

CIPE

2014 Annual Report



CIPE GRATEFULLY ACKNOWLEDGES THE SUPPORT OF THE FOLLOWING ORGANIZATIONS IN 2014



On the cover:

Left photo: Selima Ahmad, founder of CIPE partner the Bangladesh Women's Chamber of Commerce and Industry, receives the Oslo Business for Peace Award in 2014 from Business for Peace Foundation chairman Per L. Saxegaard.

Right photo: A market in the city of Quillacollo, just west of Cochabamba, Bolivia. CIPE is working with partner organizations in Bolivia to incorporate the voice of entrepreneurs in policy discussions and to create an environment that fosters opportunities and growth for entrepreneurial ventures of all sizes. Photo courtesy of Pablo Andrés Rivero.

2014

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. Since 1983, CIPE has worked with business leaders, policymakers, and civil society to build the institutions vital to a democratic society. CIPE's key program areas include enterprise ecosystems, democratic governance, business advocacy, and anti-corruption and ethics.

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FROM THE CHAIR AND THE PRESIDENT

WELCOME

The world has changed dramatically in the 30-plus years since the Center for International Private Enterprise (CIPE) was established in 1983. But one thing hasn't changed: the desire of people around the globe to realize the promise of economic freedom, democratic governance, and social prosperity.

This is why CIPE exists and where its programs make a fundamental difference. In the Middle East, Africa, Asia, Latin America, the Near East, and Eurasia, our projects tackle head-on the challenges of building and strengthening the institutions necessary for entrepreneurs to start and grow businesses, for economies to flourish, and for all members of society to participate in making the decisions that affect their lives.

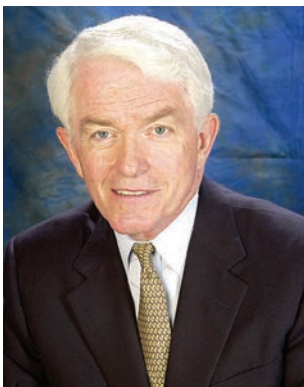
A world-class leader in the field of democratic development, CIPE's mission is to strengthen democracy through private enterprise and market-oriented reform. Our partners represent a wide array of private sector associations, civil society organizations, and think tanks, all of which are committed to democratic, free-market ideals. And we specifically assist our partners in developing and implementing programs in the areas of enterprise ecosystems, democratic governance, business advocacy, and anti-corruption and ethics.

Building the capacity of local civic institutions to fight corruption, advocate for more transparent laws, support open and competitive elections, and advance economic reforms — these are just some of the ways that CIPE drives positive change in the lives of individuals and communities and countries. CIPE provides greater opportunity for sustainable growth and development by strengthening freedom of association and private voluntary business associations, breaking down barriers to women's participation in business and political institutions, and educating young people about entrepreneurship, democracy, and the free market system.

For example, over the past year, CIPE and our Pakistani partner the Policy Research Institute of Market Economy created a scorecard to track the economic reforms promised by the government. In Tunisia, to assist voters in making informed decisions, CIPE teamed with the Institut arabe des chefs d'entreprises to develop a tool that compares political parties' economic platforms. Working with our partner the Syrian Economic Forum, CIPE helped civil society organizations develop local governance initiatives inside that war-torn country. And, in Thailand, CIPE and the Thai Institute of Directors advanced a collective action framework and corporate governance control process aimed at reducing the likelihood that a company's employees, partners, and vendors engage in corruption. To date, more than 400 companies — representing

more than 15 percent of Thailand's economy — have joined the coalition, including the largest Thai and multinational businesses in the country.

With ongoing projects in more than 50 countries, CIPE supports democracy and market reforms through innovative, locally driven approaches and solutions to some of the most vexing and important issues facing the world today. Now in its fourth decade, CIPE will continue its essential work on behalf of free market democracy in those places most in need of help.



Thomas J. Donohue
CIPE President

President and CEO
U.S. Chamber of Commerce



Gregori Lebedev
CIPE Chair

Senior Advisor
The Robertson Foundation

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.

AREAS OF WORK

The Center for International Private Enterprise (CIPE) delivers extensive experience and tools from three decades of engagement in democratic and market reforms. Its seasoned experts produce real world results through the implementation of workable, cost-effective, business-led solutions to complex policy and governance issues.

Working with the private sector provides CIPE with a unique perspective for developing solutions to democratic and economic

challenges. CIPE's on-the-ground expertise and innovative partnerships generate "policy laboratories" that yield tools and approaches that are models in the development field.

CIPE implements programs across four areas of focus: Enterprise Ecosystems, Business Advocacy, Democratic Governance, and Anti-Corruption & Ethics. These programs build the foundations of democratic, market-oriented systems and create opportunities for citizens from many walks of life.

Democratic Governance

Democratic governance—giving citizens a say in how decisions are made—is fundamental to ensuring that democracy delivers for all of society. Strong democratic governance is characterized by transparency and accountability in both the public and private sectors. An open, participatory governance process responds to citizen and business needs, resulting in better and fairer government policies. To this end, CIPE's democratic governance programs promote open, informed public decision-making and principled corporate governance.

Enterprise Ecosystems

Building the institutions of a market economy means reducing barriers to doing business and promoting an inclusive entrepreneurial culture that provides opportunities for all citizens. By prioritizing the development of enterprise ecosystems, CIPE works to establish a level playing field for entrepreneurs. Through its inclusive approach to entrepreneurship and policy engagement, CIPE helps ensure that democracy and the market economy are accessible to all segments of society.



Business Advocacy

CIPE works to empower the private sector to actively participate in the democratic process through partnerships with local business associations, chambers of commerce, and think tanks. CIPE programs equip these partners to advocate for economic reform and engage in policy dialogue with the government. Advocacy tools such as coalition building, grassroots outreach, and the national business agenda process give a voice to a wide range of private sector needs and help to encourage strong, inclusive economic growth while bolstering democracy.

Anti-Corruption and Ethics

Systemic corruption erodes the legitimacy of laws and political leadership and makes a flourishing economy impossible. CIPE and its partners combat corruption by improving integrity standards, advocating policies that limit opportunities for corruption, and designing institutional reforms that level the playing field. CIPE helps the business community take collective action both in the public arena, by advancing public sector reform and transparency in government, and in the private sector, by strengthening compliance standards for companies.

Africa

Economic and political freedom remain tenuous across sub-Saharan Africa. While many countries experience economic growth, the slow pace of democratic development threatens to curtail opportunities for a better quality of life for the majority of Africa's citizens. CIPE and its partners are helping to strengthen democracy by working with governments to improve transparency, accountability, and the rule of law and to create opportunities for entrepreneurship and job creation. The African private sector is a voice for reform that, through dialogue, collective action and engagement with government and non-profits, is helping to build the institutions that will allow democracy to flourish.



Senegal

Bringing Informal Entrepreneurs into the Democratic Process

Throughout sub-Saharan Africa, the informal sector creates the largest number of new jobs and employs the most people. However, informal businesses — such as street vendors, farmers, small furniture manufacturers, taxi drivers, and tailors — are frequently overlooked by governments when designing economic policies and regulatory frameworks.

Institutional barriers and excessive bureaucratic regulations reduce the ability and willingness of these entrepreneurs to join the formal economy, leaving millions of entrepreneurs operating without the benefits, legal protections, and

platforms for engaging public officials that are available to legally registered companies. This disproportionately affects women entrepreneurs and youth, who are a large component of the informal sector.

In Senegal, CIPE worked with l'Union Nationale des Commerçants et Industriels du Senegal (UNACOIS) to create opportunities for informal businesses, in particular informal women entrepreneurs, to join the formal economy and participate in the democratic process. UNACOIS is a leading voice for reform among Senegal's entrepreneurs. It is the largest business

ENTERPRISE ECOSYSTEMS



The owner of this dressmaking business in Dakar (far left) is a member of l'Union Nationale des Commerçants et Industriels du Senegal, an organization that partners with CIPE to help informal businesses join the formal economy and participate in the democratic process. She has worked with other women leaders in the organization to establish a women's division and mentors young women entrepreneurs.

association in the country with almost 80,000 members nationwide, nearly 70 percent of whom operate informally.

At the national level, CIPE and UNACOIS successfully advocated for a revision of the tax code to provide new processes and resources for informal businesses to begin to pay taxes and be recognized by the government. This is the first step in the process of formalization for these businesses. CIPE also helped five UNACOIS branches to engage in advocacy with local government to discuss how to improve the environment for starting and growing businesses, as well as how to reduce legal and regulatory obstacles and how to create jobs.

UNACOIS recently established a women's division to address issues facing the large portion of its members who are women entrepreneurs. After receiving advocacy

training from CIPE, the division held a high-level public-private dialogue meeting with top ministerial officials to discuss solutions to the challenges women entrepreneurs face in accessing markets and financing. This is the first time that women entrepreneurs directly engaged the government in dialogue and is another example of the strides being made to make democracy in Senegal more inclusive.



A representative of l'Union Nationale des Commerçants et Industriels du Senegal hands out policy papers at a regional public-private dialogue session in St. Louis, Senegal.



