

# NepalUSA CHAMBER

N E W S L E T T E R Volume 11, Issue 1 Jan/Feb 2005

## Seminar held on “Opportunities for Nepalese Export through US GSP Facilitations”

A two days Seminar on Opportunities for Nepalese Export through U.S. GSP Facilitation was jointly organized by H.M.G. Ministry of Industry, Commerce and Supplies, Nepal – USA Chamber of Commerce and Industry, Nepal Chamber of Commerce and US Embassy in Kathmandu on January 31st 2005. The major objectives of the Seminar were to disseminate knowledge and opportunities to Nepalese product in the US market through the Generalized System of Preferences [GSP] to the Nepalese Businessmen.

Mr. Rajesh Kaji Shrestha, President, Nepal Chamber of Commerce while making his welcome speech at the inaugural function said, it is my great pleasure to welcome you this morning to the Inaugural Session of the Seminar on “Opportunities for Nepalese Exports through US GSP Facilitation”. We feel the organization of this Seminar is timely and the Seminar aims to provide a clear understanding about the US GSP, a trade preference programme designed to promote

economic growth and preferential duty free entry to US for more than 4,650 products from 144 designated countries and region throughout the world including Nepal.

He said the potential impact of the recent quota phase out in Nepal is likely to be crucial where about one hundred thousand people are engaged in this sector providing livelihood to about four hundred thousand people with an investment of about six billion rupees. Any negative fallout from the phasing out of the MFA on Nepal's readymade Garments sector is likely to be huge. So, Nepal needs to have collaborative approach. After the end of the quota system, Nepal and other LDCs are very much depending on GSP Facilities to survive.

Nepal's major exporting countries are India, USA and Germany. Nepal's major exports are: woollen carpets, readymade garments, handicrafts, silverware and jewelry, Pashmina and other woollen items, towels and handmade papers etc. though Nepal used to enjoy the favorable trade

balance with USA, now, the situation will reverse after the phase out of quota from December 2004.

He added, Nepal enjoys preferential market access under GSP for almost two thirds of its export commodities and almost every major importing country grants GSP treatment to Nepal. However, the GSP Scheme often excludes sensitive items that are exported by Nepal including the carpets, readymade garments.

Nepal views that US Africa Growth and Opportunity Act. [AGOA] for Africa and Sub-Saharan LDCs, which was publicized in October 2000, claims to move Africans from “Poverty to Prosperity” by increasing their economic opportunities. AGOA provides African countries with preferential access in readymade garments, but with unreasonably demanding rules of origin. As such, there is no provision to AGOA for Asian LDCs like Nepal because the USA might fear competition in readymade garments from these countries.

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## CREATING A SUSTAINABLE CORPORATE ENVIRONMENT

by John Sullivan and Georgia Sambunaris

Corporate governance is becoming increasingly central to global development strategies. The spread of market principles to previously closed economies has spawned a new generation of entrepreneurs and investors worldwide, as well as new responsibilities for the US Agency for International Development. If countries are to successfully use the private sector as an engine of economic growth, they need to create environments that nurture competitive, profitable and ethically managed businesses.

Shortly after the call for rapid economic decentralization in countries such as Russia and Ukraine, as well as all of Central and Eastern Europe, USAID partnered with the Center for International Private Enterprise [CIPE] on issues of corporate governance. An affiliate of the US Chamber of Commerce, CIPE promotes democratic and market-oriented economic reform by

working directly with the private sector in developing and emerging markets. CIPE's institutional approach to corporate governance has been to combine international expertise with local knowledge to build mechanisms to improve self-governance in firms.

Although the practice of good corporate governance was once seen as the exclusive domain of companies in the advanced industrialized economies, today the value of corporate governance for the functioning of markets has been recognized by US government agencies and international and nongovernmental organizations [NGOs]. The Organization for Economic Cooperation and Development [OECD] is another leader in international standard setting, comprising 30 member countries sharing a commitment to democratic government and market economies. The OECD has active relationships with some

70 nonmember countries, NGOs, and civil society and it has a global agenda that includes corporate governance principles. The fact that the OECD just endorsed a new set of corporate principles in 2004 is proof that corporate transparency is an issue for corporate sustainability.

