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Annual report 1999

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Item Type	Book
Authors	Côté-Freeman, Susan;Pope, Jeremy
Publisher	Transparency International
Rights	With permission of the license/copyright holder
Download date	2026-11-16 12:13:12
Link to Item	http://hdl.handle.net/20.500.12424/177268

Upon my election as president of Nigeria, I have had to resign the Chairmanship of the Transparency International Advisory Council. My involvement with TI was indeed a great and wonderful opportunity to assist in fashioning an enduring framework for tackling with vigour the often time corrosive, deleterious and debilitating scourge that corruption has become. It was without doubt a fulfilling time to have fellowshipped with TI supporters in the promotion of a culture of integrity built on transparency, openness and accountability in governance. For us in the developing world it was indeed a welcome relief and a pointer to greater possibilities in our multifarious struggle to find enduring solutions to our various developmental challenges. Let me also commend the energy, enthusiasm and tireless devotion with which the tasks of propagating TI across the globe has been pursued. Looking back at its rather short existence, it is amazing to note the magnitude and vastness of its spread. The bush fire like spread is an attestation to the timeliness, relevance and quality of TI.



I believe that I have a well spring of ideas to draw on as we also attempt to confront headlong the erection of an integrity system in Nigeria. I will be counting on TI's support in seeking to leave an enduring legacy of zero tolerance to corruption. I do realise that the load is heavy and the task difficult, if not intimidating, but with TI's support it is clearly surmountable. The kind understanding and goodwill of all our friends within the international community is crucial as we bend down to work.

Once again, I am grateful for the honour of having been of service to humanity through TI and I wish to all at TI and in particular to my successor on the Advisory Council, Kamal Hossain, the best luck and success in the years ahead.

Olusegun Obasanjo
Outgoing Chairman, Advisory Council

At the dawn of the Third Millenium, there is good reason to indulge in a touch of optimism. For much of the last century, talking about the evils of corruption was a bold endeavour and it did feel a little like preaching in the desert. But looking at the landscape now, one can't avoid noticing blooms dotting what appeared to be inhospitable terrain just a short while ago.

We have always been fully aware that rooting out corruption would take time and we certainly cannot yet claim victory over practices, which continue to exact a very high price particularly from the poorest people of this world. It is a process that will span many years. We can, however, feel satisfaction in the knowledge that our goals are now shared by partners and allies whose numbers are increasing by the day.



The new legal framework set by the OECD convention and other recent international agreements in Europe and in the Americas have begun to set the stage for a radically different environment for international commerce.

What is even more remarkable and hopeful is that corporate and political players, in partnership with civil society, now display a growing commitment to notions of social responsibility to which our ideal of transparency rightly belongs.

Speaking last February at the World Economic Forum, in Davos, Switzerland, Kofi Annan, the United Nations Secretary-General appealed to the private sector to lend its help in "creating a compact of shared values and principles". It has always been our strongly-held belief that civil society can and must contribute to the development of common standards. The current strength of the TI coalition is proof that business and government are beginning to believe it as well.

Peter Eigen
Chairman of the Board

Building the International Coalition

Freedom Prize

Transparency International was honoured with the prestigious Freedom Award by the Max-Schmidheiney Foundation based in Switzerland. The SF200000 prize was shared between TI and The Economist magazine. This award comes as recognition of Transparency International's success in placing the fight against corruption on the agenda of governments, international organisations and private businesses throughout the world. This is the second major honour to be bestowed upon Transparency International. TI Chairman Peter Eigen was earlier awarded Germany's Theodor Heuss Medal for outstanding achievements in fostering democracy and strengthening civil society.

In Peru, in 1997, over a thousand participants from over 90 countries joined in the historic Lima Declaration, which marked the creation of a global coalition united in the fight against corruption. Barely a couple of years later it is rewarding to see how this coalition has continued to grow in strength, resolve and impact.

After initial reluctance, TI now enjoys a full and productive partnership with the World Bank, which has become a most valued promoter of the anti-corruption agenda. Regional banks and major grant-giving institutions such as the UNDP are also actively lending their support in promoting good governance, by tightening their own lending requirements. A lot of press has been given of late to the growing movement in favour of debt relief for the developing world. We welcome the fact that in this debate accountability and transparency are recognised as a necessary part of the platform for an agreement to start wiping out third world debt.

The past year has seen the entry into force of a number of very significant international conventions, which are creating the basis of a legal framework, which will contribute to strengthen the transparency of global commerce. These significant advances in the pursuit of corruption-free international business transactions, we owe in large part to the relentless work of the TI National Chapters, which have kept pressing on for change.

If the 1997 ratification of the landmark OECD Convention against the Bribery of Foreign Public Officials was indeed a "triumph" for Transparency International, our chapters in OECD countries have not spent too much time basking in the glory of this considerable achievement. They've kept their shoulder to the wheel monitoring the implementation of the Convention and pressuring their governments to produce effective national legislation. The Convention came into effect in February 1999 and although most of the industrialised countries have now fully ratified the agreement, many of the 34 signatory countries have not yet done so. Much more remains to be done if the Convention is to have the claws and scope it is intended to have.

On the European front, the Council of Europe Criminal Law Convention on Corruption signed seeks to set common minimum standards for criminal legislation and mutual legal assistance in Council of Europe member states. TI has been granted observer status at the Council. Monitoring the convention and its implementation will be a crucial part of TI's work in the years to come. Our chapter in Brussels supported the preparation of a key report, which formulates the European Parliament's position on the European Commission's policy paper on corruption of May 1997. While supporting the initiative, it calls for more concrete actions for legislative proposals and for the early ratification of the EU Convention criminalising trans-border corruption.

With the advice of the TI Brussels chapter, the EU is now negotiating a successor agreement to the Lomé Convention governing EU relations with 71 developing countries, which will give a prominent place to the issue of transparency and accountability. Within this agreement the notion of "good governance" is likely to become key, defined as the transparent and accountable management of a country's resources. In what would represent a breakthrough development, the agreement is expected to confer to the notion of "good governance", including democratic principles and the rule of the law, the same political and legal weight as human rights.

After having won the battle to criminalise the bribery of foreign public officials, TI is now focusing its attention on to other commercial mechanisms which contain incentives to bribe. TI has presented concrete suggestions on how to modify the current provisions of Export Credit Insurance, which currently cover bribes insured under the cover of commissions. The anti-bribery measures which are being applied to international business are now beginning to trickle down to the private sector. Private-to-private corruption is a

The anti-corruption bandwagon is now clearly rolling. The OECD Convention against bribery has rewritten the rules of international business. Other recent international agreements are also tightening the legal framework of global commerce and support for these changes is now coming from all camps.

relatively new area of concern, but one that is likely to garner increasing attention on the part of our chapters.