Ethiopia

An Innovative Program Driving Governance Reform

In a country where all land is government-owned, attempting to discuss property issues with the government can be a no-win situation for citizens. When local citizens visit government offices to seek information or access to land, “there is no room for discussion,” said Daniel Teshome, executive director of Admas Common Affairs Consultancy Association (ADMAS), a community- and membership-based network of 85 savings and credit organizations and 3,500 individuals in the Dire Dawa region of eastern Ethiopia. Through an innovative program, ADMAS has found a way for citizens and the government to work together to improve land access, government housing quality, and local government service delivery.

With support from CIPE, including assistance in building its management and advocacy skills, ADMAS organized the first collective, coordinated

approach to dialogue with the government on service delivery. At 10 forums in all nine village districts and the main city of Dire Dawa, participants from civil society, local government, and community representatives discussed the challenges the government faced in providing land, affordable housing, and licenses for businesses to operate.

This dialogue had a significant impact on the community and local government in Dire Dawa. In one district, 27 people received new land titles. In other districts, community members gained access to land for housing, and others were granted permits to operate businesses. Based on citizen input, local governments adjusted their plans for building new roads and installing water systems to address citizen concerns.

BUSINESS ADVOCACY



CIPE's capacity-building support to more than 50 business-membership organizations and chambers of commerce throughout Ethiopia helps small businesses, like the owner of this small shop. CIPE's partners have worked to strengthen the business environment through reforms and participation in public-private dialogue mechanisms.

Following the forums, ADMAS was invited by the national government to travel across Ethiopia to share its approach at the National City Festivals, an event for mayors and city-level public administrators. In this way,

ADMAS is leading the way for greater citizen participation in local governance by showing how government and citizens can work together to improve the lives of people in communities throughout the country.



In an effort to explore potential partnerships for the CIPE-supported Chamber Academy, CIPE partners learn about training techniques during an official visit with the Ethiopian Aviation Academy, where mechanics, pilots, and crew from all over Africa are trained. From left: CIPE Project Advisory Committee member Abeba Beyene, Precise Consult director Henok Assefa, Ethiopian Chamber of Commerce and Sectoral Association (ECCSA) Secretary General Gashaw Debebe, and former ECCSA President Mulu Solomon meet with a Ethiopian Aviation Academy representative (back to camera).

Asia

Given the many languages, cultures, and political systems in Asia, CIPE's approach to strengthening democracy in the region is multifaceted. In countries that conduct elections, CIPE is helping to improve governance, reduce corruption, and make policy decisions more transparent and participatory. In new and emerging democracies, CIPE is working to build the institutions needed for democracy to take root. And in countries with closed political systems, CIPE's programs create space for reformers to operate.

Business, compliance, human resource, and finance managers participate in an Institute of Directors anti-corruption workshop in Bangkok.



Thailand

Collective Action Against Corruption

More than any other issue, corruption has delegitimized successive governments in the eyes of competing segments of Thai society. Allegations of corruption were one of the main drivers of the anti-government demonstrations that crippled the country in early 2014 and were also a factor in other protests in recent years. Achieving political stability in Thailand requires substantial and sustainable progress in the fight against corruption.

In Thailand's current political climate, an anti-corruption effort that focuses on the supply side of corruption, based on private sector reforms and solutions, is best positioned to realize meaningful results. CIPE, partnered with the Thai Institute of Directors, has developed such an approach, and this collective action against corruption initiative is yielding impressive results.

A coalition of more than 400 local and multinational member companies is taking practical steps to stamp out corruption. Coalition member companies represent nearly 20 percent of Thai gross



ANTI-CORRUPTION AND ETHICS

domestic product and more than one million employees, and they include the largest and most prominent companies in the country.

To join this coalition, a company signs the Joint Declaration on Fighting Corruption, which lays out specific and tangible actions the company must take to prevent any form of corruption on the part of its employees, partners, and suppliers. Most significantly, a company must submit to an external evaluation and certification process that verifies whether it is actually doing what it promised to do. By verifying that companies live up to their anti-corruption promises, this collective action initiative is one of the most robust and comprehensive

private sector anti-corruption efforts in the world.

In addition to the certification process, CIPE and the Thai Institute of Directors jointly developed anti-corruption and corporate compliance training programs that educate senior-level executives and compliance officers on how their companies can reduce the risk that their employees, vendors, and partners engage in bribery.

Continued corporate interest in and support for this initiative disproves the notion that companies somehow benefit from corruption. Indeed, this project is an example of businesses tackling corruption head-on and, in doing so, strengthening the democratic fabric of their society.

The Thai Institute of Directors coordinated Thailand's 5th National Conference on Collective Action Against Corruption, which was held in Bangkok on 16 October, 2014. Panelists (from left to right) Chairman of the Institute for Solidarity in Asia Dr. Jesus P. Estanislao, Head of Compliance and Collective Action at the Basel Institute on Governance Gemma Aiolfi, Minister in the Prime Minister's Department of Malaysia Senator Datuk Paul Low Seng Kuan, and CIPE's Regional Director for Asia John Morrell discussed anti-corruption and good governance initiatives around the world.



The Philippines

Improving Public Governance at the Local Level

The Philippines has been conducting elections for a century, but for democratic ideals and practices to fully take root, all segments of society need to experience the tangible benefits of democracy in their daily lives. Between elections, citizens must have avenues to stay informed, participate in decision-making, and hold government accountable for its performance.

This is precisely what CIPE is accomplishing in the Philippines through its ongoing partnership with the Institute for Solidarity in Asia (ISA). CIPE and ISA are working to improve the accountability and transparency of government at all levels while making public governance more participatory.

A growing number of cities from across the country are making remarkable improvements in public governance as a result of undertaking ISA's Performance Governance System (PGS). This rigorous accreditation program requires cities to reform and strengthen their governance practices with the goal of improving organizational performance, financial transparency, and political accountability. The input of local communities into local policymaking is a central component of this process.

More recently, CIPE and ISA developed the Local Economic Development tool kit. This tool kit helps localities develop and implement policy aimed at local economic development, with a focus on

investing in people and infrastructure, developing the small and medium-sized enterprise sector, attracting private investment, and improving competitiveness through streamlined and simplified processes and regulations.

Based on the successes displayed at the city level, 20 national agencies are now taking part in a PGS program. For example, ISA is helping the Civil Service Commission of the Philippines to modify its organizational mission to focus on improving the performance of public agencies and making them more responsive to citizen needs.

As stated by Guillermo Luz, the chairman of the Philippine National Competitiveness Council, "What does the PGS mean for the average Filipino citizen? Two words: savings and quality. Progressing through the PGS has improved the ability of government

agencies to deliver high-quality public works on time and on budget."

Such improvements in public governance help democracy deliver for citizens — the core of CIPE's strategy for consolidating democracy in the Philippines.



Institute for Solidarity in Asia President Frank Eizmendi (left) and Supervising Fellow Oliver Butalid (right) lead a discussion about economics-based visioning and development planning with city mayors at ISA's April 2014 Public Governance Forum in Manila.

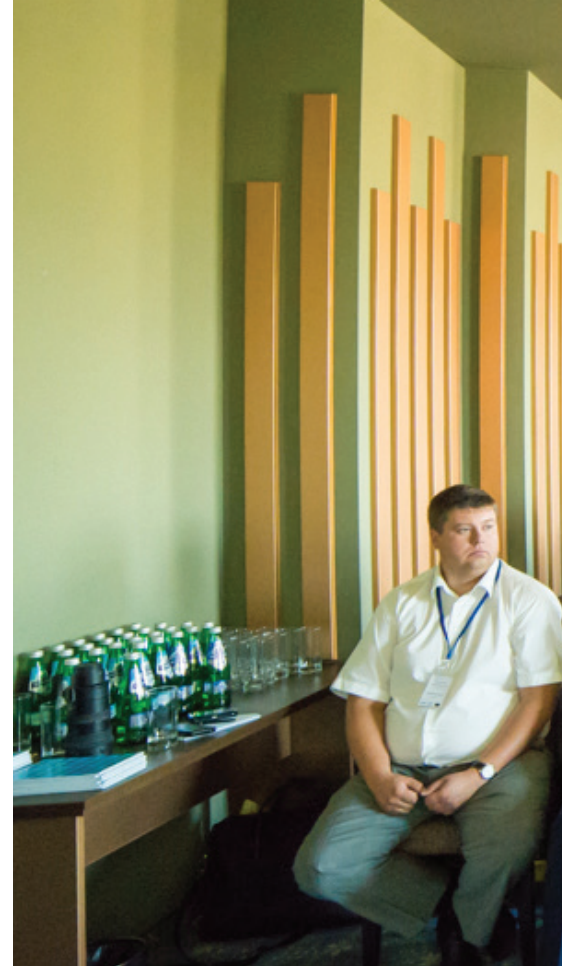
DEMOCRATIC GOVERNANCE



(From left) Presidential Communications and Operations Office Undersecretary Ed Visperas and Governance Commission for Government Owned and Controlled Corporations Chairman Cesar Villanueva discuss how national government agencies can take the lead in building good governance in the Philippines at Institute for Solidarity in Asia's April 2014 Public Governance Forum.