Corporate Governance in Transition Economies

USAID technical assistance programs in corporate governance are rooted in the transformation of the former Soviet Union and countries of Central and Eastern Europe from centralized communist

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NEW PRODUCTS AND SERVICES FROM USA

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## SEMINAR HELD ON....

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Since the level of development of Nepal is similar with these countries and are also in the category of the LDC, Nepal seeks similar type of arrangements be made for quota free access to USA.

The fact that neither the government nor the private sector in Nepal has completely identified the commodity subject to the US GSP Scheme it is unfortunate at a time when we are talking about the products of comparative and competitive advantage to utilize the multilateral and regional trading arrangements like WTO, SAFTA, BIMST-EC and Bangkok Agreement. We are of the opinion that government should start through its diplomatic channels in line of seeking the GSP for Nepalese exports. It would help the government to work jointly with industries and conduct strict monitoring of the quality aspects.

It is the private sector's view in Nepal to see what trade policy initiatives can rich countries such as the US help assist the poor countries in improving their growth prospects and achieving faster the goal of poverty alleviation. As such, our development partners from rich and developing countries are also the major players and actors in the global trading system. So if these countries are serious about their commitment towards poverty alleviation and conflict resolution, they should frame the trade policy and trading regime as a tool to empower the poor.

We hope that during the seminar by elaborate use of the "Handbook on the Scheme of the USA" and the "Guide Book on the GSP Scheme of USA" will help assist the traders in facilitating their exports to US.

Mr. Iswor Pokharel, the then Minister of Industry, Commerce and Supplies while making his inaugural speech said that the US is the largest market for Nepalese Readymade Garments and Garments manufactures in Nepal are desperately looking to maintain their market share in the US following the phase out of quota system beginning Jan.15, 2005. He said Nepal being a land locked and least developed country that is perusing democratic system of Government, deserves to get special and differential treatment from the open, large and prosperous US Economy.

Mr. James F. Moriarty, US Ambassador to Nepal speaking at the function said, after the end of the cold war, diplomacy had to find a new focus. This is where trade gained

in policy importance worldwide. Since the beginning of the Doha negotiations in 2001, the United States has Committed a total of 4 million Dollars to the World Trade Organization for Trade related Technical Assistance. This makes US the largest single donor for trade capacity building in the world.

We believe in free trade but we also believe in lending a helping hand. that is why we are continuing to offer exemptions for many imported goods from certain countries, including Nepal, under the generalized system of preferences.

The United States is the second largest importer of Nepalese products in the world. More than 25 percent of Nepal's total exports in the last year traveled to the U.S. A. But, sadly, nearly 28 percent of Nepali imports that would have qualified for special treatment under this system did not take advantage of the opportunity. Many articles have been published over the past few weeks speculating on how Nepal's industry and exports would fare after the end of the multi-fiber agreement. I am very pleased to give you the opportunity today to learn about the duty-free provided by the U.S. for the importation of more than 4,600 products from 144 designated countries and territories throughout the world among them Nepal.

He added Nepal's difficult political situation and a violent insurgency is a very negative aspect for its economic development. International companies are wary to start new investments in Nepal for fear they might lose their money. Productions is hampered by strikes and transportation difficulties and extortions and threats from the Maoists. But in such difficult times, it is even more important that the private business sector work hand in hand with the government towards a peaceful solution of the conflict. Prosperity goes together with peace and democracy. One cannot succeed without the other two.

I am happy to see the collaboration between the public and the private sector in today's seminar. I am particularly happy that we were able to persuade Ms. Betsy Stillman, Special Trade Policy Advisor for south Asia at the U.S. Trade Representative's Office, to come to Nepal to provide vital information on the generalized system of preferences and hands-on training how to take best advantage of its provisions. I'm sure that you will make good use of this system and hope that the figure of missed opportunities will be significantly lower than 28 percent next year

Ms. Betsy Stillman, Senior Adviser, USTR while making her remarks explained the

opportunities available for products under the GSP facilitations with US.