In the Americas, a regional TI initiative led to the Inter-American Convention against Corruption, signed by twenty-three OAS members in March 1996, the first regional agreement to address the issue. Arising out of the 1994 Miami Summit of the Americas' call for a "hemispheric approach" to corruption, the Convention provides for the criminalisation of transnational bribery and illicit enrichment, mutual cooperation on criminal investigations, judicial assistance and extradition. It also urges "preventive measures" such as strengthening procurement and establishing oversight bodies, declaration of assets, whistleblower protection, codes of conduct and conflict of interest standards. At the 1998 Santiago Summit, leaders called for ratification and implementation and committed to "a second generation" of reforms to strengthen democratic institutions such as the press, civil society, and the judiciary. While corruption remains high on the political agenda, making concrete progress at the country level remains a challenge. To date, 16 of the 25 current signatories have ratified and there are few signs of implementation legal, or practical.

TI chapters in the Americas continue to mobilise support for the Convention and its implementation. They issued the first TI Progress Report on the Convention at the November 1998 OAS Symposium on Strengthening Public Ethics. The meeting, called for by the 1998 Summit, brought together the region's national ethics authorities. TI's recommendations to ratify by 31 December 1999, and to create an OAS peer review mechanism to monitor and promote progress, influenced the Symposium recommendations. Chapters continued to press for the establishment of an effective OAS monitoring process. Chapters in Venezuela, Costa Rica, and Colombia participated in OAS-sponsored meetings on Convention implementation. In 1998, the OAS and IDB invited TI to participate in 12 national seminars to promote implementation of the Convention's criminal law provisions.

9th International Anti-Corruption Conference

Transparency International is once again a major contributor to the International Anti-Corruption Conference through its role as secretariat to the IACC Council, which oversees the conference series. The 9th IACC will take place in Durban, South Africa on October 10-15, 1999. Hosted by the South African Justice Minister, Penuell Maduna, the conference's theme is "Global Integrity: 2000 and Beyond – Developing Effective Anti-Corruption Strategies in a Changing World".
Former South African president Nelson Mandela, his successor Thabo Mbeki and the President of Nigeria, Olusegun Olasanjo will be addressing the Conference and lending their weight to this anti-corruption forum. The conference will bring together participants from around the globe to discuss the anti-corruption agenda for the year 2000. This cutting-edge conference creates a unique forum for the international exchange of practices and ideas between public officials, political leaders, the private sector, academics, the media and NGOs on topics that cover the wide spectrum of anti-corruption and governance issues.

The TI Integrity Pact

Many governments and business leaders now acknowledge the high risk and cost of bribery and extortion in public transactions and seek ways to eliminate it. Businesses will often express the desire to stop paying bribes but are held back by the fear of losing orders if their competitors continue to use bribery to win contracts. For companies operating in major exporting countries, the issue is no longer just one of goodwill or ethical behaviour. The coming into force of the OECD Convention against the Bribery of Foreign Public Officials now makes it a criminal act to pay bribes to foreign officials.

TI continues to promote the use of its Integrity Pact, an agreement which binds companies bidding for a public contract to refrain from bribing or face severe sanctions. The Integrity Pact reassures participating companies that competitors will not bribe and that government agencies are actively preventing corruption and extortion. It also helps governments reduce the high costs and economic distortions that result from corruption in public procurement.
The Integrity Pact can be used for selected procurement contracts, privatisation of public assets or the granting of licenses.

Considerable energy was spent in the past year to refine the Integrity Pact concept and to work on concrete projects to operationalise it. The Bhaktapur programme mentioned in these pages is only one example of its application. In West Africa, TI Benin's efforts to clean up public procurement have led to the submission of a draft decree to the Council of ministers outlining a code of ethics and integrity in public procurement. This code contains many of the key elements included in the Integrity Pact itself, including written commitment from bidders, loss of security deposit and blacklisting of offenders, as well as the participation of civil society in the evaluation of bids and the award of contracts and monitoring of implementation.

Mobilising the TI Support Base



The deep relevance of our work has now provided us with a broad base of support. More secure funding is allowing us to be increasingly ambitious and tackle large and complex projects.

The growing recognition of the relevance of our work has been providing us with a stream of support that has become steadier and more generous than previously. As a movement which is tackling a governance issue in every country where we have a national chapter, the conventional "membership dues" approach is neither appropriate nor sufficient to sustain the international aspects of our operation. As a rule, National Chapters need to retain all the money they can raise for their own programmes and activities.

We must therefore rely on a blend of three sources – development agencies, foundations and private sector contributions. Ideally we would like to see each contribute approximately one third of our international secretariat's core and programme needs, and we have grown steadily towards this target, one which would ensure that no particular community of interest had a disproportionate voice in our movement's decision-making processes. Currently, our main donors are the Open Society Institute, US Agency for International Development, Ford Foundation, MacArthur Foundation and the Finnish Ministry of Foreign Affairs.

Our financial supporters in 1998 are set out in detail on page 15. There is only room here to acknowledge the roles of our major benefactors.

Among the development agencies, USAID has been funding a four-year programme, now in its second year. Eight countries have been selected for the implementation of programmes of reform or in some cases to conceive programmes for change in the longer term. It includes strengthening our headquarters' office over the life of the programme.

The role played by Foundations has become more important. The Ford Foundation, one of our earliest backers, has deepened and broadened its support as we develop aspects of our intellectual property in the form of the Source Book and its derivatives. The John D. and Katherine T. MacArthur Foundation have become a major supporter, with assistance in particular in strengthening the Corruption Perceptions Index and developing the new Bribe Payers Index. A group of Swiss Foundations represented by the Volkart Vision Stiftung are making a crucial contribution to the strengthening of our National Chapters. The Open Society Institute has also come to play a key role in our development, with its support for our activities in Central and Eastern Europe, of which the Transparency in Local Government programme is a major initiative.

Among the private sector, increasingly international corporations have come to realise that TI can, in fact, help to make a difference and to improve the environment in which they operate. We now number some 70 multinational corporations among our financial supporters. Just as important, of course, has been their willingness to become personally involved in activities addressing the TI agenda.

Conscious that civil society cannot play its proper and independent role on the international level so long as its members are cherry-picked by international governmental organisations and used as hired consultants, we have been exploring the feasibility of establishing a Partnership Fund. This would seek donations from governments supportive of work in the governance area and would enable leading civil society activists to participate in missions retaining their full independence rather than being looked upon as a contracted "part" of official missions. Initial response to this initiative has been favourable and we will be pursuing it through the coming months.