Eurasia

Nearly 25 years after the fall of the Soviet Union, Eurasia is once again at a crossroads. Recent developments have drawn sharp distinctions between societies aiming to make progress on democratic and economic reform and those marked either by backsliding or aggressively anti-democratic tendencies. In countries working to strengthen democracy, CIPE is helping the private sector, civil society, and government ensure that the reform process succeeds. In countries where democratic space is shrinking and independent voices are struggling, CIPE continues to support its partners as they seek ways to expand access to information and encourage policy debate.



Ukraine

Supporting Legal and Regulatory Reform

The 2013-2014 EuroMaidan protests marked a crucial shift in Ukraine, as citizens mobilized against the corruption and cronyism that long stifled the country's development. Citizens' desire to live in a prosperous and democratic society were echoed by the private sector's demands for change, including closer integration with the West. After the protests, presidential and parliamentary elections brought to power a government that announced an ambitious pro-reform agenda. Civil society and the business community are now looking for clear signs that the leadership will deliver on those goals. In this context, it is crucial that strong, independent voices in Ukraine contribute to the reform process and hold the government accountable.

For the past year, CIPE has worked with its partners to build the capacity of the private sector to develop and communicate independent policy proposals, establish the private sector as a



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Representatives from Ukrainian businesses, the banking sector, and international organizations meet in September 2014 to discuss simplifying access to finance for SMEs.

monitor of the reform process, and provide input to the government on implementing pro-business, anti-corruption reforms. CIPE's work to increase access to information, encourage public debate, mobilize partners to work with key government agencies, and strengthen the advocacy skills of business associations is helping the private sector contribute to and bolster reform initiatives.

Support for small and medium-sized enterprises (SMEs) is another plank of CIPE's work to boost the private sector in Ukraine. SMEs are already a major force in the country, representing more than 75 percent of total employment across all regions. Developing this sector is key to building a thriving middle class in Ukraine.

Left: Business leaders from Donetsk and Izmail meet with CIPE Ukraine country director Nataliya Balandina (right) during the SME Banking Conference in Kyiv in September 2014.

Over the course of the year, CIPE conducted a needs assessment of SMEs, asking representatives of national and subnational authorities, business associations, and think tanks about both pressing problems and needed reforms. The assessment identified three main issues facing SMEs: overregulation, corruption, and a lack of access to finance. CIPE's partner business associations have developed an SME Roadmap, a set of proposed laws to improve the country's business environment and unleash the untapped potential of SMEs to generate revenue and create jobs.

By ensuring that the private sector contributes its unique voice and perspective to the economic reform process, CIPE and its partners are building momentum for lasting democratic change in Ukraine.

Moldova

Creating a Framework for Public-Private Dialogue

After a breakthrough election in 2009 that brought a pro-reform government to power, Moldova embarked on a series of transformations to align the country more closely with Europe. Yet over the past five years, the reform process has repeatedly stalled, as entrenched interest groups have sought to divert the policy agenda. Parliamentary elections in late 2014 gave a narrow win to parties with a declared pro-reform agenda, but civil society and the business community must remain engaged to hold the government to its election promises. Against this backdrop, and recognizing the importance of ensuring that Eurasian countries on the periphery of Europe consolidate as market democracies, CIPE is working closely with its Moldovan partners to improve governance, transparency, and the rule of law.

CIPE is helping the National Business Agenda (NBA) Network, a coalition of 35 business associations representing small and medium-sized enterprises, to advocate for robust reforms. A leading think tank and CIPE partner, the Institute for Development and Social Initiatives, provides valuable input to this process. The network has become well-known for advancing public-private dialogue on economic reform and building

strong cooperation between civil society and government agencies, including working with the Ministry of Economy on a strategy for SME development. Its track record is impressive. In 2014, Moldova's government took concrete steps towards adopting half of the policy proposals generated by the network.

In 2014, CIPE and the NBA network focused on institutionalizing the concept of independent public input into policy debates, which had not previously existed. This was achieved through the introduction of public hearings as an advocacy tool. The hearings provide a formal process for citizens, NGOs, academics, business leaders, and the media to meet with government officials to discuss current issues, provide input and feedback on regulations, and shape policy choices.

This initiative has provided Moldovan citizens with an important opportunity to participate in the democratic process by creating a new channel to make contributions to, and gain objective information about, the policy decisions that affect their daily lives.

BUSINESS ADVOCACY



Former Moldovan Prime Minister Iurie Leancă (far left) at a fair organized by the business community in the Anenii Noi district, east of Chisinau, to support the local fruit market.

“The National Business Agenda Network has been a catalyst for organizing business associations in Moldova. The Ministry [of Economy] was relieved when the Network came to the government to present a common agenda. One of the Network’s main strengths is its credibility—it does not take political sides.”

Valeriu Lazăr

President of the Chamber of Commerce and Industry of the Republic of Moldova; former Deputy Prime Minister and Minister of Economy.



Latin America the Caribbean



Latin America and the Caribbean is a region divided into two distinctive camps politically and economically, with one group of countries subscribing to global competitiveness and adherence to democratic principles, and another group characterized by authoritarian tendencies and increasing government control of the economy, media, and civil society. In both environments, CIPE and its partners are enhancing economic policy dialogue and implementing capacity-building programs to bolster democracy.

Bolivia

Cultivating Policy Institutes to Tackle Key Democratic and Economic Challenges

Bolivia is a troubled democracy. The current administration's approach relies heavily on state intervention, and there is little discussion of policy alternatives that could help Bolivia avoid the pitfalls of overdependence on natural resources. In this setting, a well-functioning civil society that can check and monitor political leaders and state officials, expose corrupt conduct, and encourage democratic policy dialogue is more necessary than ever.

The space for independent voices in the policymaking process in Bolivia is very limited, but CIPE has continued its efforts to support organizations that have survived. One such organization, Fundación Milenio, is a think tank that provides Bolivian entrepreneurs, scholars, and policymakers with quality analysis on economic data and legislation and policy proposals from the government. With CIPE support, Milenio has developed new ways to communicate its findings to the general population and target audiences, providing them with accurate data on the economic situation, and the opportunities and challenges ahead, in ways that are easily accessible and readable.



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CIPE is helping Milenio provide data and analysis that would otherwise not exist. The absence of this information would leave the population with limited independent resources for gaining knowledge on economic policy.

Throughout 2014, Milenio produced 45 research papers, published six books and 48 policy bulletins, and organized 35 public events in six different cities with nearly 2,700 entrepreneurs, policymakers, and journalists in attendance. Journalists regularly use Milenio's popular national trends bulletins to inform their economic analysis. Milenio is at the forefront among Bolivian think tanks and NGOs in its use of the Internet and social media to reach an ever-growing audience. For its efforts, Milenio routinely ranks as one of the top 50 influential think tanks in South America, according to a popular ranking compiled by the University of Pennsylvania.

For citizens to play an active role in democratic decision-making, they need accurate information on policy options. Milenio is providing that information and creating much-needed transparency in the government's management of the economy. Because of Milenio's work, citizens, decision-makers, investors, and policymakers have the analysis they need to assess government performance and suggest policy alternatives.

Above: Presentation of "The Milenio Report on the Economy," La Paz, April 2014.

Left: Protest in La Paz, Bolivia. Bolivia is a country of powerful social movements and protests are a common occurrence. CIPE partner Milenio provides data on the economic situation to ensure that the public and the government have accurate information on which to base policy discussions. Photo courtesy of Pablo Andrés Rivero.



Network of Nicaraguan Businesswomen consultant Margarita Pasos (right), provides media training to businesswomen María Lucía Guerrero Dávila (left) and Reyna Rayo Amador (center).

Nicaragua

Raising the Voice of Women Entrepreneurs

In Nicaragua, cultural norms and economic policies, in addition to government pressure on civil society organizations, create significant barriers for women to fully contribute to the economy and benefit from democratic processes. In this context, CIPE is working with Red de Empresarias de Nicaragua (REN), also known as the Network of Nicaraguan Businesswomen, and a consortium of women entrepreneurs and businesswomen's organizations to identify and advocate for policies and practices that improve women's economic and democratic participation in society.

In 2014, CIPE and REN launched a Nicaraguan Businesswomen's Agenda process as a tool for identifying priorities and presenting them to the relevant authorities. By carrying out consultations and surveys with women entrepreneurs and organizations in eight cities around the country, REN gathered knowledge of the obstacles faced by Nicaraguan women entrepreneurs. They found that the key areas holding women back from fully participating in the economy are inadequate access to credit, lack of leadership skills, limited frameworks for collective action, and legal barriers. Using this input, REN

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developed a businesswomen's agenda that proposes concrete actions to address each of these areas.

CIPE and REN also organized a leadership and advocacy training session to improve the advocacy skills of businesswomen organizations and their leaders. The session participants are in the process of replicating the training session in their own organizations and communities. This capacity-building exercise is helping these organizations develop the skills they will need to present the completed agenda to public officials, the private sector, and other key civil society actors in the coming year.

Through this process, women entrepreneurs in Nicaragua are becoming aware of the benefits of organizing and cooperating to actively promote their interests. Having been exposed to the advantages of collective action, many local women entrepreneurs have taken steps to form either a local chapter of REN (as has occurred in Masaya, Granada, and León) or their own association (as in Carazo).

Despite the government's efforts to decrease the role and influence of civil society in the democratic process, support from CIPE and REN is helping women entrepreneurs in Nicaragua develop the policy initiatives and skills required to break down the barriers to their full participation in the economy and society.

