development (USAID), and the U.S. Department of State to develop, implement, and evaluate programs in partnership with local organizations, think tanks, and business organizations. CIPE provides management assistance, practical experience, and financial support to these types of organizations to strengthen their expertise while accomplishing key development goals. CIPE's staff of experts provides ongoing guidance and technical assistance.



MATCHING FUNDS FOR NED PARTNERSHIP GRANTS

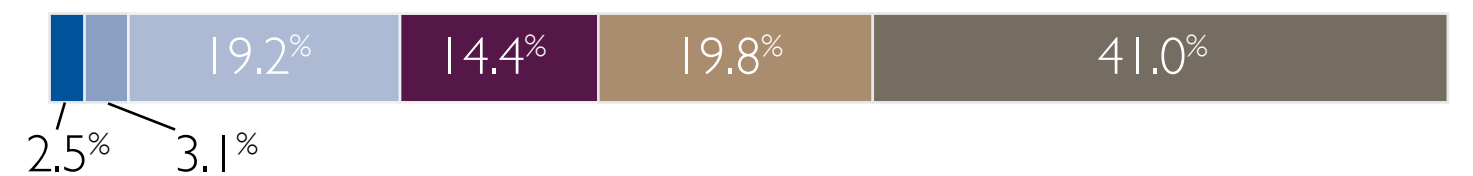


Nearly all partnership projects funded through CIPE include matching funds to facilitate the program's implementation. This allows CIPE to leverage the funds provided by the NED with funds from partner organizations to maximize efforts to strengthen democracy and market-driven reform.

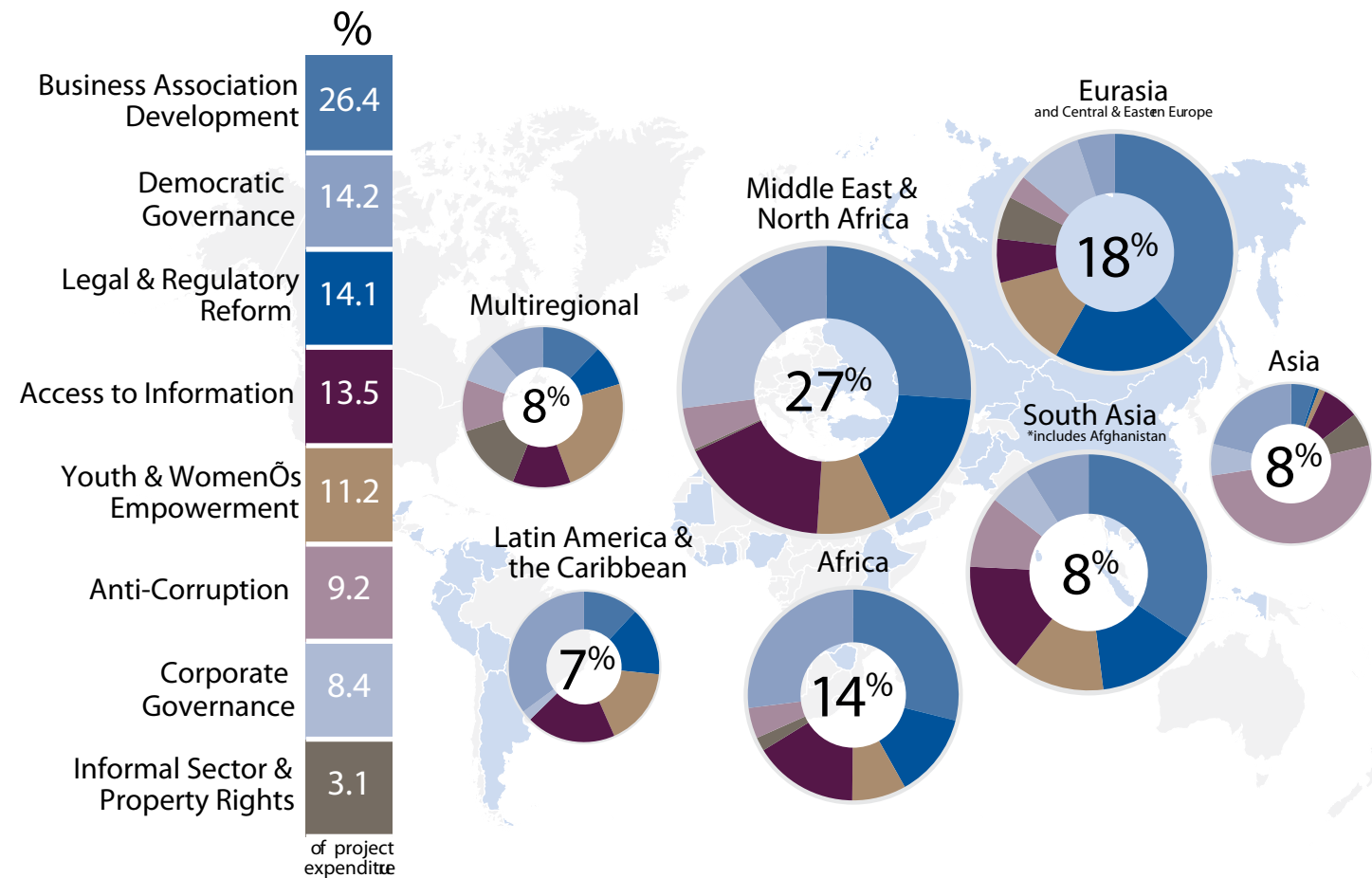
CIPE's grants to partners are used to advance policy advocacy, business services, educational programs, and other development goals. Most grants include communications and advocacy components to build policymakers' support for reform. Grants range from full-scale programs with national business associations and think tanks to integrated small grants that reach grassroots organizations throughout a country. For a list of projects and partners, please visit our website at www.cipe.org.

