

BEYOND
THE GLOBAL CRISIS
**THE TRANSPARENCY
IMPERATIVE**

CONFERENCE, BERLIN, 16 OCTOBER 2009



IMPERATIVE
TRANSPARENCY
BEYOND
THE GLOBAL CRISIS

FOLLOWING THE FINANCIAL CRISIS
PLEDGES OF TRANSPARENCY ABOUND,
YET UNLESS THESE WORDS
ARE TRANSLATED INTO CONCRETE REFORM,
INCLUSIVE AND SUSTAINABLE
ECONOMIC GROWTH
WILL REMAIN ELUSIVE.

TIME FOR TRANSPARENCY.

BEYOND THE GLOBAL CRISIS **THE TRANSPARENCY IMPERATIVE**

One year since the onset of the financial crisis, tentative signs of economic recovery are emerging. Efforts to steer us onto the road towards economic growth have seen governments draw on unprecedented amounts of public money for stimulus packages and the biggest corporate bail-outs in history. Meanwhile, the poorest countries have been hit hard, with experts warning of disastrous humanitarian consequences. Many will require concerted help to move beyond the global recession.

This global crisis has exposed not only a need to fundamentally rethink the functioning of the financial sector, but an alarming integrity deficit that is ultimately a root cause of the current situation. To prevent similar future crises and set the global community on a path to a sustainable growth that is to everyone's benefit, this integrity deficit must be addressed.

This conference seeks to go beyond technical responses to the financial crisis, striving to cement transparency as the long-term driver of a more solid, responsible and sustainable financial architecture, which meets the challenges of our evolving global landscape.

PROGRAMME **OVERVIEW**

09.00 – 09.15 INAUGURAL ADDRESS

09.15 – 09.20 WELCOME ADDRESS

09.20 – 09.30 KEYNOTE SPEECH

09.30 – 11.00 PLENARY SESSION 1

11.00 – 11.30 BREAK

11.30 – 13.00 PLENARY SESSION 2

13.00 – 14.00 LUNCH

14.00 – 16.00 BREAK-OUT SESSIONS

16.00 – 16.30 BREAK

16.30 – 17.15 CLOSING SESSION

PROGRAMME

09.00 – 09.15 INAUGURAL ADDRESS

HUGUETTE LABELLE, Chair, Transparency International
TRANSPARENCY AS THE GUIDING PRINCIPLE FOR A
NEW WORLD ARCHITECTURE

09.15 – 09.20 WELCOME ADDRESS

WALTER MOMPER, President, Abgeordnetenhaus,
House of Representatives

09.20 – 09.30 KEYNOTE SPEECH

PETER EIGEN, Founder and Chair of the Advisory Council, Transparency International; and Chair, Extractive Industries Transparency Initiative

09.30 – 11.00 FROM THE GREED OF THE FEW TO THE IMPACT ON THE LIVES OF THE MANY

Moderated by **FRANK VOGL**, Co-Founder and Member of the Advisory Council, Transparency International

From Manhattan to Mumbai, the devastating consequences of the current crisis reverberate around the world. Opacity and an insatiable appetite for reckless short-term profit defined the actions of a few, resulting in a global burden and the destruction of people's livelihoods and futures.

THE ROLE OF THE FINANCIAL SECTOR TO MITIGATE THE CRISIS
IN LATIN AMERICA **ALMA ROCÍO BALCAZAR**
Private Sector Director, Transparencia por Colombia

AFRICA AND THE CRISIS **SARBJIT NAHAL**
Co-Head, Socially Responsible Investment, Société Générale

RUSSIA AND THE CRISIS **ELENA PANFILOVA**
Founder and Director, Transparency International Russia

ASIA AND THE CRISIS **CHANDRA SHEKHAR**
Senior News Coordinator, Press Trust India

A CULTURE OF GREED AT THE ORIGIN OF THE CRISIS **FRANK VOGL**
Co-Founder and Member of the Advisory Council,
Transparency International

11.00 – 11.30 BREAK

11.30 – 13.00 TRANSPARENCY
AS THE LONG-TERM SOLUTION
TO CREATE SUSTAINED
ECONOMIC GROWTH FOR ALL

Moderated by **CHRISTIAAN POORTMAN**, Director, Global Programmes,
Transparency International

When a lack of transparency and regulatory failure became apparent, investor confidence disappeared and markets collapsed. Transparency, accountability and integrity must be forged into every solution to the crisis. Only through trust and inclusive value creation can a sustainable global economy be achieved.