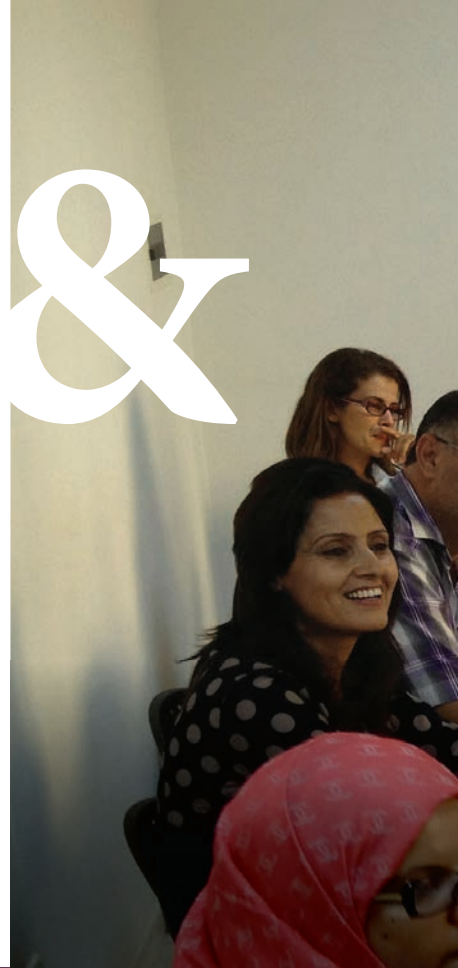


Right: Network of Nicaraguan Businesswomen member Micaela Cabrera preparing cakes for her bakery.

Middle East North Africa



For most of the Middle East and North Africa region, the initial hope and optimism of the Arab Spring transitions faded in 2014 as — with the notable exception of Tunisia — the countries with the most promising transitions stalled or reversed course in their attempts to form democratic societies. CIPE is committed to continuing to support its democratic partners in the region to help them survive this period of chaos and instability and play a leading role in building democratic institutions, now and in the future. For CIPE, this means assisting the private sector as it strives to build the economic institutions of democracy and a free market based on equal opportunity and the rule of law.



Tunisia

Supporting Private Sector Participation in Tunisia's New Democracy

Since Tunisia's 2011 revolution, CIPE has focused on helping Tunisians develop the institutions fundamental to democracy and a market economy, and on assisting private sector and other stakeholder groups to play a role in Tunisian public life, many for the first time. CIPE's projects support these efforts by sharing skills with partners and bringing experiences from around the world to Tunisia's business associations, think tanks, and political parties.

CIPE first helped Tunisian partner Institut arabe des chefs d'entreprises (IACE), a private sector think tank, engage in the political process on behalf of private sector members and stakeholders. IACE developed a Who's Who directory of key actors for policy advocacy, and a website, Kanas, to track politicians' progress in

fulfilling their promises. With CIPE's assistance, IACE also organized roundtables between policymakers and private sector leaders in the run-up to Tunisia's 2014 parliamentary and presidential elections.

In parallel, CIPE worked with the International Republican Institute to help political parties develop a more proactive, technical, and voter-centric approach to economic platform development, and to recognize private sector needs and interests. IACE also developed a web tool, Le Compareur, that allows voters to compare policy platforms across parties and issues.

CIPE is supporting another key element of Tunisia's new democratic system as well: government decentralization, a process that, if well-implemented, will help ensure a

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CIPE is working with business organizations like the Union for Small and Medium Industries in Sfax to effectively advocate on behalf of their members for solutions to local and national economic challenges.

healthy business environment and effective democratic governance in communities across Tunisia. As part of this strategy, CIPE is helping IACE to collect and disseminate best practices in municipal governance from across the country. CIPE is also working with the Union for Small and Medium Industries (Union de petites et moyennes industries) in the Sfax region to propose reforms to ensure that Tunisia's education system is equipping

youth with the skills most needed in the marketplace.

With elections successfully concluded, CIPE will continue to help strengthen the voice of business as an essential constituency in Tunisia's democratic development and provide private sector actors with the support they need to advocate for solutions to Tunisia's economic challenges.



Institut arabe des chefs d'entreprises web tool Le Comparateur allows voters to compare policy platforms across parties and issues.



Syrian Economic Forum Executive Vice President Tammam Al Baroudi (far left) discusses the results of a survey of factories in northwestern Syria with workshop participants in Gaziantep, Turkey.

Syria

Empowering the Business Community in a Time of Crisis

The Syrian conflict worsened in 2014 as average citizens found themselves caught between the brutal autocratic regime of Bashar al-Assad and the onslaught of violent extremists, including the so-called Islamic State. Millions have been displaced by armed conflict, and Syria's economic and social fabric is in tatters.

Since the initial pro-democracy uprising in 2011, CIPE has worked with a group of Syrian businesspeople committed to a united, prosperous, and democratic Syria. With CIPE's help, the group formed the Syrian Economic Forum (SEF), an independent think tank that is the voice of the pro-democracy Syrian business community. SEF also serves as a crucial point of contact for those who wish to engage this community. A SEF office in Gaziantep, Turkey, hosts a steady stream of visitors from the Syrian opposition government and the international community seeking to meet with SEF's members and stakeholders.

One role of SEF from the outset has been to provide accurate information, economic analysis, and the evidence-based policy solutions needed for Syria's eventual reconstruction. Through a network of liaisons to local councils inside Syria,



ENTERPRISE ECOSYSTEMS

SEF is generating real-time business and economic data from various governorates, including Aleppo, Idlib, Latakia, and Deir Az-Zour.

SEF's policy papers inform the work of decision-makers in the democratic opposition, international communities, the private sector, and civil society. Papers in 2014 included the second phase of a needs assessment of more than 1,000 factories in northern Syria, studies of the textile and pharmaceutical industries, and various issue pieces on high-priority economic matters such as currency exchange rates, agricultural production, prices of consumer staples, and energy.

Addressing the tragic "lost generation" of Syrian youth, CIPE and SEF developed a civic education course for young high school graduates displaced by the war. The curriculum focuses on economics and business skills, as well as citizenship and democratic participation. The program is giving these future leaders the skills to be active participants in the economic and democratic reconstruction of their communities once they return to Syria. While there is currently no end in sight to the war, pro-democracy citizens, inside Syria and out, refuse to give up on their country. CIPE and the Syrian Economic Forum offer them hope — and a vehicle for action — as they work for a better future for Syria.



Syrians displaced by the conflict receive civic education and entrepreneurship training through a CIPE-supported program in Kilis, Turkey.

South Asia

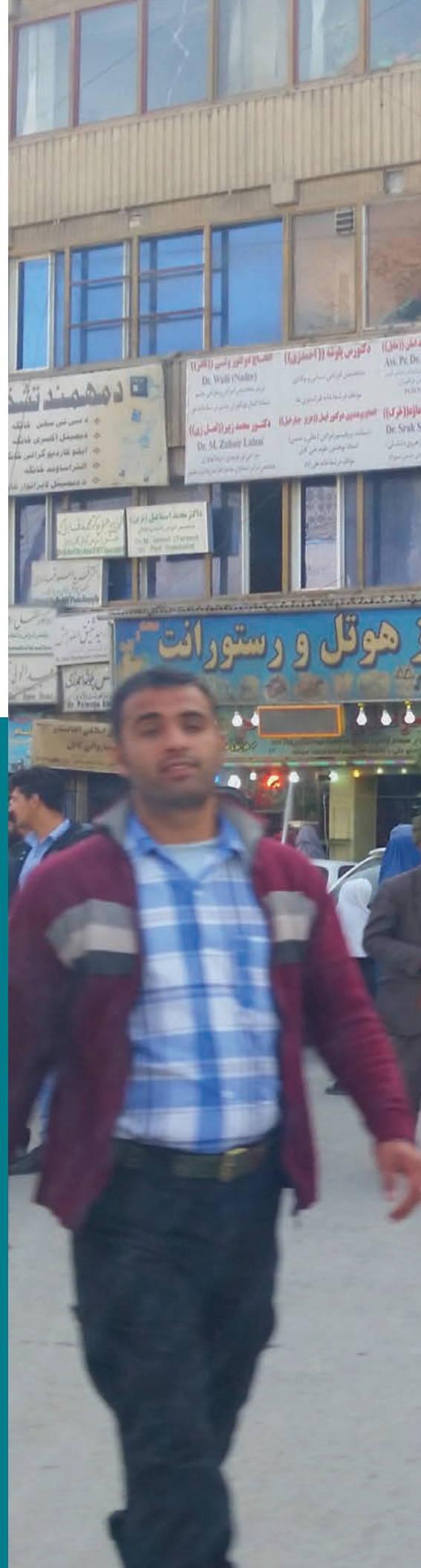
In countries across South Asia, democratic consolidation has been a struggle. Despite relatively open electoral systems with high levels of public participation, entrenched interests and deep institutional flaws often undercut the success of political reforms. For democracy to truly succeed, emphasis must be placed on enacting broader institutional change, implementing planned economic reforms, and ensuring that citizens at large benefit from sound economic management. This is the focus of CIPE's work in South Asia, including ensuring government accountability, strengthening institutions and governance, supporting advocacy by the business community, and providing citizens with access to information to objectively assess government performance.