Above all, we have been conscious of the fragility of many of our chapters, especially those in countries with little or no tradition of civil society activity, and where the legal and administrative environment in which they work is perhaps even hostile. To address the need for institutional capacity

building, TI commissioned PACT, an NGO specialising in civil society capacity building, to produce a Handbook and a trainers' manual dealing with establishing and running a TI chapter. PACT has carried out two workshops using this material: the first for Eastern and Southern African chapters in Malawi, the second for English- and French-speaking West Africa as well as participants from the Caribbean, in Ghana. This programme is funded by the MacArthur Foundation. The main purpose of these workshops was to give the chapters the administrative skills needed to operate an NGO.

A strategic discussion took place simultaneously on whether the traditional mode of NGO work is indeed the most successful one for TI Chapters. In many cases, Chapters may prefer to associate with partners in joint efforts, particularly with those who have experience in using the tools of civil society.

Whichever model is chosen by the chapters, in their core functions – assessment, advocacy and monitoring of corruption related issues in their country – chapters will be offered training by TI. Through a grant by the Swiss Volkard Vision Foundation a limited number of chapters will also receive seed funding, to enable them to build a sustainable organisational base.

But our support base rests not just on funding but also on a strong strand of volunteers. Much of our work could not even be contemplated were it not for those who willingly and selflessly give of their time and energy to pursue our programmes and their members are constantly increasing. It is invidious to "name names" (here as in other aspects of our work!) but a token few should be mentioned:

Mike Lippe, **Peter Richardson**, **Daniel Ritchie**, **Gabriel Gedvila**, **Charles Morse**, **Neville Linton**, **Roslyn Hees**.



Many of our chapters operate in countries where civil society may be weak and lacking in the skills they need to function optimally. Through grants from the Volkart Vision Foundation and the MacArthur Foundation we are now able to provide capacity building support to those chapters which express a need.

National Chapters in **Action**

National Chapters lie at the very core of our strategy. Their programmes may differ in scope and purpose, but all focus on achieving lasting reforms through strategies which emphasise prevention.

Transparency International now boasts National Chapters in close to 70 countries around the world, forging a wide coalition of people from the public sector, the private sector and civil society. Their continued growth points to the inroads TI has made in bringing the issue of corruption to the fore and to the creative means being used to fight it. On all continents, these groups of civic-minded citizens are working together with an aim to making a difference, and indeed they are.

The task is daunting but the widening scope of our National Chapter programmes is proof of our chapters' dynamism and commitment. Many are still small and fragile and lead an uphill battle to secure the funding they need to carry on while others enjoy adequate support and can successfully tap into available expertise and resources. Supporting and strengthening National Chapters is more important than ever before for TI because their work on the ground lies at the core of our global strategy. The experience of the last six years has taught us that to be meaningful and hold promise of real change, the debate on corruption must be held internally, within the community in which it is taking place. Driven by the outside, any debate will have less impact and is far less likely to lead to lasting change.

Although TI directs a lot of its efforts to achieving change within the international legal framework, we are firmly convinced that informed home-grown strategies have the best chance of success. The programmes and approaches our National Chapters have devised are as varied as the problems they attempt to solve, but all share an emphasis on prevention and designing systems to achieve lasting reform.

Monitoring the privatisation of public assets

Barely beyond its first anniversary, our chapter in Bulgaria is playing a key monitoring role in a flagship privatisation for the Bulgarian economy, the sale of a strategic holding in the Bulgarian Telecommunication Company. An expert group formed by TI Bulgaria evaluated whether the process has been taking place in accordance with the law and assessed the transparency of the procedures. Bound by a pledge of confidentiality, the expert group was provided with all the information dealing with the privatisation process. Members of the expert group were also given the opportunity to sit in as observers on most meetings with participating companies and to discuss with them their perception of the process both before and after the final adjudication. The expert group was also present at the submission and opening of the bids and is now sitting in on some selected meetings taking place between the Bulgarian Privatisation Agency and the winning bidder.

Ognyan Minchev, Chairman of TI Bulgaria, sums up the aim of such an involvement in the following terms: "This is the biggest privatisation exercise within the framework of Bulgarian economic structural reforms. If it is done according to the rules, it will point to the success of reforms and the potential for integration within international economic structures." There is no doubt in Minchev's mind that the publication of the expert group's final evaluation of the process and its adherence to legal requirements will go a long way in informing the public about government impartiality in choosing a buyer for the phone company.

In this initiative, TI Bulgaria has taken a page from the book of its sister chapter in Panama. In 1996, TI Panama, which pioneered such exercises within the TI movement, successfully monitored the privatisation process of Panama's phone company, which was sold to UK's Cable and Wireless for more than US$600 million.

Educating for change

When it was established in 1997, the founders of the TI chapter in Papua New Guinea decided early on that to develop a corruption-free culture, it was essential to begin with the nation's children. Consequently, TI PNG decided to develop a school-based initiative as a central element of its action plan.

The chapter approached the National Department of Education and the International Education Agency to work on a joint project. As the project developed, it became clear to all those involved that in order to send children the right messages about corruption and why it is wrong, the first focus had to be on teachers. If teachers themselves did not understand their own values and their impact as role models, how could they pass on ethical values to their pupils?

A two-day workshop brought together experts in curriculum development, teachers and school administrators to discuss the approach, contents and strategies involved in training secondary school teachers on the subject of ethics and values. At the end of

those two days a small group had produced the basic outline of a training handbook on values and ethics, which is intended to help teachers to confront their own values and attitudes towards corruption.
When completed, the handbook will be made available in schools throughout Papua New Guinea.

A People's Ombudsman

TI India and a sister NGO, Lok Sevang Sangh, have taken the bold step of establishing an independent People's Ombudsman's Commission. Frustrated by 30 years of empty promises, TI India and Lok Sevang Sangh were driven to this unprecedented move in response to successive Indian Governments' lack of political will to establish institutions vested with the power to investigate charges of corruption against elected public officials.

