



CIPE's Corporate Governance Work in the Middle East and North Africa

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Launch	<ul style="list-style-type: none">• CIPE was founded in 1983 as a core institute of the National Endowment of Democracy.• CIPE's mission is to strengthen democracy around the globe through private enterprise and market-oriented reform.
Staff	<ul style="list-style-type: none">• CIPE has over 90 staff with offices in Washington, DC, Arbil/Baghdad, Bucharest, Cairo, Moscow, Kabul, and Karachi.
Objectives	<ul style="list-style-type: none">• Foster institutions necessary for market-oriented democracies.• Increase private sector participation in the democratic process.• Increase support for and understanding of market-oriented democracies.• Improve governance in the public and private sectors.• Strengthen freedom of association and business organizations.• Promote an entrepreneurial culture and market understanding.• Expand access to information.

Activities	Results
<p>Bahrain Corporate Governance Code</p>	<ul style="list-style-type: none"> •Supported the development of the corporate governance code, issued on March 16, 2010 by the Ministry of Industry and Commerce •Supported consultative process on the code with local partner the Bahrain Accountants Association and the National Steering Committee on Corporate Governance
<p>Egypt Combating corruption</p>	<ul style="list-style-type: none"> •Supported the establishment of an Egyptian Advisory Council on Corruption •Conducted unprecedented surveys on corruption in Egypt with small business owners and general public •Developing model code of conduct and ethics with task force members
<p>Palestinian Territories Corporate Governance Code</p>	<ul style="list-style-type: none"> •Supported the development of the corporate governance code, issued on November 12, 2009 by the Capital Market Authority •Supported consultative process on the code with local partner Center for Private Sector Development and the corporate governance task force
<p>Tunisia Corporate Governance Guidelines Corporate Governance Center</p>	<ul style="list-style-type: none"> •Supported the Institute of Arab Business Managers in developing voluntary Guidelines on Corporate Governance, released June 2008 •Supported the establishment of the Tunisian Center for Corporate Governance, June 2009
<p>Yemen Corporate Governance Guidelines</p>	<ul style="list-style-type: none"> •Supported local partner Yemeni Businessmen Club to establish a corporate governance task force with participation of government, business community, academia, and media •Supported task force to develop guidelines through a consultative process

Lessons learned	
<i>Lessons learned</i>	<i>Changes introduced</i>
<ul style="list-style-type: none"> • Need for developing a term for corporate governance in Arabic 	<ul style="list-style-type: none"> • In partnership with Dr. Youssef Boutros Ghali, CIPE worked with the Arabic Linguistic Council in Cairo to create an official term for corporate governance in Arabic: <i>hawkamah ash-sharikah</i>. The term was coined by the Academy of the Arabic Language. • Developing the official Arabic phrase for corporate governance has helped to facilitate locally-driven reforms in the MENA region.
MENA-OECD Co-operation	
<i>Achievements in the past</i>	<i>Challenges for the future</i>
<ul style="list-style-type: none"> • MENA-OECD Business Council • MENA-OECD Women’s Business Network • MENA-OECD Initiative for Business Responsibility 	<ul style="list-style-type: none"> • Continue to build more private sector participation • More participation in the Responsible Business Initiative Working Group .