Afghanistan

Strengthening Private Sector Input to Policymaking

In 2014, Afghanistan experienced its first-ever democratic leadership transition. After a drawn-out and contentious electoral process, the two finalists agreed to a power-sharing arrangement. The peaceful outcome of the elections paves the way for the government to begin to tackle serious economic, governance, and security challenges. The hard work of rebuilding the economy, reducing corruption, and generating jobs will require input and participation from the Afghan private sector, particularly as the international presence recedes.

CIPE remains focused on giving the private sector and civil society the skills and tools to advocate for the policies and reforms needed to begin building a more prosperous Afghanistan. Following on past success working with the business community to articulate and advocate for reform through the Afghanistan National Business Agenda, in 2014 this process of participatory policymaking was brought to the local level. CIPE supported a series of three Provincial Business Agendas in Nangarhar, Herat, and Balkh provinces. In each



BUSINESS ADVOCACY



A bustling commercial district in downtown Kabul. CIPE worked with its partners in Afghanistan to launch a National Business Agenda, advocating for policies and reforms to encourage an improved business environment. The process is now being extended to the provincial level.



Regional business leaders gather for a Provincial Business Agenda meeting in Herat in October 2014.

region, hundreds of key business leaders gathered for a summit to discuss business challenges and to develop a list of reform priorities to improve the local economy.

In addition, CIPE works with members of the country's parliament to help them analyze and debate key pieces of economic legislation, evaluate ministry performance, and serve on behalf of their constituents. For example, a member of parliament was able to successfully remove illegal restrictions on the import of oil through Nimruz Province.

CIPE has also focused on building the capacity of local officials to implement economic reforms through training seminars for provincial councils on issues of democratic governance, market economics, anti-corruption, and local budget management. Both Nangarhar and Balkh provinces subsequently initiated local anti-corruption initiatives. Meetings between the Balkh Provincial Council and the local municipality also led to street vendors being leased space from which to operate, registering with the municipality, and starting to pay taxes. As a result, the vendors are now able to join the formal economy and operate their small businesses without harassment.

Pakistan

Instituting a Culture of Accountability in Government Performance

In the run-up to Pakistan’s historic 2013 election, which resulted in the country’s first-ever transition from one democratically elected government to the next, CIPE supported the private sector in calling on the leading political parties to propose concrete plans for reviving the country’s economy. However, the slow pace of change in 2014 caused ambitious promises of robust reform to stall, and the economy continues to struggle.

During this period, CIPE supported the Islamabad-based think tank Policy Research Institute of Market Economy (PRIME) in providing citizens with objective information to evaluate government performance, call for greater accountability, and make informed electoral choices.

PRIME has released a series of four reports tracking the government’s implementation of its economic reform agenda. Over the course of the year, a total of 92 targets from the government’s electoral

platform were identified and scored in three areas: economic revival, energy security, and social protection. PRIME’s reports clearly identify that the government is moving slowly: of 92 targets, only three were achieved in 2014; 32 showed some progress, 38 were rated poorly, 5 showed no progress, and 14 were not addressed at all.

The impact of the scorecards has been substantial. They have been the subject of wide discussion in the media, among parliamentarians, and in the government. Many parliamentarians have actively engaged with PRIME, providing suggestions to improve the government’s reporting on its targets. Most notably, the Prime Minister’s office requested that PRIME adapt its scorecard approach to conduct “audits” of the performance of several government ministries. Furthermore, the Planning Commission of Pakistan launched its own drive to collect a range of data on implementation of the government’s policy agenda. PRIME is now extending its

The screenshot shows the 'Pakistan Economic Policy SCORECARD' website. The main content area is titled 'Energy Security' and features a table of scores for various manifesto chapters. The overall score for Energy Security is 4.84 out of 10. The table lists 10 items, with scores ranging from 'No development' to 5. A 'Read More' button is visible at the bottom right of the table.

Energy Security	
Overall Score	4.84 (10)
Manifesto Chapter: Energy Security	Score (out of 10)
1. Ministry of Energy and Natural Resources	No development
2. Reforms of NEPRA	4.25
3. Reform of Distribution Companies	5.85
4. Reform of Generating Companies	4
5. Permanent Elimination of Circular Debt	3.63
6. Rationalisation of Energy Tariffs	Nil
7. Reforms of CIGRA	Not scored
8. Pricing of Oil and Gas Exploration Companies	3.5
9. High priority to import gas through pipelines	2
10. Setting up of coal and LNG import terminals and coal transportation facilities	5
Energy Security (Overall)	3.93

CIPE partner the Policy Research Institute of Market Economy has developed a tool that tracks implementation by the government of its economic platform.



DEMOCRATIC GOVERNANCE

A series of nationwide protests in 2014 revealed Pakistani citizens' frustrations on a range of issues, including slow progress on economic reform and accountability.

approach beyond the national level as it seeks to analyze the performance of regional governments in Sindh and Khyber Pakhtunkhwa provinces.

Beyond the reports' direct value as a tool to assess specific policy targets and achievements, PRIME's CIPE-supported work is sparking a wide-ranging public debate about government performance and

citizens' expectations, to an extent not seen before in Pakistan. This process aims to help strengthen democracy in the country by giving voters the information needed to assess political parties, make more informed choices, and build a culture of accountability.

Global

CIPE's Global and Knowledge Management programs provide thought leadership in CIPE's core areas of focus, generate resources on best practices in democratic and market-oriented reforms, facilitate knowledge sharing between staff and partners from different regions, and foster an international network of reformers. By sharing tools and lessons learned on the private sector's engagement in democratic processes, and by piloting new approaches in areas such as association capacity building, public-private dialogue, and anti-corruption, CIPE strengthens democratic development around the globe.



Above: Shell Pakistan Procurement Manager Mehnaz J. Mohajir speaking at a CIPE compliance training event in Islamabad in October 2014.



ANTI-CORRUPTION AND ETHICS

Helping Mid-Sized Companies Boost Anti-Corruption Compliance

In many countries, fighting corruption seems to be an impossible battle, especially for mid-sized companies with limited resources. While there is a broad global consensus that corruption undermines democracy, suppresses innovation, and hampers economic growth, countering it presents a formidable challenge. Anti-corruption rules and regulations are often weak or unevenly enforced, government-led steps to fight corruption remain insufficient or ineffective, and bribes are a common part of doing business.

Yet, businesses committed to anti-corruption are not helpless. They can lead by example by improving their own safeguards against corruption and act together to create a movement for integrity that makes clean business conduct the norm rather than the exception. CIPE's publication, *Anti-Corruption Compliance: A Guide for Mid-Sized Companies in Emerging Markets*, helps companies around the world think about anti-corruption as a strategic investment and take concrete steps to introduce or strengthen their internal compliance programs.

The CIPE guidebook highlights the importance of combating bribery both for businesses themselves and for the democratic development of their countries. It outlines key components of an effective compliance program and

provides guidance for small and medium-sized companies that are underserved by the majority of compliance resources that often focus on larger companies.

The guide now serves as the basis for CIPE training and capacity-building initiatives for businesses in a range of countries, including Kenya, Pakistan, and Ukraine. CIPE conducted initial workshops in these countries in 2014 and continues to work with local partners to help businesses strengthen their compliance programs.

The launch and international use of the guidebook is a part of CIPE's larger effort to raise awareness about the need for anti-corruption compliance in emerging markets. To that end, CIPE also launched a blog, *Corporate Compliance Trends* (cctrends.cipe.org), to share lessons learned and best practices from CIPE's ongoing anti-corruption compliance efforts.

"This effort flows naturally from CIPE's 30 years of work in the anti-corruption field by building upon the ever-growing and interwoven corporate anti-corruption laws with international reach," said Michael Hershman, a CIPE board member and co-founder of Transparency International.

Left: Ericsson Kenya Managing Director Robert Rudin (left) receives CIPE's anti-corruption compliance guidebook from Kenya Association of Manufacturers Chairman Pradeep Paunrana at the launch event for the guidebook in Nairobi in August 2014.



Young leaders meet at a CIPE-supported “entrepreneurship café” in the city of Saida to discuss ways to improve the environment for entrepreneurship in Lebanon.

Creating the Environment for Entrepreneurial Success

Entrepreneurs are crucial to building prosperous societies that deliver opportunity to all and prime vehicles for creating jobs. Unfortunately, in many developing economies, obstacles in the business environment close off entrepreneurial opportunities to huge swaths of the population. Experts, policymakers, and entrepreneurs have now turned their attention toward building and extending entrepreneurship ecosystems. It has become clear, however, that initiatives to connect entrepreneurs with financial, educational, and advisory resources are outpacing improvements in the environment for entrepreneurship.

CIPE’s special report, *Creating the Environment for Entrepreneurial Success*, highlights the crucial institutional dimension of entrepreneurship ecosystems. It features 15 essays from

thought leaders and practitioners — including Robert Litan, director of research, Bloomberg Government; Hernando de Soto, president, Institute for Liberty and Democracy; and Mary Shirley, president, Ronald Coase Institute — on the key elements of entrepreneurship ecosystems for emerging markets.