The Commission, which is independent from the two founding NGOs, is formed of three senior retired judges who will be backed by a Citizens' Vigilance Committee consisting of seven lawyers. Complaints directed against members of Parliament, Ministers or the Governor on the part of individuals or institutions will have to be supported by sworn affidavits before they are processed by the Vigilance Committee. The Committee will then pass on findings to the Ombudsman Commission, which will in turn render a verdict on the evidence presented. If the Ombudsman Commission finds the allegations to have substance, the Vigilance Committee will then seek to file a public interest petition before the High Court or the Supreme Court for further criminal investigation. This radical decision came at the end of a long pressure campaign to make Government and Parliament enact legislation that would respond to the list of demands drawn up by TI India and Lok Sevang Sangh to ensure transparency, moral integrity and accountability in government. In the face of what appears to it to be willful obstruction on the part of successive governments, Indian civil society could not be expected to stand idly by. The TI India initiative has been designed to provide protection for individuals against malicious and false accusations of corruption.

A city becomes an island

Bhaktapur is a town of 35,000 inhabitants in landlocked Nepal. This medieval town has just recently become an island, an island of integrity that is. The Municipality of Bhaktapur has signed an agreement with TI Nepal in the hope of increasing transparency and accountability in all municipal contracts. The agreement includes elements of the TI Integrity Pact, which is intended to protect public contracts from bribery (see page 3) and is closely modeled after TI's principles of transparency and openness. The agreement includes such provisions as the simplification of the decision-making process at the municipal level, more comprehensive information on the municipality's budget, complaint boxes, name tags for municipal employees, billboards on constructions sites with information on the completion date of the project and last but not least, the commitment of suppliers and the municipality not to pay or demand bribes. The Mayor of Bhaktapur is strongly behind this project and looks forward to increased participation on the part of the citizens. The optimism is such that there is even the hope that some of the savings achieved through a more efficient process for the construction of small houses, sanitation and drainage will be used to raise salaries for the 100 or so municipal employees of Bhaktapur.
A monitoring committee, including three TI Nepal representatives, three municipal representatives and an advisor will oversee the implementation of this unique agreement.

Monitoring political party funding

TI's National Chapter in Argentina sees its primary mission as "unblocking" access to information. It is with that purpose in mind, that during the 1997 national election, Poder Ciudadano took a close look at political party spending as a means of assessing the extent of the private funding received by the leading political parties. Argentina's laws pertaining to party funding do not require political parties to reveal the sources of their private funding. Public funding figures are fully disclosed however. Assessing party spending over the amount which is granted from public funds could indicate the extent of private funding. Poder Ciudadano estimates that the leading party had spent over US $10 million above and beyond its share of public funding.
According to Christian Gruenberg of Poder Ciudadano, simply lobbying for changes in the law at Congress level would have pushed the issue in an arena that is rife with interests that may have hindered reform. In the hands of the public, however, such information creates powerful pressure for change. In the absence of public controls,



There can be no issue in today's world that so unites large multinationals and the poorest peasants in India. Corruption threatens and diminishes everyone of us.

National Chapters in **Action**

Poder Ciudadano attempts to develop informal controls within civil society by making information available to all citizens. There are strong signs that this approach is being successful. In the latest election campaign, corruption issues are making newspaper headlines and the three leading parties are expected to sign an agreement whereby they will disclose the full amount of private party funding.

Integrity in local government

Corruption at the local level touches ordinary people in their daily lives. It undermines the delivery of basic services and weakens fledgling efforts to entrench democracy in countries in transition. Local level involvement is an ideal starting point for civil society in the pursuit of open and responsive government. It is for this reason that TI National Chapters have become increasingly interested in corruption issues relating to local government. In order to provide them with support in dealing with these issues TI has collaborated with the Open Society Institute on a workshop which focused on corruption and local government in Eastern Europe and Central Asia. A meeting of TI chapters in Eastern Europe and another in Khazakstan helped set the agenda for initiatives in individual countries. A number of countries, such as Bulgaria, Poland, Hungary are beginning to deal directly with corruption at the local government level. Local-level initiatives will be focused on improved service delivery as well as diagnosing and rooting out corruption.

Cleaning up Lagos Airport

Bolstered by the new government's commitment to fighting corruption in Nigeria, TI Nigeria is planning a new initiative to address the problem of rampant corruption at Lagos Airport. With the support of the airport manager, TI Nigeria will oversee the development and analysis of passenger surveys intended to keep track of the experience of airport users with petty bribery. Another component of the TI Nigeria initiative will be monitoring of procurement costs for the airport, which is handled by the Federal Aviation Authority of Nigeria. Transparency will help the reform-minded airport CEO to ward off those within the bureaucracy who previously have inflated procurement costs by nearly 400% and to protect "his" passengers from illegal demands by customs, immigration and security officials.

Planning for the new millenium in Bangladesh

The TI Chapter in Bangladesh is approaching the new millenium with an indigenous strategic plan that it will use as the guiding parameter of its activities for several years to come. This strategic plan is inspired by the many deep concerns voiced by the participants of workshops and focus group led by TI Bangladesh on the issues of accountability and transparency. The results of these consultations, which are collated in a report entitled "Corruption as People See It", poignantly sets out the challenges of fighting corruption in a country where "police officers are forced to be dishonest because they can't survive on their meagre salaries and truck owners would rather bribe the police when they put defective vehicles on the road, rather than spend money on regular maintenance in order to compete and survive".

Given the extent of the governance crisis in Bangladesh, any effort to stamp out corruption must be seen in the long-term but one of the major thrusts of TI Bangladesh's activities will focus on setting up Committees of Concerned Citizens. With the support of TI Bangladesh, these self-sustaining groups of individuals will campaign locally against corruption by seeking improved local service delivery using "report cards" (see Box) or by mobilising sufficient pressure within the local population to bring about improvements in governance.

Another major thrust will be the creation of Advice and Information Centres. Closely related to the Committees of Concerned Citizens, their role will be to compile and manage the information gathered in the Concerned Citizens' Centres throughout the country, as well as information from other sources such as newspapers, magazines and research journals. They will co-ordinate the replication of corruption surveys at regular intervals and co-ordinate the findings of report cards across regions in order to foster healthy competition, particularly in the service delivery sector.

Building bridges to the private sector

Major changes in the regulatory environment with regard to bribery and corruption have created the need for a permanent dialogue between TI and the private sector. In the course of the past year, TI Brussels has significantly deepened its cooperation with corporations in order to contribute to the development of a culture of transparency in the corporate world. The strong support of the heads of major Belgian companies who sit on TI Brussels advisory board has been instrumental in broadening the scope of the TI Brussels' co-operation and with the private sector. A conference organised jointly with a major Belgian corporate partner stressed the need for self-regulation and coherent anti-corruption strategies and regulations both at the European and international level. Another example of the expanding private sector co-operation is the invitation Shell Belgium extended TI Brussels to a seminar on corruption it was organising for its management employees. TI Brussels was given an opportunity to brief Shell managers on the latest international developments in the area of anti-corruption.