Mr. Prasiddha Bdr. Pandey, Acting President, Nepal- USA Chamber of Commerce and Industry while presenting vote of thanks said I feel honored to present this vote of thanks to Hon'ble Minister of Industry & Commerce for giving his valuable time despite of his busy schedule. Thanks also go to all distinguished guests, high government officials. We are equally thankful to His Excellency Ambassador Moriarty for his eloquent speech.

Nepalese exporters currently enjoy duty free treatment to all products, including the textile items, under the GSP [Generalized System of Preference] scheme in the EU, Canada and Australia. Considering the poor industrial base in Nepal, the EU has derogated the GSP rules of origin for Nepalese textile products since 1997. this facility has allowed Nepalese manufacturers to export apparels obtained after only one processing operation from materials originating in the regional groupings [SAARC, ASEAN and ACP countries] under the EU duty preference.

The Trade statistics of export to USA stands at Nrs. 12 billion 687 million in the year 2002/03 and Nrs. ( billion 696 million in the year 2003/04 where as imports from USA stands at Nrs. 1 billion and 708 million in the year 2002/03 and Nrs.1 billion 434 million in the year 2003/04. this definitely show that we have a favorable balance of Trade with US. However, looking at the huge potentials that exist in the US market our exports are declining. This is mainly due to the fall in the Readymade Garment exports the US.

As all of us know, we are gathered here this morning to discuss, know more and familiarize ourselves to the new facilities provided to Nepalese Exports to the US markets under the US GSP facilitation. I understand there are more than 500 products allowed to enter in the US market under the new arrangement but excludes the textile items which is very important as far as Nepal is concerned. However, I urge my friends here to take advantage of available facilities and try to understand the implication and uses of US GSP system and take advantage of the presence of USTR Expert Ms. Stillman.

In view of the impact the least developed countries might be facing out of the competitive regime and after Nepal's accession to WTO, the spirit of the Doha development round should be followed in its true sense and spirit for providing preferential and duty free market access so that Nepal can also survive in the "Global village." ■

## CREATING A SUSTAINABLE CORPORATE ENVIRONMENT

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economies to a system of decentralized ownership. The collapse of communism in Europe at the end of the 1980s set off a wave of privatization efforts designed to transfer ownership of state owned industries from the government to the general population. Although the emphasis of this process fell on the question of ownership, the long-term issue of governance required the establishment of new rules and the education of local stakeholders – stockholders, new company directors, management, and the general public in order for privatization to contribute to a healthy economy. Values of transparency, responsibility, accountability and fairness in the governance of companies had to replace old practices of cronyism, favoritism, and backdoor deals. In systems known for weak enforcement, the priority of effective self-regulation became paramount.

With the stability of the new democratic regimes riding on their ability to deliver economic results, USAID renewed its support of corporate governance development as part of its economic assistance programs in Central and Eastern Europe and the former Soviet Union.

### Meeting Global Challenges

USAID is prepared to scale up corporate governance activities in both emerging –market economies and developing countries worldwide. New development challenges related to global competitiveness, the Group of Eight [G8] business climate initiative and trade promotion all stand to benefit from high ethical standards of financial reporting and fiduciary oversight of shareholder rights.

CIPE's and USAID's joint approach to corporate governance reform recognizes that each region has unique problems. Many African countries have delayed important economic reforms to address political crises and have talked corporate governance only in the past 10 years. Public awareness of the issue and the need to develop trust between the public and private sectors are still formidable challenges for any corporate governance initiative in Africa. In the future we hope to move from dialogue to actionable programs of corporate governance throughout Africa.

In Latin America a focus on enforcement and family run businesses is a key element of corporate governance programs. There, a strong entrepreneurial class and small and medium enterprise structure often limit any USAID role to coordination. In Latin America, Policy makers exhibit a hands-

on approach to corporate governance that enable assistance programs to focus largely on public awareness and outreach.