The report explains how market institutions foster entrepreneurship and innovation, discusses leading approaches to specific aspects of ecosystems and entrepreneurial activity, and provides country-specific perspectives from Nepal, Pakistan, the Philippines, and Tunisia.

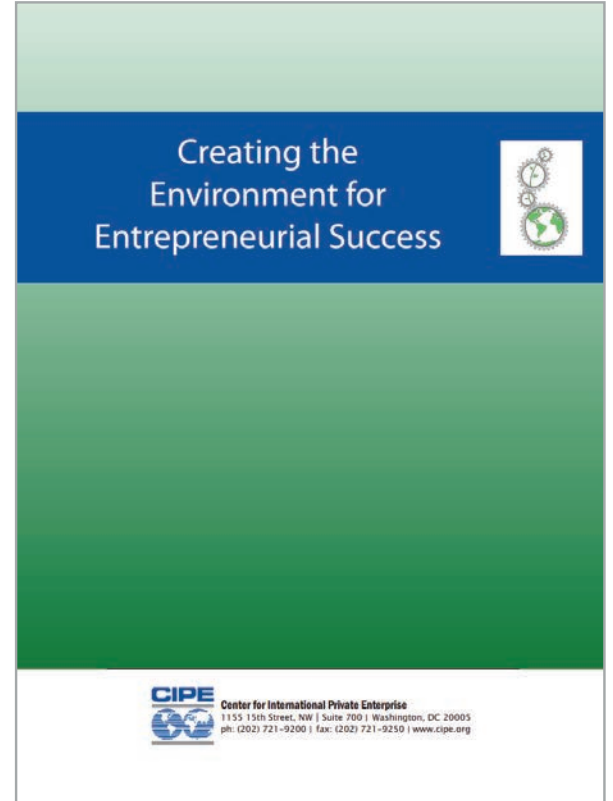
Among key elements identified in the report for improving the environment to start and grow businesses are entrepreneurs themselves taking a leading role in building ecosystems

ENTERPRISE ECOSYSTEMS



and policymakers engaging with entrepreneurs to find ecosystem solutions that are appropriate to local circumstances. Promoting diversity and access to opportunity by empowering women, youth, and informal business owners is another important component outlined in the report.

Creating the Environment for Entrepreneurial Success has been circulated through several major networks, especially the Aspen Network of Development Entrepreneurs, the Global Entrepreneurship Week network, and the Legatum Institute/Foreign Policy Democracy Lab Weekly Brief. The report tops the reading list for a very popular online course, “Beyond Silicon Valley: Growing Entrepreneurship in Transitioning Economies,” provided by Case Western Reserve University, which reaches thousands of students in developing countries. It remains the most popular item on the CIPE website, www.cipe.org.



Above: CIPE's report on creating the environment for entrepreneurial success features essays from international thought leaders and practitioners.

FREE ENTERPRISE AND DEMOCRACY NETWORK



Free Enterprise & Democracy Network

The Free Enterprise and Democracy Network (FEDN) was established in 2012 to promote international engagement around the principles of free enterprise and democracy. The network connects private sector leaders and advocates of economic freedom to exchange ideas across borders and make the case for democratic, prosperous societies. FEDN's experts also advise and provide technical assistance to market reformers in countries attempting democratic transitions. They share their knowledge of specific policy subjects, governance, and economics, as well as broader lessons and experience with democratic reform processes. Recent activities by steering committee members include:



Mieczyslaw Bak from the Institute for Private Enterprise and Democracy in Poland advised CIPE Ukraine on its program to help develop business associations and chambers of commerce, sharing the experiences of Polish chambers.

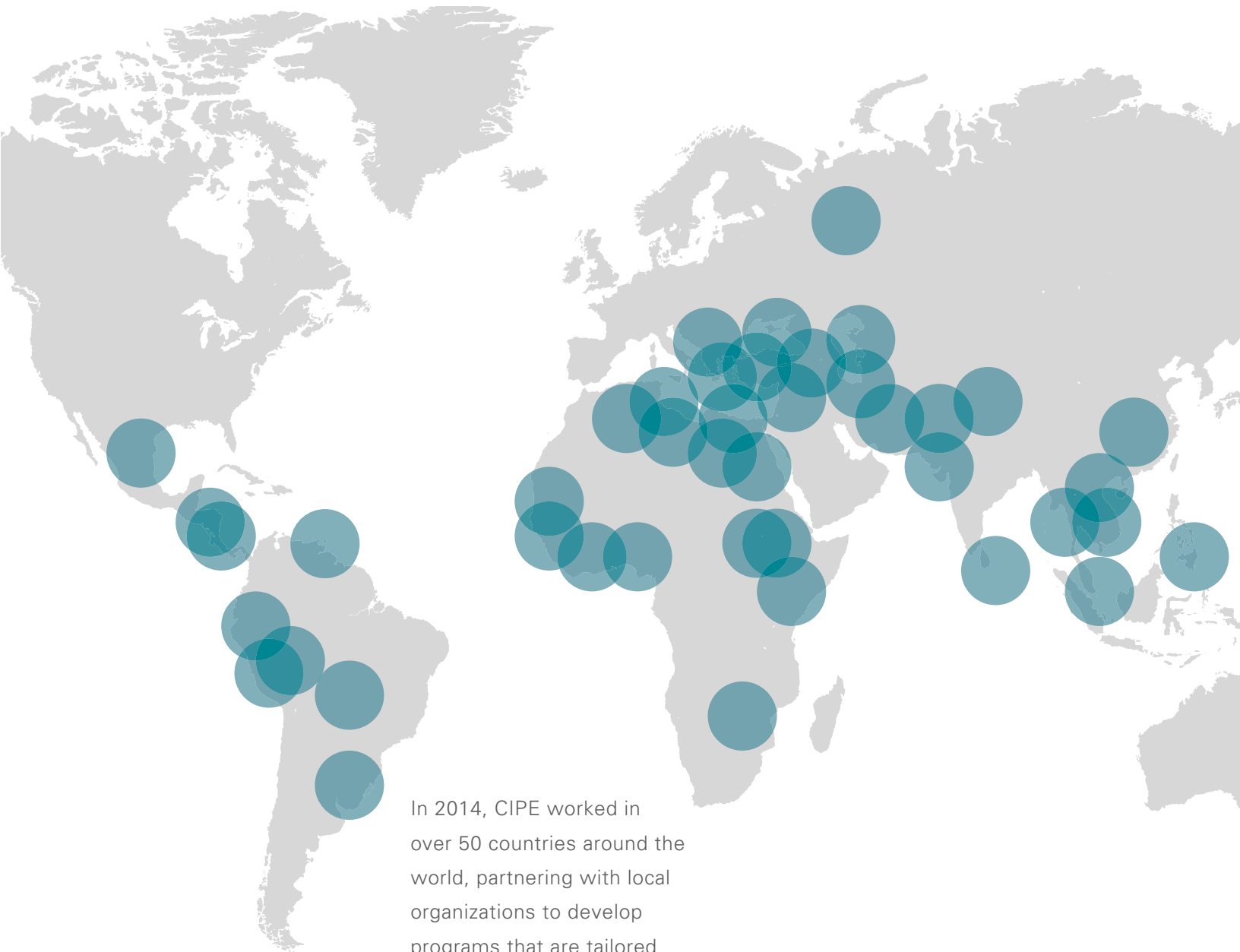


Selima Ahmad received the Oslo Business for Peace Award for her dedication to advancing women's entrepreneurship in Bangladesh. Ahmad has been actively mentoring association leaders through CIPE's South Asia Women's Network, which includes Pakistan, Nepal, and Sri Lanka.



At the request of the Samriddhi Foundation in Nepal, Boris Begovic from the Center for Liberal Democratic Studies in Serbia advised on a comparative analysis of the Government of Nepal's draft policy on foreign direct investment.

CIPE PROJECTS



In 2014, CIPE worked in over 50 countries around the world, partnering with local organizations to develop programs that are tailored to in-country conditions and have local ownership.