Also seeking to strengthen its ties to the private sector is our TI chapter in the United Kingdom, which has been successfully working towards establishing a Corporate Supporter's Forum. The forum is intended to provide TI UK and member companies the opportunity of an interactive discussion on issues of common interest. The forum, which will involve two meetings a year, will enable corporate business to take advantage of TI UK's knowledge and expertise of anti-corruption policy and to have direct input in

an ongoing discussion which is of vital interest to it. TI UK also hopes to gain from regular discussion with the private sector by being kept abreast of justifiable concerns business may have as to the growth of illicit practices and ensure that any representations it makes to authorities are well-informed from a business perspective. The idea of the forum has been met with considerable enthusiasm on the part of business. Meetings of the Forum are expected to begin next fall.

Auditing cities

When it was discovered that municipal government employees had accepted bribes, the Lord Mayor of Budapest called upon TI Hungary for help. The Hungarian Chapter was to conduct a novel study of the Mayor's office and make recommendations on how to avoid any further occurrences of corruption. The report created considerable public debate and lessons were learned as to how this type of activity can be most effectively carried out.

Teaming up

TI chapters in Latin America are harnessing the powerful strength they can draw from the 17 TI National Chapters active in the region by putting together a regional working programme focusing on areas of strategic importance. In addition to the efforts deployed in their respective countries, the Latin American Chapters will co-ordinate regional working programmes in the areas of justice, education, OAS Convention monitoring, media, anti-corruption tools, institutional strengthening, a well as economic assessment and diagnosis.

Spreading the word

TI is expanding its activities in French-speaking countries, particularly in sub-Saharan Africa. As part of this new thrust, our chapter in France has undertaken the publication of a French-language edition of TI's quarterly Newsletter. *La Lettre de Transparence* is broadly structured along the lines of the TI Newsletter but also provides information of particular relevance to countries which have inherited the French language and legal traditions. The Newsletter is written in Paris with the co-operation of our network of National Chapters in French-speaking countries.

Raising awareness

Awareness-raising was the goal when our Chapter-in-Formation in the Dominican Republic organised a National Anti-Corruption Week. The event featured the participation of six international experts who spoke at universities, gave newspapers interviews and also appeared on television talk shows and radio programmes. One of the highlights of the week-long event brought together representatives of all political parties, government and a broad segment of civil society from across the Dominican Republic. The aim of these activities was to increase the public understanding of the high cost of corruption to Dominican society. The Chapter-in-Formation intends to pursue this goal throughout the coming year by initiating a journalist-training programme. The TI Chapter in Morocco runs a very similar annual one-day event and has been lobbying UNESCO for the designation of an international anti-corruption day.

Shaping public opinion

The media can be a powerful ally in the fight against corruption. Many of our chapters use newspaper columns, radio and television programmes as an opportunity to shape public opinion and widen their support base. Our chapter in Venezuela reports that its very active media programme has involved the airing of numerous radio spots along with nine hours of solid radio programming on anti- corruption and civic values. The programmes, which were aired through a regular programme called "En Familia"was very well received.

During the same period, the chapter also produced a set of twelve, three-minute radio micro-programmes dealing with strategies to control corruption. These programmes were developed with the ultimate aim of airing them on the 500-radio station network of the Latin American public service radio network.

Report cards: lending citizens a voice

Poor and inefficient delivery of public services, whether it is water or electricity supply, health care or even rubbish collection, is a main concern in many societies. However, concerned citizens' groups often lack the ammunition they need to support demands for more transparency and government accountability in providing these services. Unsubstantiated claims of inefficiency and corruption leave proponents of change in a weakened position to express dissatisfaction and to demand more responsiveness on the part of their public institutions.

As part of an effort to equip a number of our chapters with tools that can bolster their initiatives and make them more effective, ten of our national chapters traveled to India last November to learn about the Report Card methodology pioneered by the Bangalore-based Public Affairs Centre. During their visit to the Centre, TI National Chapter representatives from Africa, Eastern Europe and the Asia-Pacific region, were introduced to the report card methodology, which uses market research techniques common in the private sector to study the perception of users of various public services through surveys, focus groups and mini case studies. Results are recorded on a report card, sent to relevant authorities and publicised via press conferences, thus becoming a powerful tool for change.

Building the Knowledge Base

The leading role that TI now plays in the field of anti-corruption has heightened expectations of the expertise and knowledge that we are called upon to provide.

Efforts to tackle corruption must be informed by a sound analysis of the root causes of corruption and its potential remedies. From its inception, TI has been engaged in analysing the weaknesses and deficiencies of national integrity systems and this effort has been supported by the continuous development of our National Integrity Source Book.

This unique tool continues to attract wide attention and our compendium of "success stories" in the field of anti-corruption and government accountability has itself become somewhat of a success story over the years. Its reputation as a leading-edge tool in the furtherance of good government and transparency is now well established, as shown by the growing number of translated versions and the adaptation workshops begun in Latin America and now starting in Central Europe and Africa. The Source Book is now available in more than ten languages, the latest of which being Bahasa Indonesia and Portuguese.

In view of the rapid changes in the field of governance and accountability, the Source Book remains a work in progress. A fully revised and expanded edition was undertaken in the past year and its completion is planned for early 1999. A new and substantial second volume is now well under way. This new volume will focus largely on concrete sectoral anti-corruption initiatives. The new volume will provide our audience - policy makers, those who are entrusted with the implementation of public policy and the strand of civil society with an interest in these issues – with a new crop of case studies and initiatives which have been successful in achieving their aim of furthering fair, honest and transparent government.

Alongside the revision of the current volume and the publication of a new one, a substantial revision of the "companion volume" of best practices was also undertaken during the year under review. Further plans of mirror web sites which are currently being explored by TI USA and TI Australia will greatly ease access for users of the material in the Americas and in the Asia-Pacific region.

TI's presence on the Web

TI devotes considerable energy to developing and sustaining its intellectual property, as well as to providing easy and broad access to it. The leadership role that TI now plays in the area of anti-corruption has heightened expectations of the expertise and knowledge it can provide. Two instruments of vital importance in this context are the TI web site (www.transparency.de) and its on-line library, which is being developed at the TI Secretariat in Berlin.