Building support for democratic transitions in the Middle East is multifaceted and corporate governance can play a key role in separating the state from the private sector. Greater awareness of corporate governance and its role in helping countries attract investment and gain competitiveness is evident in many countries in the region. In Asia, commercial reform and business development often absorb the bulk of scarce USAID resources. In India, which leads in this area, local efforts to improve corporate governance following the financial crisis of 1997 have also been successful in delivering solutions, as evidenced by the work of the Association of Development Financing Institutions in Asia and the Pacific [ADFIAP] which is working with lending institutions to educate them on how corporate governance practices or the lack thereof affect credit risk.

For the Europe and Eurasia region, CIPE and USAID have sought to shift responsibility for companies from the state to the entrepreneurial class and, where no entrepreneurial class exists, to create public awareness and investors, associations to represent stakeholders interests.

### BENEFITS EMERGE, BUT GRADUALLY

Despite the importance of corporate governance practices to financial market stability, investment promotion, competitiveness, and the economic growth of emerging markets, the benefits of corporate governance are realized gradually. In Russia and Ukraine, 10 years of USAID project activities in institutional development, training of company managers, employers and policy markets and technical assistance have resulted in concrete actions by financial market institutions and policy makers to harmonize domestic practices with global accounting banking and capital market standards.

The latest generation of development activities in such areas as competitiveness, pension reform, trade, poverty reduction and anti-corruption practices requires corporate governance assistance to ensure that enterprises act. Responsibility in their quest for profits. The presence of large informal sectors in the developing world also makes the applications of corporate governance practices difficult. Thus, USAID's development sector should be pursued in isolation. Rather, corporate governance is one of many forms of assistance that seek to cross fertilize and make the best use of resources for economic growth and poverty reduction.

### The five Stages of local Initiative

The experience of USAID and CIPE has demonstrated that business communities pass through five stages in the adoption of stronger corporate governance practices.

1 Raising Awareness: One of the challenges that CIPE and USAID have faced in several countries, notably in the Middle East, is that the concept of corporate governance did not exist in the local language. Therefore, discussions first focused on defining the term and trying to apply it to the local context.

Initial efforts also focused on getting the business community and governments to realize the benefits of corporate governance. ADFIAP began its efforts to raise corporate governance practices among its own member banks. It is now working with its members to educate them on how the corporate governance practices of companies should be assessed when making loan decisions because they directly contribute to credit risk. Consequently, many Asian companies are now becoming aware of how corporate governance factors into their bottom line.

1 Developing National Codes: Once awareness rises in a country's business community the process of identifying local business norms that pose compliance issues can begin. Often, the development of national codes begins with the OECD Principles of Corporate Governance as a foundation. Building upon such a foundation, countries can develop their own codes that address the local realities of doing business and adhere to international standards by bringing together champion reformers from host countries representing nongovernmental organizations, corporate governance institutes, academia, the media, and business.

In the Middle East and North Africa, supported by the Middle East Partnership Initiative [MEPI], CIPE is working with groups to develop their own standards that reflect the realities of economic dominance of state owned enterprises, the prevalence of family firms, and a unique banking system.

Russia put its corporate governance law in place several years ago after private sector groups identified a common set of standards and took them to the government. Russia is now focused on the later stages of corporate governance implementation – compliance and training.

1 Monitoring Implementation: once a national code of corporate governance is formally adopted, company adherence must be clarified.

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## Nepalese Exports to the U.S.A.