AFRICA

COTE D'IVOIRE

Strengthening the Voice of Small and Medium Enterprises for Reform

Strengthening Small & Medium Enterprises for Advocacy

ETHIOPIA

Strengthening the Capacity of Business Associations
Ethiopian Chamber of Commerce and Sectoral Association

KENYA

Promoting Transparency and Accountability in County Government Budgets
Institute of Economic Affairs

Promoting Local Governance Reform III
Kenya Association of Manufacturers

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

Enhancing Private Sector Participation in Governance Reform II
Kenya Private Sector Alliance

LIBERIA

Enhancing Public-Private Dialogue

Strengthening the Coalition of Liberian Business Associations

NIGERIA

Combating Corruption in Public Sector Regulatory Agencies
Lagos Chamber of Commerce and Industry

Enhancing the Participation of Nigerian Business Women in Policy-Making

Strengthening Coalitions of Business and Professional Associations

Strengthening Private Sector Participation in Elections

SENEGAL

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

SOUTH SUDAN

Encouraging Dialogue on Economic Diversification
Center for Strategic Analysis and Research

UGANDA

Enhancing Youth Leadership
Uganda Manufacturers Association

ZIMBABWE

Building the Capacity of Women's Business Organizations to Advocate Reform
Zimbabwe National Chamber of Commerce

ASIA

BURMA

Strengthening Property Rights in Burma

CAMBODIA

Strengthening Private Business Associations
Cambodian Federation of Employers & Business Associations

Reducing Corruption in Local Government
SILAKA

CHINA

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

INDONESIA

Strengthening Business Association
Governance

PAPUA NEW GUINEA

Strengthening Women's Economic
Empowerment through a Womens Chamber
of Commerce

PHILIPPINES

Improving Public Governance in the Philippines
Institute for Solidarity in Asia

THAILAND

Private Sector Approaches to Anti-Corruption
Thai Institute of Directors

EURASIA

ALBANIA

Building Effective Public-Private Dialogue,
Phase II
Albanian Center for Economic Research

GEORGIA

Governing for Growth

KOSOVO

Enhancing Accountability and Governance
in Family-Owned Firms
Riinvest Institute for Development Research

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

KYRGYZSTAN

Decreasing Political Interference Into
Economic Activity
Corporate Governance School

Strengthening Understanding of
Economic Issues
Development Policy Institute

MOLDOVA

Enhancing Policy Dialogue
Institute for Development & Social Initiatives

Enhancing Regional Policy Dialogue
Institute for Development & Social Initiatives

RUSSIA

Boosting Business Integrity Through Education
Combating Corruption through Business
Education
Increasing Chambers Anti-Corruption Capacity
U.S. Russia Peer to Peer Dialogue

UKRAINE

Bolstering Chamber and Coalition-Led
Advocacy
Building Advocacy Momentum
Strengthening Private Sector Engagement
in Democratic Reform

Supporting Urgent Reforms to Better
Ukraine's Business Environments

LATIN AMERICA AND THE CARIBBEAN

REGIONAL

Regional Dialogue on Democracy II
Instituto de Ciencia Política

ARGENTINA

A Social Media Approach to Youth Engagement
Center for the Implementation of Public Policies
Promoting Equity and Growth

Strengthening the Role of the Private Sector in
Public Policies: Private Initiative Network
Fundación Libertad

BOLIVIA

Cultivating Policy Institutes to Tackle Key
Democratic & Economic Challenges
Fundación Milenio / POPULI Public Policies
for Liberty

Encouraging an Informed Democracy
Fundación Milenio

Strengthening the Voice of Business in Bolivia III
Strengthening Private Initiative and Democratic
Dialogue
Confederation of Private Businesspeople of Bolivia

ECUADOR

Encouraging Youth Leadership, Democratic
Values, and Entrepreneurship

Encouraging Youth Leadership, Democratic
Values, and Entrepreneurship II
Ecuadorian Institute of Political Economy

GUATEMALA

Fostering Institutional Reform II
National Economic Research Center

MEXICO

Combating Corruption in the Private Sector
Center for the Study of Institutional Governance

The Private Sector's Role in Citizen Security

NICARAGUA

Raising the Voice of Women Entrepreneurs
Red de Empresarias de Nicaragua

PARAGUAY

Initiating a National Dialogue on Public Policy
Foundation for Development in Democracy

PERU

EmprendeAhora 2014
Instituto Invertir

VENEZUELA

Enhancing Democratic Dialogue Through
Legislative and Economic Analysis III

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

MIDDLE EAST AND NORTH AFRICA

REGIONAL

Engaging MENA Entrepreneurs to Improve the
Policy Environment for Entrepreneurship
L'Institute Arabe Des Chefs D'Enterprises

Advancing Democratic Reforms Through
Knowledge & Experience-Sharing

ALGERIA

Supporting CSO Advocacy for Increased Political and Economic Opportunity for Algerian Citizens
Cercle d'Action et de Réflexion autour de l'Entreprise

BAHRAIN

Addressing Conflict through Entrepreneurship and Private Sector Engagement

EGYPT

Expanding Participation and Opportunity through SME Policy Reform II
Federation of Economic Development Associations

Combating Corruption & Promoting Transparency

Fostering Democratic Dialogue on Economic Issues

Fostering Dialogue on the Economy in Democratic Transition

Strengthening the Independent Voice of the Private Sector

IRAQ

Public Private Dialogue at the National Level
Iraqi Businessmen Union

Advancing Private Sector Participation in Public Policy

JORDAN

Advocacy for SME Policy Reform II

Advocacy for SME Policy Reform III
Young Entrepreneurs Association

LEBANON

Expanding Entrepreneurship Education to the National Level – Part III

Expanding Entrepreneurship Education to the National Level – Part IV

Development for People and Nature Association

Enhancing Democracy Through Public-Private Dialogue

Lebanese Center for Policy Studies

Strengthening the Rule of Law through Rights Education

Lebanese Transparency Association

LIBYA

Advocating a Private Sector Vision for Libya's Democratic Reforms

MOROCCO

Building Associations' Capacity to Improve the Local Business

Environment in Morocco

SYRIA

Empowering the Business Community to Engage in a Changing Syria

Strengthening Citizens' Engagement in a Transforming Syria

Syrian Economic Forum

TUNISIA

Economic Platform Development for Political Parties and Capacity Building for Private Sector Engagement

Engaging the Private Sector in Municipal Reform

L'Institut Arabe Des Chefs D'Entreprises

Bringing the Voices of Local Business to Reform

Union Des Petites et Moyennes Industries

Strengthening Tunisia's Political Parties and Democratic Transition

WEST BANK/GAZA

Expanding Corporate Governance Culture Throughout the Palestinian Private Sector II

Expanding Corporate Governance Culture Throughout the Palestinian Private Sector III

Palestine Governance Institute

YEMEN

Empowering Citizens through Increased Economic Engagement

Human Rights Information and Training Center

Enhancing Private Sector Participation in Constitutional Transition

Political Development Forum

Private Sector Engagement in Taxation Reform

Economic and Social Development Research Center

Supporting Democratic Reform through Private Sector Advocacy

Studies and Economic Media Center / Political Development Forum / Human Rights Information and Training Center

MULTIREGIONAL

Democracy Consensus Phase II – Synthesizing Lessons in Democratic Development

Centre for Development and Enterprise

Empowering Women Entrepreneurs through Mentorships

Association of Business Women in Serbia / Red de Empresarias de Nicaragua

Identifying Lessons in Democratic Development from Emerging Economies

Centre for Development and Enterprise

Improving Democratic Governance on the Local Level

Bangladesh Women Chamber of Commerce and Industry / Center of Implementation of Public Policies Promoting Equity and Growth / Lebanese Center for Policy Studies

Methodology for Assessing the State of Public-Private Dialogue on Trade Issues

International Trade Center

Supporting Youth Entrepreneurship & Leadership

Pakistan Software Houses Association for IT & ITES / Association of Business Women in Serbia / Red de Empresarias de Nicaragua

Strengthening Youth Engagement in Democratic Processes

Atlas Corps

Forum on Economic Freedom 2013

Forum on Economic Freedom 2014

Knowledge Management 2013

Knowledge Management 2014

Open Government Partnership

Resources for Strengthening the Capacity of Reformers to Build Market-Oriented Democracies: Phase I

Resources for Strengthening the Capacity of Reformers to Build Market-Oriented Democracies: Phase II

Strengthening Anti-Corruption Practices in Global Value Chains: Phase I

Strengthening Anti-Corruption Practices in Global Value Chains: Phase II

Strengthening Property Market Institutions for Small Businesses II

Supporting Business Associations through Responsible Corporate Citizenship

Supporting Youth Advocacy and Leadership

SOUTH ASIA

REGIONAL

Pakistan Afghanistan Chamber of Commerce & Industry Year III

The Pakistan-Afghanistan Joint Chamber of Commerce and Industry

Promoting Women's Economic Participation

Strengthening Women's Economic Empowerment Through Associations

AFGHANISTAN

Increasing Institutional Capacity and Access to Information 2013

Increasing Institutional Capacity and Access to Information 2014

Business Integrity Network of Afghanistan Initiative

NEPAL

Advancing Democratic and Economic Policy Reforms

Samriddhi, The Prosperity Foundation

PAKISTAN

Strengthening Democratic Governance through Policy Advocacy

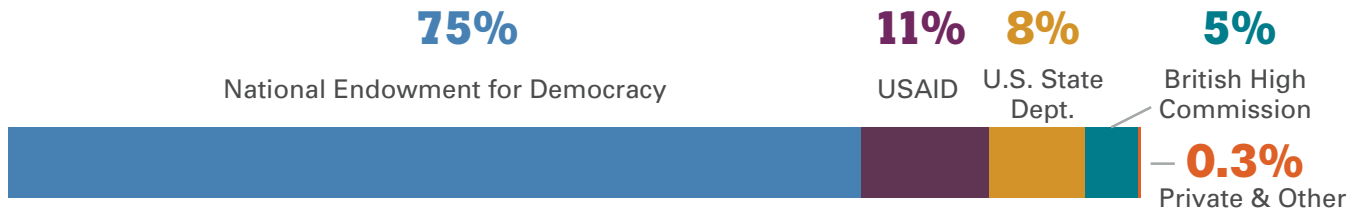
SRI LANKA

Encouraging Democratic Dialogue Through Economic Debate

Verite Research Pvt. Ltd.