TI first became present on the World Wide Web in 1995. Ever since, our web site has been continuously expanded and developed. In a major effort to make our web presence more user-friendly and informative, the TI internet site was completely overhauled during the course of 1998. Its structure was modified to accommodate the steadily growing volume of information that is being made available on-line and the graphics of the web site were given a complete facelift which now makes the site consistent with our newly-developed standards. Our web site is now consistent with the overall corporate design developed in 1998 in order to give TI a more coherent visual image. The new structure of the TI web site offers improved navigation ease both for the one-time and repeat visitor. Its success has been beyond expectation. Since 1997, monthly figures for visitors have trebled to 200,000 monthly. The web site has not only developed in terms of numbers and access but also in terms of quality and content. It provides up-to-date information on TI's activities, internal structure, programmes and coming events, but most importantly it has grown into a significant source of information on TI's main purpose, which is the fight against corruption.

This is especially true of the web version of the TI Source Book. This electronic version is supplemented by a uniquely rich source of carefully screened and reviewed best practice documents from all over the world, which cover a broad range of sectors.

Parallel to the Source Book, a new working paper series was launched in the summer of 1998, which has now become a major forum for the anti-corruption debate. While Country and Regions Papers deal with corruption issues on a national basis, the Issues Papers take a look at more general questions, such as the role of the media in maintaining integrity and accountability or the vital link between human rights and corruption. There are now more than 30 papers available on the Internet and the number is steadily growing.

On-line catalogue

The TI web site, the Source Book and the new Working Papers series are part of our efforts to provide intellectual support to the discussion on corruption and efforts to curb it. There is now a wealth of information on every conceivable aspect of corruption which can be tapped into, including

newspaper articles, conference papers, draft legislation, monographs, as well as government reports and journal articles. A great number of these documents are available in our library. TI is indeed in an unique position to serve as a clearinghouse for this material as it receives a steady stream of documentation via academics and anti-corruption practitioners, to name only a few.

The essential, but time-consuming, task of composing a list of keywords for use in indexing papers and documents was completed in the course of the year and the 20,000 or so documents in the TI archive are now being indexed with the use of a range of keywords which span the entire field of corruption, economic crime and governance.

This task is expected to be finished by the end of 1999 and at that stage our On-Line Source for Information and Research of Integrity Systems bibliographical database will go online making this unique pool of information even more readily available to researchers, practitioners and journalists and all those with an interest in corruption and corruption issues. This service will most be provided as a joint venture with The Economist. The weekly magazine has offered to pool its part of the Max Smidtheiny Freedom Prize into a joint effort with TI. The Smidtheiny Foundation will support this project with another 100 000 Swiss Francs.

The Rule of Law Project

The approaches to formulating anti-corruption strategies can vary quite dramatically from country to country and many are carried out without regard to the Rule of Law. In Vietnam and China, trial and conviction for corruption have been followed by summary execution. Experience has shown, however, that corruption can be effectively and systematically contained only when anti-corruption strategies are consistent with the Rule of Law. Moreover, these strategies must command the respect and support of the public at large. If they are seen to be arbitrary and unfair, they will fail to win support. At the same time, corrupt judiciaries can be an impediment to approaches based on the Rule of Law.

To address this particular problem and to provide our National Chapters with the intellectual support to participate actively and in a constructive manner in the process of legal and institutional reform, TI will undertake a four-year project to formulate strategies to strengthen national integrity systems within the framework of the Rule of Law. These strategies will target the legal system and will be formulated as draft laws, guidelines, codes of conduct or discussion papers.

These concrete strategies will draw upon national experiences and involve the active participation of TI National Chapters in selected countries. The knowledge of problem areas identified via service delivery surveys and national integrity workshops will serve as a basis for more focused and systematic studies of practical response in areas such as corruption in the judiciary, corruption in the police and in the legal profession, the simplification of legal provisions relating to offenses and procedures, access to information and protection of whistleblowers. The information gathered in the initial stages of the Rule of Law project will be passed on to our national chapters via a series of workshops. Findings will be disseminated as the project proceeds.



It is the weakest members of society who bear the consequences of corruption when they are denied healthcare, education and access to justice.

Monitoring the Fight Against Corruption

Bribery is a two-way street. We can blame those who take bribes, but we must not forget that there are also those, equally involved, who pay bribes. Tools which shed light on all facets of corruption will go a long a way in helping us devise solutions to it.

Our 1998 Corruption Perceptions Index (CPI) was the most comprehensive ever published to date with a record of 85 countries included in the rankings, 33 more than in 1997. Transparency International first published its CPI in 1995 as part of its diagnostic and monitoring work. This powerful and often controversial tool continues to attract the world media's attention in order to raise the standard of the global debate on corruption and put the issue on the front pages of newspapers in countries where reform is needed.

The impact of the CPI now reaches far beyond the awareness-raising goal it had hoped to achieve at its inception. In many countries, the CPI has served the constructive purpose of stimulating public debate on corruption, acting as a catalyst for change and meaningful reforms. Many of the world's poorest nations are perceived as being among the world's most corrupt and the CPI has been instrumental in drawing attention to this link. While corruption certainly is also a symptom of underdevelopment, aid agencies increasingly see it as a major cause, making the fight against corruption a key priority. It also affords regular opportunities to address the role that ill-advised regulations like tax-deductibility of bribes and corrupt international business have played in creating and sustaining those countries' problems and the misery of billions of people.

Intense concern for the controversial impact of the CPI motivated our efforts to widen its scope and increase the number of countries included in the index. After an in-depth review of alternatives to the CPI methodology, TI remains assured that the means used to compile the CPI keep it free of individual subjective perspectives on individual countries and maintain the strength it derives from the combination of sources into a single index.

The international experts who sit on TI's Index Steering Committee have focused their efforts on further strengthening the methodology of the CPI and beyond.

Developing a bribe payers index

TI has always believed that bribery is a two-way street. If there are those who accept bribes, there are also those, equally involved, who pay bribes. It is a shared view within TI and its network of chapters and supporters that the CPI reflects only one side of a very complex picture – that of receiving governments and their officials. The CPI does not rank countries from which the givers of bribes are most likely to originate and the current development of a bribe payers index is meant to redress the balance of perceptions created by the CPI.

The widely-acknowledged need for a more complete portrayal of the phenomenon of bribery and corruption has motivated our work throughout 1998 in laying the foundations for a new bribe payers index. We anticipate that such an index will have potent political and private sector implications. The CPI has been effective in placing pressure on governments of the South and in countries in transition to mobilise effective anti-corruption efforts. The development of an index which measures the propensity of rich countries to give bribes will apply corresponding pressure to the countries from which many of the bribe givers originate.

With the help of a bribe payers index, those exporters with the lowest standard of ethics will be more effectively monitored and pressured into improving their legal framework. This new index will considerably strengthen the case for the monitoring capacity of international mechanisms such as the OECD Convention for Combating Bribery of Foreign Public Officials. In addition, the BPI will strengthen the case for rebuilding the institutional framework of poor countries which have been blighted by distorted international competition and corrupt public institutions.