2004 Rank	HTS Category	2003	2004		2004	2005
		million dollars		Percent of total	Jan.-Jan	
					million dollars	
	All categories	\$171.20	\$142.50	100	\$13.90	\$9.80
1	62.--articles of apparel and clothing accessories, not knitted or crocheted	\$80.80	\$69.10	48.48	\$5.60	\$4.40
2	57.--carpets and other textile floor coverings	\$23.20	\$30.50	21.399	\$1.30	\$2.50
3	61.--articles of apparel and clothing accessories, knitted or crocheted	\$48.80	\$29.00	20.331	\$5.70	\$1.80
4	63.--made-up textile articles nesoi; needlecraft sets; worn clothing and worn textile articles; rags	\$4.20	\$3.70	2.623	\$0.30	\$0.20
5	71.--natural or cultured pearls, precious or semiprecious stones, precious metals; precious metal clad metals, articles thereof; imitation jewelry; coin	\$3.60	\$2.60	1.827	\$0.30	\$0.30
6	97.--works of art, collectors' pieces and antiques	\$4.20	\$1.80	1.265	\$0.40	\$0.30
7	98.--special classification provisions, nesoi	\$1.90	\$0.90	0.599	\$0.00	\$0.00
8	48.--paper and paperboard; articles of paper pulp, paper or paperboard	\$0.70	\$0.80	0.569	\$0.00	\$0.10
9	99.--special import reporting provisions, nesoi	\$1.00	\$0.70	0.518	\$0.10	\$0.00
10	42.--articles of leather; saddlery and harness; travel goods, handbags and similar containers; articles of gut (other than silkworm gut)	\$0.60	\$0.60	0.423	\$0.00	\$0.10
11	65.--headgear and parts thereof	\$0.30	\$0.50	0.34	\$0.00	\$0.00
12	85.--electrical machinery and equipment and parts thereof; sound recorders and reproducers, television recorders and reproducers, parts and accessories	\$0.30	\$0.50	0.317	\$0.00	\$0.00
13	39.--plastics and articles thereof	\$0.30	\$0.30	0.207	\$0.00	\$0.00
14	74.--copper and articles thereof	\$0.10	\$0.20	0.163	\$0.00	\$0.10
15	83.--miscellaneous articles of base metal	\$0.20	\$0.20	0.139	\$0.00	\$0.00
16	94.--furniture; bedding, cushions etc.; lamps and lighting fittings nesoi; illuminated signs, nameplates and the like; prefabricated buildings	\$0.10	\$0.20	0.13	\$0.00	\$0.00
17	44.--wood and articles of wood; wood charcoal	\$0.00	\$0.10	0.103	\$0.00	\$0.00
18	06.--live trees and other plants; bulbs, roots and the like; cut flowers and ornamental foliage	\$0.10	\$0.10	0.09	\$0.00	\$0.00
19	95.--toys, games and sports equipment; parts and accessories thereof	\$0.20	\$0.10	0.087	\$0.00	\$0.00
20	84.--nuclear reactors, boilers, machinery and mechanical appliances; parts thereof	\$0.20	\$0.10	0.071	\$0.00	\$0.00
	Other Products	\$0.40	\$0.50	0.319	\$0.20	\$0.00

"By Harmonized Tariff Schedule (HTS) Chapters , ranked by 2004 imports"