FUNDING SOURCES

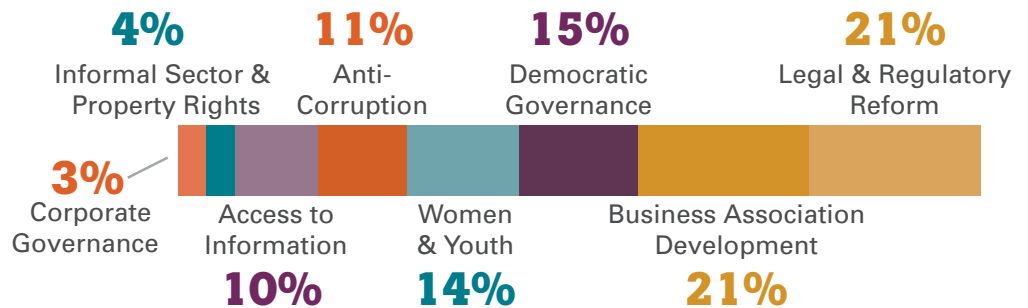
In fiscal year 2014



\$18,658,739

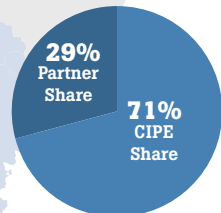
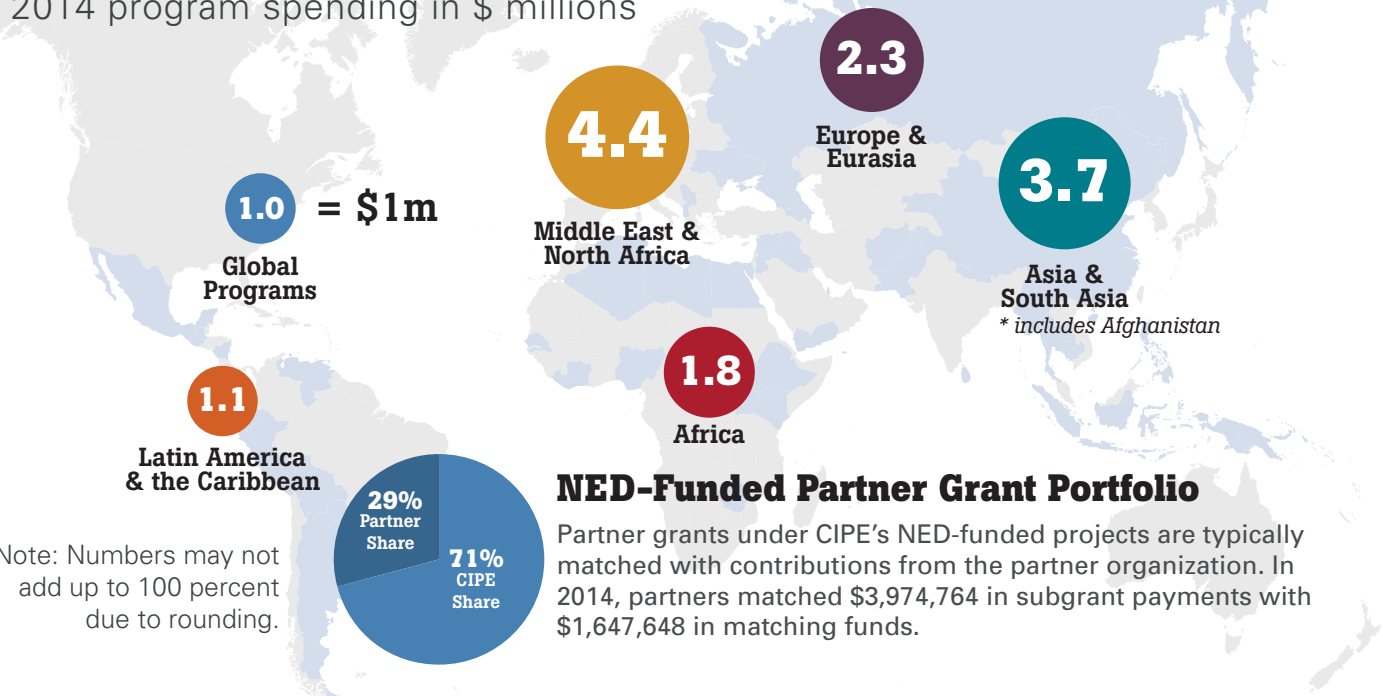
USE OF FUNDS

Thematic breakdown



SPENDING BY REGION

2014 program spending in \$ millions



NED-Funded Partner Grant Portfolio

Partner grants under CIPE's NED-funded projects are typically matched with contributions from the partner organization. In 2014, partners matched \$3,974,764 in subgrant payments with \$1,647,648 in matching funds.

Note: Numbers may not add up to 100 percent due to rounding.

STAFF LIST

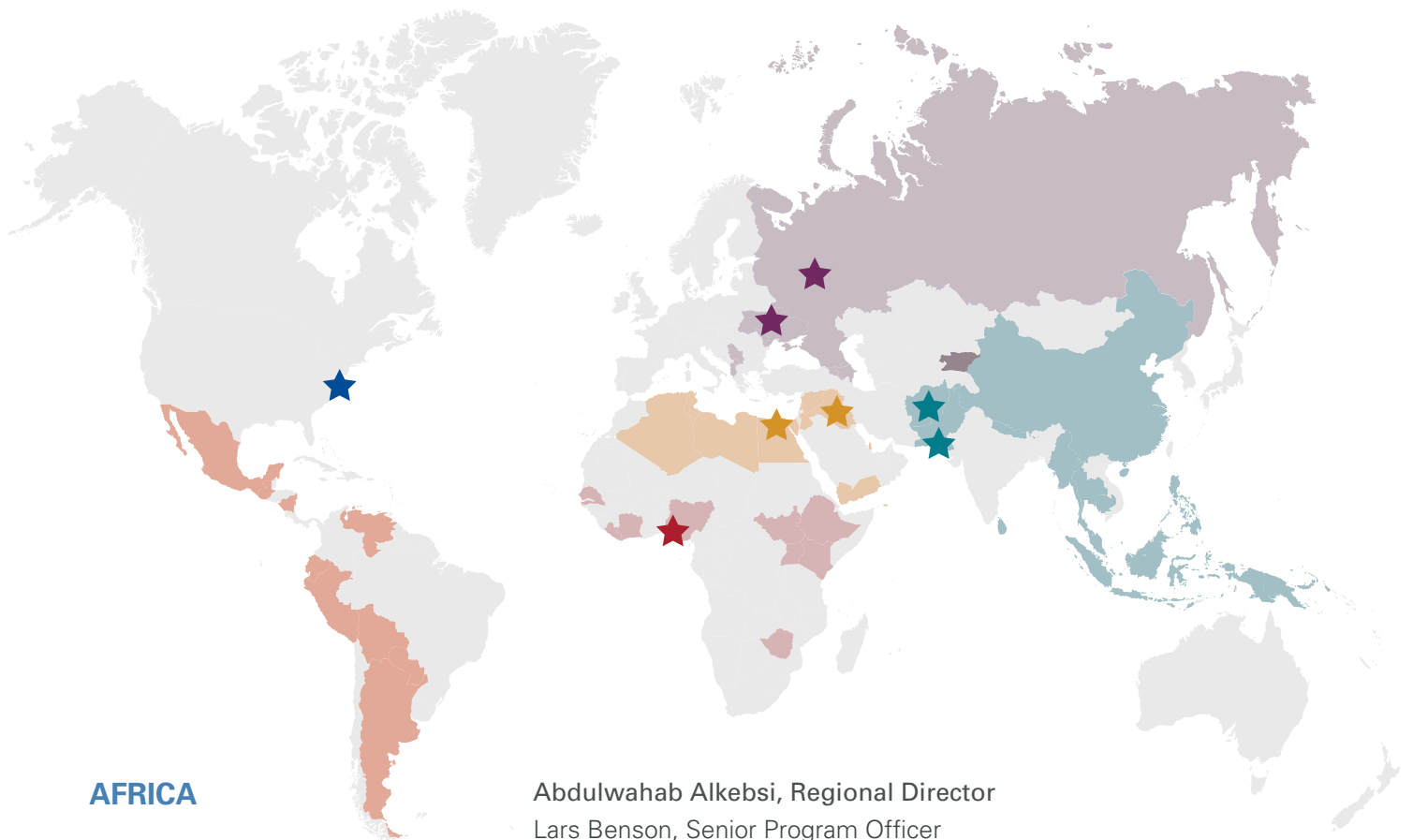
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Denise Baer, Evaluation Officer

**HUMAN
RESOURCES**

Tamara Noel, Human Resources Manager

ADMINISTRATION

Syldeline Decker Bunting-Graden, Executive Assistant
Paulette Houston, Executive Assistant
Rita Williams, Office Coordinator

ALEXANDER RAEVSKY

CIPE Russia Country Director

1956-2015



CIPE was greatly saddened by the sudden passing in January 2015 of Alexander “Sasha” Raevsky, CIPE’s Russia country director. Sasha was key in launching and guiding CIPE’s program in Russia, was a mainstay of our work, and was a friend to all here at CIPE. Sasha’s career was driven by his love for international relations, his desire to serve and improve the lives of others, and his interest in contributing to Russia’s development. Our thoughts and condolences go out to his wife and son, family, and friends.



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