USE OF FUNDS

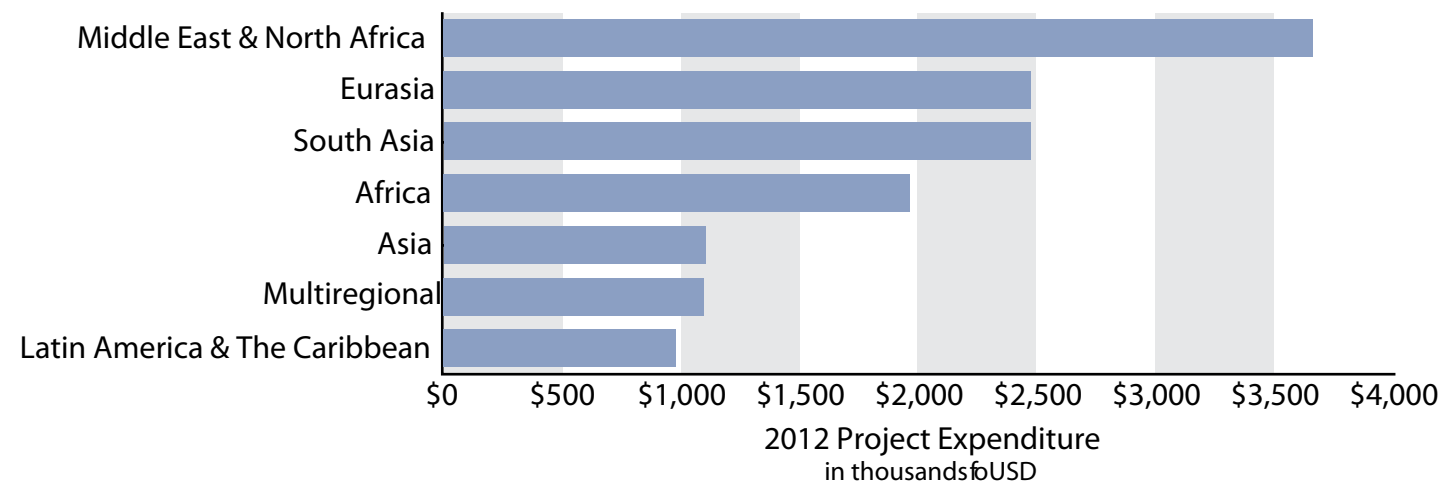
- CIPE Management**
- Field Office Overhead**
- Indirect Costs**
- Professional & Organizational Development**
Training and technical assistance to enhance the capacity of private sector organizations and impart skills related to advocacy and CIPE program themes.
- Policy Advocacy & Knowledge Management**
Through diverse media and forums, CIPE fosters understanding of the ideas and principles of democratic, market-oriented reform.
- Partnership Programs**
Responding to proposals from local organizations, CIPE provides management assistance, practical experience, and financial support in the form of grants to strengthen expertise while accomplishing key development goals.