Work on developing the new bribe payers index is well under way. A commissioned international poll is targeting elites of the South and the largest exporting countries. Focus groups have been held in Paris, Brussels, Buenos Aires, Washington and Cambridge in order to test and fine-tune the questions included in the poll. A small-scale pilot has been held in Argentina and a second one is also due to take place in the Philippines. The large-scale survey is slotted for mid-1999 and it is our expectation that the rankings will be published by the end of the year.

Monitoring of OECD Convention

1998 ended with the removal of the last hurdle preventing the entry into force of the OECD Convention against the Bribery of Foreign Public Officials. The Convention entered into force, making at long last, the bribing of foreign public officials to win or retain business, a criminal offence.

Similar criminal penalties now apply as if a bribe were extended to a public official at home. The Convention has radically

modified the legal framework under which companies from the industrialised world do business abroad. The Convention binds OECD countries and a growing number of others. Although there is ground for rejoicing after many years of relentless work in attempting to bring about this treaty, we are aware of its limitations.

But, the Convention will only achieve lasting impact if it is properly implemented and supported by effective national legislation. First, national legislatures will have to adopt legislation that takes into account both the letter and the spirit of the Convention. Second, transgressions will have to be enforced rigourously and consistently and thirdly, companies will have to introduce corporate compliance programmes.

We are playing an active role in the monitoring process which is unfolding at the OECD. At the heart of this process is a peer review of national legislation. Our chapters in OECD member states have played a crucial role in pressing their governments to swiftly ratify the Convention and they will continue to press for strict and coherent application. But the success of the Convention will not be achieved without the active support of the corporate sector. We have already launched a dialogue with companies and the business ethics community throughout the OECD to assist in the development of compliance mechanisms. This dialogue may eventually lead to an internationally accepted integrity standard which would be used as a benchmark for ISO-type certification.

The Transparency International 1998 Corruption Perceptions Index

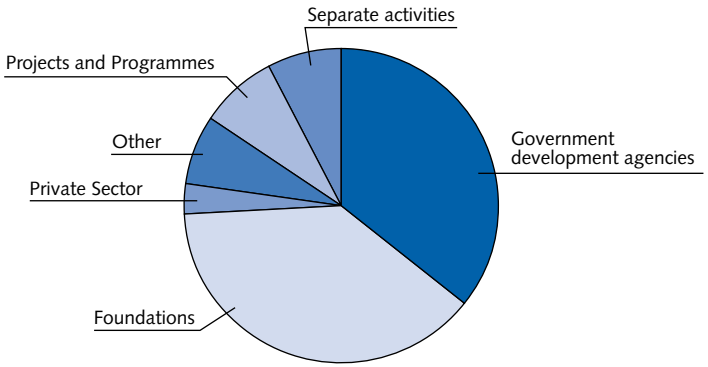
Rank	Country	1998 CPI Score	Standard Deviation	Surveys Used
1	Denmark	10.0	0.7	9
2	Finland	9.6	0.5	9
3	Sweden	9.5	0.5	9
4	New Zealand	9.4	0.7	8
5	Iceland	9.3	0.9	6
6	Canada	9.2	0.5	9
7	Singapore	9.1	1.0	10
8	Netherlands	9.0	0.7	9
	Norway	9.0	0.7	9
10	Switzerland	8.9	0.6	10
11	Australia	8.7	0.7	8
	Luxembourg	8.7	0.9	7
	United Kingdom	8.7	0.5	10
14	Ireland	8.2	1.4	10
15	Germany	7.9	0.4	10
16	Hong Kong	7.8	1.1	12
17	Austria	7.5	0.8	9
	United States	7.5	0.9	8
19	Israel	7.1	1.4	9
20	Chile	6.8	0.9	9
21	France	6.7	0.6	9
22	Portugal	6.5	1.0	10
23	Botswana	6.1	2.2	3
	Spain	6.1	1.3	10
25	Japan	5.8	1.6	11
26	Estonia	5.7	0.5	3
27	Costa Rica	5.6	1.6	5
28	Belgium	5.4	1.4	9
29	Malaysia	5.3	0.4	11
	Namibia	5.3	1.0	3
	Taiwan	5.3	0.7	11
32	South Africa	5.2	0.8	10
33	Hungary	5.0	1.2	9
	Mauritius	5.0	0.8	3
	Tunisia	5.0	2.1	3
36	Greece	4.9	1.7	9
37	Czech Republic	4.8	0.8	9
38	Jordan	4.7	1.1	6
39	Italy	4.6	0.8	10
	Poland	4.6	1.6	8
41	Peru	4.5	0.8	6
42	Uruguay	4.3	0.9	3
43	South Korea	4.2	1.2	12
	Zimbabwe	4.2	2.2	6
45	Malawi	4.1	0.6	4
46	Brazil	4.0	0.4	9
47	Belarus	3.9	1.9	3
	Slovak Republic	3.9	1.6	5
49	Jamaica	3.8	0.4	3
50	Morocco	3.7	1.8	3
51	El Salvador	3.6	2.3	3
52	China	3.5	0.7	10
	Zambia	3.5	1.6	4
54	Turkey	3.4	1.0	10
55	Ghana	3.3	1.0	4
	Mexico	3.3	0.6	9
	Philippines	3.3	1.1	10
	Senegal	3.3	0.8	3
59	Ivory Coast	3.1	1.7	4
	Guatemala	3.1	2.5	3
61	Argentina	3.0	0.6	9
	Nicaragua	3.0	2.5	3
	Romania	3.0	1.5	3
	Thailand	3.0	0.7	11
	Yugoslavia	3.0	1.5	3
66	Bulgaria	2.9	2.3	4
	Egypt	2.9	0.6	3
	India	2.9	0.6	12
69	Bolivia	2.8	1.2	4
	Ukraine	2.8	1.6	6
71	Latvia	2.7	1.9	3
	Pakistan	2.7	1.4	3
73	Uganda	2.6	0.8	4
74	Kenya	2.5	0.6	4
	Vietnam	2.5	0.5	6
76	Russia	2.4	0.9	10
77	Ecuador	2.3	1.5	3
	Venezuela	2.3	0.8	9
79	Colombia	2.2	0.8	9
80	Indonesia	2.0	0.9	10
81	Nigeria	1.9	0.5	5
	Tanzania	1.9	1.1	4
83	Honduras	1.7	0.5	3
84	Paraguay	1.5	0.5	3
85	Cameroon	1.4	0.5	4