HOW TO PROSECUTE FINANCIAL CRIME AND CORRUPTION
RICHARD ALDERMAN Director, UK Serious Fraud Office

WHAT REGULATION IS STILL NEEDED? **PERVENCHE BERÈS**
Chair, European Parliament Committee on Employment and Social Affairs

HOW CAN THE OECD WORK FOR INCREASED BUSINESS TRANSPARENCY?
CAROLYN ERVIN Director for Financial and Enterprise Affairs, OECD

THE FIGHT AGAINST OFFSHORE CENTRES **DANIEL LEBÈGUE**
Chair, Transparence International France; and former CEO of Caisse des Dépôts et Consignations

TONE AT THE TOP: THE IMPORTANCE OF ETHICS IN BUSINESS
PAUL SAMENGO-TURNER
CFO UK & Central Europe, Otis Elevator Company

13.00 – 14.00 LUNCHEON BUFFET

14.00 – 16.00 BREAK-OUT SESSIONS:
HOW CAN TRANSPARENCY
INTERNATIONAL PROMOTE BETTER
TRANSPARENCY IN A
GLOBALISED ECONOMY?

Break-out session 1: THE ETHICAL IMPERATIVE

Moderated by **SION ASSIDON**, Board Member, Transparency International; and founding Secretary General of Transparency Maroc

AZEDDINE AKESBI Deputy Chair, Transparency Maroc; and Individual Member, Transparency International

DR JUREE VICHIT-VADAKAN

Chair, Transparency Thailand

GERALD MC GHIE

Chair, Transparency International New Zealand

Break-out session 2: WHAT IS BEING DONE
AT THE LOCAL AND GLOBAL LEVELS TO PROTECT
ECONOMIC RECOVERY FUNDS FROM FRAUD AND
CORRUPTION?

Moderated by **NANCY BOSWELL**, President, Transparency International USA

ANTHONY O. BOSWELL

Executive Director, Office of Compliance, City of Chicago

SEAN MOULTON

Director, Federal Information Policy, OMB Watch, Washington D.C.

CHANDRASHEKHAR KRISHNAN

Executive Director, Transparency International UK

Break-out session 3: PROMOTING BETTER
TRANSPARENCY: HOW TO BEST USE AVAILABLE
TOOLS AND IDENTIFY ADDITIONAL ONES

Moderated by **ROBIN HODESS**, Director, Policy and Research,
Transparency International

HOW TO USE TRANSPARENCY IN REPORTING ON ANTI-CORRUPTION (TRAC)
IN ORDER TO BETTER ENGAGE WITH INTERNATIONAL CORPORATIONS?

ROBERT BARRINGTON Director of External Affairs,
Transparency International UK

RATIONALE AND PROCESS FOLLOWED FOR A NORWEGIAN TRAC
AND ANTI-CORRUPTION HANDBOOK **GRO SKAAREN-FYSTRO**
Special Adviser, Transparency International Norway

STRENGTHENING INTEGRITY SYSTEMS: LESSONS LEARNED FROM TI KENYA'S
INTEGRITY BASELINE SURVEY WITH A KENYAN SEMI-PRIVATE COMPANY
DAVID MWANGANGI Programme Coordinator, Governance & Policy,
Transparency International Kenya

16.00 – 16.30 BREAK

16.30 – 17.15 CLOSING SESSION

Chaired by **AKERE MUNA**, Vice-Chair, Transparency International

16.30 – 16.50 REPORTS FROM THE
BREAK-OUT SESSIONS
SION ASSIDON, NANCY BOSWELL, ROBIN HODESS

16.50 – 17.05 COBUS DE SWARDT

Managing Director, Transparency International

17.05 – 17.15 AKERE MUNA

Vice-Chair, Transparency International

RICHARD ALDERMAN Director,
UK Serious Fraud Office

Richard Alderman is a barrister. His recent role as Director of National Teams and Special Civil Investigations in HM Revenue and Customs has involved responsibility for 3000 staff who carry out specialised tax investigations. He has very extensive experience of complex financial investigations from this role and from his previous roles in Inland Revenue. As Director of the Revenue's Special Compliance Office from 2003 to 2005, he was responsible for all of the criminal investigations carried out by the Inland Revenue. These included very complex cases that are similar in weight and complexity to the workload of the SFO. Before becoming Director of the Special Compliance Office, he was the senior lawyer in the Revenue's Solicitor's Office responsible for the conduct of criminal prosecutions. He has great experience both in the investigation and the prosecution of complex fraud.

In 2002, he was invited by the Attorney General and the Treasury Solicitor to work with the Home Office to set up the Assets Recovery Agency and subsequently became its first Legal Director. Mr. Alderman was also seconded to the Legal Secretariat to the Law Officers between 1991 and 1993 and worked closely with the Law Officers in that role.



ALMA ROCIO BALCÁZAR Director of
Private Sector Programme, Transparencia por Colombia



Alma Rocio Balcázar has 10 years senior management experience in the banking sector. She studied Law at Rosario University and holds a Master degree in Corporate Law from Los Andes University in Bogotá. She has participated in the International Ethics Training Programme at the Ethics Resource Center. Since 2001, she leads Transparencia por Colombia's initiatives to strengthen global corporate responsibility and sustainable development. She has conducted several corporate culture assessments using "corruption risk maps" to analyse existing systems and has designed business ethics programmes and institutional anti-corruption strategies, implementing anti-corruption programmes in national and multi-national companies. A "System of Self-Regulation in Value Chains", an innovative programme engaging SMEs, will be replicated throughout Latin America. She has facilitated sectoral Anti-Corruption Pacts, working with CEOs in a variety of sectors. Ms Balcázar was awarded first prize in the World Bank Institute's 2009 Collective Action Practitioners Competition and has led various research efforts, including the first national survey on Colombian companies anti-bribery practices and measuring transparency in public utility companies.