PROJECT EXPENDITURE BY REGION & THEME



\$17,601,334 income and expenditure in fiscal year 2012



Thomas J. Donohue President
 Myron Brilliant Vice President
 John D. Sullivan Executive Director
 Steven B. Rogers Deputy Director, Operations
 Jean Rogers Deputy Director, Programs
 Andrew Wilson Deputy Director, Strategic Planning

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 Lars Benson Senior Program Officer
 Yana Hongla Program Officer
 Julie Mancuso Program Officer
 Erica Poff Assistant Program Officer

ASIA

John Callebaut Regional Director
 John Morrell Program Officer
 Michelle Chen Program Assistant

EASTERN EUROPE AND EURASIA

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 Natalia Otel Belan Program Officer
 Frank Brown Program Officer
 Bobbie Jo Traut Program Officer
 Rachel Grossman Program Assistant
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Alexander Raevsky Head of Office
 Natalia Titova Program Officer

UKRAINE OFFICE

Nataliya Balandina Head of Office
 Zoia Tsybrova Project Manager

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 Claudia Hasbun Program Assistant

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 Pamela Beecroft Program Officer
 Stephen Rosenlund Program Officer
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 Sara Hudak Program Assistant
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 Matthew Godwin Program Assistant
 Rogan Motis Program Assistant
 Margaret Bohlander Program Assistant

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 Lobna Afify Program Officer
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Tarek Youssef MENA Information and Communication Officer

Ahmed Abol Azm Finance Officer

Seif El Khawanky Program Officer

Hazem Sami MENA Information and Communication Assistant

SOUTH ASIA

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Marc Schleifer Senior Program Officer

Tim Wallace Assistant Program Officer

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Mohammad Nasib Country Director

Mohammad Naim Program Director

Lailuma Social Program Manager Tashabos

Matiullah Murad Program Manager, Provincial Councils

Sayed Muhibullah Hashmi Operations Officer

Mohammad Ibrahim Hassan Program Officer

Navida Faizy Administrative Assistant

PAKISTAN OFFICE

Moin Fudda Country Director

Hammad Siddiqui Deputy Country Director

Huzaifa Shabbir Hussain Program Coordinator

Mohammad Yasir Accounts and Administration Officer

Emad Sohail Program Officer

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Maiko Nakagaki Program Officer

Colin Buerger Program Officer

Molly Brister Program Assistant

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Anna Dawson Editorial Communications Assistant

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Shaza Bala Elmahdi Grants Assistant

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Joel Scanlon Policies Studies Officer

OPERATIONS

Mark J. Schultz Operations Manager

Rita Williams Office Coordinator

Terrie Moody Information Management Officer

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Lascelles Haylett Finance Manager

Viktoria Shalaginova Regional Finance Officer

Claris Tetu-Atagwe Finance Assistant

HUMAN RESOURCES

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ADMINISTRATION

Syldeline Decker Bunting-Graden Executive Assistant

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