## Nepalese Imports from the U.S.A.

2004 Rank	HTS Category	2003	2004		2004	2005
		million dollars	Percent of total	Jan.-Jan		
				million dollars		
	All categories	\$15.80	\$23.30	100	\$1.60	\$0.70
1	85.--electrical machinery and equipment and parts thereof; sound recorders and reproducers, television recorders and reproducers, parts and accessories	\$3.50	\$7.10	30.468	\$1.00	\$0.20
2	98.--special classification provisions, nesoi	\$2.20	\$3.20	13.59	\$0.20	\$0.10
3	93.--arms and ammunition; parts and accessories thereof	\$4.20	\$2.80	12.16	\$0.00	\$0.00
4	84.--nuclear reactors, boilers, machinery and mechanical appliances; parts thereof	\$1.20	\$1.80	7.687	\$0.20	\$0.00
5	30.--pharmaceutical products	\$0.10	\$1.70	7.418	\$0.00	\$0.00
6	90.--optical, photographic, cinematographic, measuring, checking, precision, medical or surgical instruments and apparatus; parts and accessories thereof	\$1.30	\$1.20	5.28	\$0.10	\$0.00
7	19.--preparations of cereals, flour, starch or milk; bakers' wares	\$0.00	\$1.20	5.14	\$0.00	\$0.00
8	15.--animal or vegetable fats and oils and their cleavage products; prepared edible fats; animal or vegetable waxes	\$0.00	\$0.80	3.581	\$0.00	\$0.00
9	88.--aircraft, spacecraft, and parts thereof	\$0.80	\$0.80	3.482	\$0.00	\$0.00
10	55.--manmade staple fibers, including yarns and woven fabrics thereof	\$0.50	\$0.70	3.006	\$0.00	\$0.00
11	39.--plastics and articles thereof	\$0.00	\$0.40	1.534	\$0.00	\$0.00
12	13.--lac; gums; resins and other vegetable saps and extracts	\$0.50	\$0.30	1.474	\$0.00	\$0.10
13	40.--rubber and articles thereof	\$0.20	\$0.20	1.04	\$0.00	\$0.00
14	10.--cereals	\$0.00	\$0.10	0.43	\$0.00	\$0.00
15	95.--toys, games and sports equipment; parts and accessories thereof	\$0.00	\$0.10	0.371	\$0.00	\$0.00
16	38.--miscellaneous chemical products	\$0.00	\$0.10	0.358	\$0.00	\$0.00
17	33.--essential oils and resinoids; perfumery, cosmetic or toilet preparations	\$0.00	\$0.10	0.351	\$0.00	\$0.00
18	94.--furniture; bedding, cushions etc.; lamps and lighting fittings nesoi; illuminated signs, nameplates and the like; prefabricated buildings	\$0.20	\$0.10	0.333	\$0.00	\$0.00
19	29.--organic chemicals	\$0.20	\$0.10	0.325	\$0.00	\$0.00
20	20.--preparations of vegetables, fruit, nuts, or other parts of plants	\$0.00	\$0.10	0.268	\$0.00	\$0.00
21	76.--aluminum and articles thereof	\$0.00	\$0.10	0.265	\$0.00	\$0.00
22	87.--vehicles, other than railway or tramway rolling stock, and parts and accessories thereof	\$0.10	\$0.00	0.152	\$0.00	\$0.00
23	47.--pulp of wood or other fibrous cellulosic material; recovered (waste and scrap) paper and paperboard	\$0.00	\$0.00	0.151	\$0.00	\$0.00
24	96.--miscellaneous manufactured articles	\$0.00	\$0.00	0.114	\$0.00	\$0.00
25	Other Products	\$0.80	\$0.30	1.022	\$0.10	\$0.30

"By Harmonized Tariff Schedule (HTS) Chapters , ranked by 2004 exports"

# New Products & Services from the USA

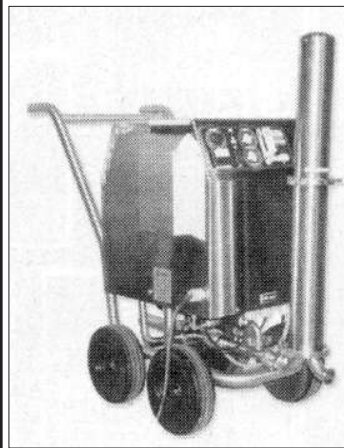
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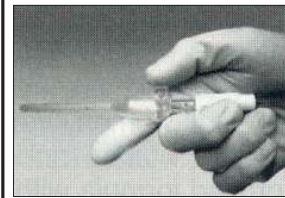
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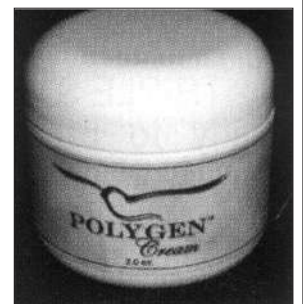
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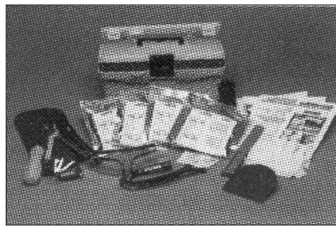
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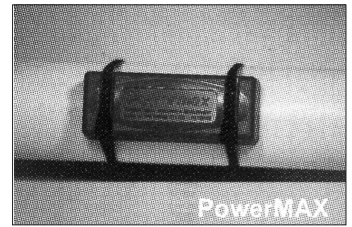
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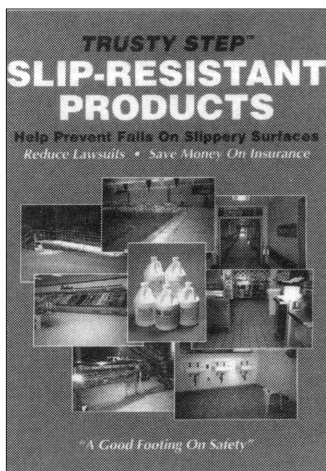
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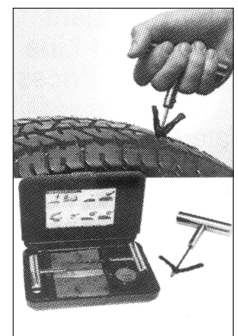
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## CREATING A SUSTAINABLE CORPORATE ENVIRONMENT