Financial **Statements**

Funding

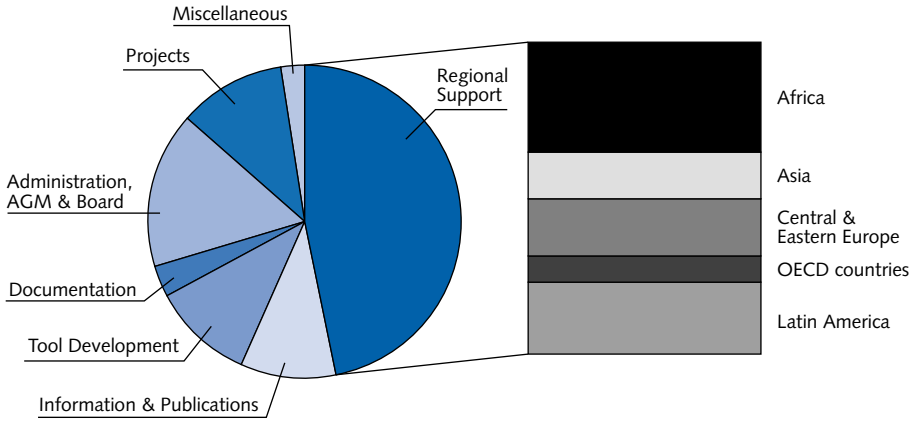
	1998 US$
Main Activities *	
Government development agencies	931,557
Foundations	1,005,326
Private Sector	81,038
International organisations	8,250
National Chapter contributions	53,706
Miscellaneous Income	124,184
Subtotal Main Activities	**2,204,060**
Projects & Programmes	
Government development agencies	162,108
Foundations	46,549
Subtotal Project & Programmes	**208,657**
Special Activities	**199,446**
Grand Total	**2,612,163**

* does not include at least $ 50,000 for in-kind contribution by US chapter.



Expenditures

	1998 US$
Regional Support	
Africa	408,058
Asia	173,196
Central & Eastern Europe	212,175
OECD countries	97,339
Latin America	266,927
Subtotal	**1,157,695**
Information & Publications	243,915
Tool development	259,530
Documentation	80,064
Administration, AGM & Board	398,612
Projects	273,522
Miscellaneous	61,049
Grand Total	**2,474,387**



Offering our **Thanks**

Contributions and pledges were made by the following institutions and organisations for the development and implementation of TI programmes since 1995.

Public Institutions

Asian Development Bank
Australian Agency for International Development (AusAID)
Austrian Ministry of Foreign Affairs
Canadian International Development Agency (CIDA)
Danish International Development Agency (DANIDA)
Department for International Development, UK
Dutch Ministry of Foreign Affairs
EDI (The World Bank)
European Union
Finnish Ministry of Foreign Affairs
Foreign Investment Advisory Service (World Bank/IMF)
French Ministry of Cooperation
Global Coalition for Africa (GCA)
German Agency for Technical Co-operation (GTZ)
Independent Commission Against corruption, NSW, Australia
Inter-American Development Bank (IDB)
International Bank for Reconstruction and Development (IBRD)
Kreditanstalt für Wiederaufbau (KfW), Germany
Ministry for Foreign Affairs of Finland
Netherlands Ministry of Foreign Affairs
Norwegian Ministry of Foreign Affairs
Swedish International Development Authority, (SIDA)
Swiss Development Cooperation
UN Development Programme (UNDP)
UN International Drug Control Programme (UNDCP)
US Agency for International Development (USAID)
US Information Agency

Foundations

Asia Foundation, USA
Avina Group, Switzerland
Ciba-Geigy-Stiftung, Switzerland
Deutsche Stiftung für Internationale Entwicklung
Ford Foundation, USA
Friedrich-Ebert-Stiftung, Germany
Konrad-Adenauer-Stiftung, Germany
MacArthur Foundation, USA
Open Society Institute, Hungary
Rowntree Trust, UK
Stiftung Allgemeine Hypothekenbank, Germany
Stiftung Evolutionsfond Apfelbaum, Germany
Stiftung Volkart Vision, Switzerland
Theodor Heuss Stiftung
World Vision, Australia

Corporations

Adolf Würth GmbH & Co. KG, Germany
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ANZ Bank Ltd, Australia
Arnotts Ltd, Australia
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Carl Bro Management, Denmark
CMS Generation, USA
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Crown Agents, UK
Deloitte & Touche, South Africa
Deutsche Investitions- und Entwicklungsgesellschaft mbH, Germany
Deutsche Telekom, Germany
Enron Corporation, USA
ESCOM, South Africa
Exxon, USA
Ford, USA
General Electric Company, USA, Canada
General Motors, USA
GFA-AGRAR GmbH, Germany
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Institution of Engineers Australia
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Krone AG, Germany
Lockheed Martin, USA
Mallesons Stephen Jaques, Australia
Merck, USA
Merck Sharp & Dohme Australia Ltd
Motorola, USA
Nedcor, South Africa
NTS, South Africa
Papuan Oil Search Ltd
Pfizer Pharmaceuticals, USA
Placer Dome, Canada
PriceWaterhouseCoopers, UK, USA
Raytheon, USA
Ricegrowers Cooperative Ltd, Australia
Rio Tinto Zinc Ltd. (RTZ), UK
Robert Bosch GmbH, Germany
Rockwell, USA
RODECO GmbH, Germany
Schering AG, Germany
Shell, UK
Standard Bank, South Africa
SWIPCO, Switzerland, USA
Tate & Lyle, UK
Telstra Corporation, Australia
Texaco, USA
Troutman Sanders, USA
Union des Groupements d'Achats Publics (UGAP), France
United Parcel Service, Belgium
United Technologies, USA
Weil Gotshal & Manges, USA
Westpac Banking Corporation, Australia
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The work of the TI Secretariat is assisted throughout the year by a number of interns whom we wish to thank warmly.

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Transparency International
Annual Report 1999

Editors: Susan Côté-Freeman, Jeremy Pope
Contributing editors: Carel Mohn, Arwa Hassan

ISSN 1027-7986
ISBN 3-980 5657-6-9

Published by
Transparency International
Otto-Suhr-Allee 97/99
10585 Berlin
Germany
Tel: 49 30 34 38 20 0
Fax 49 30 34 70 39 12
Email: ti@transparency.de
www.transparency.de

Designed by Franco Chen and Czeslaw Doniewski
Printed by pws Print und Werbeservice Stuttgart

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Annual Report 1999

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