► *Continued from Page 3*

In the West, stock markets have traditionally been the gatekeepers of corporate governance through listing requirements. That approach is often insufficient outside the western industrialized economies. Elsewhere, stock exchanges, where they exist, do not encompass a significant share of economic activities. Parallel to the development of stock markets is the development of government institutions to monitor the securities industry.

Business associations can play an important role in policing their own members. Those outside the business community also have a stake in the benefits of corporate governance and so other group must also become involved in monitoring the process. The press also has a watchdog responsibility.

**1 Training for New Responsibilities:** Once a framework for corporate governance has been established, new responsibilities fall to business executives, corporate directors, corporate secretaries, and the like. The business community must educate these players on their roles.

For example, after the Russian Institute of Directors [RID] conducted an extensive series of training sessions across the country for corporate officers. This required the development of original course materials as well as translations of suitable material from other countries, and it involved the challenge of imparting not just information but also a sense of responsibility and a new code of ethics.

**1 Institutionalizing Corporate Governance:** The final stage of a nation's corporate governance development comes when the beneficial part of doing business and when the institutions that support compliance are solidly in place. Those institutions include private sector initiatives such as national institutes of directors to provide ongoing professional enrichment, as well as governmental institutions such as a judicial system that adjudicates conflicts fairly.

In Russia, USAID supported the creation of RID under the direction of Igor Belikov, a leader in the mobilization of the Russian business sector to develop its corporate governance law. Similarly, an Institute of Directors in Turkey has made a good start. Looking Ahead

The like between corporate governance and economic development is likely to become stronger as governments and

businesses deal with the fallout from the Enron, WorldCom, and Parmalat scandals. Although corporate governance reform is costly for both domestic and international firms, it ensures sustainability in the long run and opens the door to the economic growth necessary for eradicating poverty. Moreover, a healthy business climate reduces risk and enables countries to joint groups such as the World Trade Organization and the European Union. Alternatively, corporate governance may result in higher investment ratings.

USAID and CIPE are designing corporate governance activities to address the broader spectrum of corporate governance issues. Such activities are necessary to long term corporate viability and sustainability in developing countries. Corporate governance also is a first step in building the capacity of the private sector for leadership not only in economic matters but also in social and political development. The process used by USAID and CIPE imparts consensus-building, communications, and advocacy skills that

the business community can employ elsewhere. As companies face increasingly frequent calls for "corporate social responsibility," the more sustainable alternative is a pattern of corporate citizenship in which the private sector proactively works to find solutions to common problems.

While it is true that companies may need to cut costs to raise their global competitiveness, investment in corporate governance is providing to be the necessary foundation for business that inspire confidence among investors, employees and managers and for practices that lead to sustained economic growth. ■

John Sullivan is executive director of the Center for International Private Enterprise. Geogia Sambunaris is a capital markets specialist with the US Agency for International Development.

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