PERVENCHE BERÈS Chair, European
Parliament Committee on Employment and Social Affairs

Pervenche Berès is Chair of the Employment and Social Affairs Committee and a substitute member in the Economic and Monetary Affairs Committee in the European Parliament elected in June 2009. She has been a Member of the European Parliament since 1994. She has been appointed rapporteur of the special committee on the financial, economic and monetary. She chaired the Economic and Monetary Affairs Committee (2004–09) and was head of the French socialist delegation and Vice-President of the Socialist group in the European Parliament from June 1997 to June 2004. From December 1999 to October 2000, she was Vice-President of the European Parliament delegation to the Convention in charge of elaborating an EU Charter of fundamental rights. She was also a member of the European Convention in charge of drafting a Constitu-



tion for Europe from February 2002 to July 2003. Graduating from the Institut d'Études Politiques in Paris, she worked from 1981 to 1988 and from 1993 to 1994 as an administrator in the French National Assembly. From 1988 to 1992, she was an advisor for International and European affairs to Laurent Fabius, Speaker of the National Assembly. She was a member of the City council of Sèvres (Département des Hauts-de-Seine) from 2001 to 2008.

PETER EIGEN Founder and Chair of the Advisory Council, Transparency International; Chair, Extractive Industries Transparency Initiative



A lawyer by training, Peter Eigen has worked in economic development for 25 years, mainly as a World Bank manager of programmes in Africa and Latin America; from 1988 to 1991 he was Director of the Bank's Regional Mission for Eastern Africa. Under Ford Foundation sponsorship, he has provided legal and technical assistance to the governments of Botswana and Namibia. In 1993 he founded Transparency International, serving as its chair until 2005. He currently chairs TI's Advisory Council. In 2005, he chaired the Extractive Industries Transparency Initiative's International Advisory Group and became its Chair in 2006. He founded the Berlin Civil Society Center in 2007 and chairs its Board. He has taught Law and Political Science at the universities of Frankfurt Main, the JFK School of Government/ Harvard, SAIS/ Johns Hopkins, the University of Washington and others. Since 2002, he is an Honorary Professor of Political Science at the Freie Universität, Berlin. He has received an 'Honorary Doctor' degree at the Open University, UK, the Readers Digest Award "European of the Year 2004" and the Gustav Heinemann Award. He is on the board of Kabissa, the Center for International Environmental Law, sits on the Africa Progress Panel, and on the Management Board of the African Legal Support Facility of the African Development Bank.

CAROLYN ERVIN Director for Financial and Enterprise Affairs, OECD

Carolyn Ervin is OECD Director for Financial and Enterprise Affairs. Her Directorate helps governments to improve the domestic and global policies that affect business and markets. It works in the fields of anti-corruption, corporate governance, competition law and policy, investment, financial markets, insurance and private pensions. OECD Member governments are the principal client, but the Directorate and its committees also have extensive relations with non-OECD countries that wish to improve their economies and become more integrated in the global economy. The Directorate and its committees also engage in extensive consultations with business, labour, professional communities and civil society in order to enrich their work and build constituencies for it. She was Director of the Secretary-General's Office from 2000–05. As Counselor



in DAF in the 1990s she led the project to negotiate the OECD Anti-Bribery Convention and was a main drafter of the OECD Jobs Study. During the 1980s and 1990s she handled programme and budget issues in the Secretary-General's office, and helped set up the Centre for Co-operation with the Economies in Transition. Prior to joining the OECD Ms Ervin spent six years in the United States diplomatic service.

HUGUETTE LABELLE Chair, Transparency International

Huguette Labelle holds a Doctor of Philosophy, Education. She is a Companion of the Order of Canada. She has been awarded honorary degrees from 12 Canadian Universities and has received the Vanier medal of the Institute of Public Administration of Canada, the Outstanding Achievement Award of the public service of Canada, the McGill Management Achievement Award and l'ordre de la Pleiade. She has served for a period of 19 years as Deputy Minister



of different Canadian Government departments including Secretary of State, Transport Canada, the Public Service Commission and the Canadian International Development Agency. She has served on more than 20 Boards. She is currently Chancellor of the University of Ottawa, Chair of the Board of Transparency International, member of the Board of the UN Global Compact, member of the Group of External Advisors on the World Bank Governance and Anti-Corruption Strategy, member of the Advisory Group to the Asian Development Bank on Climate Change and Sustainable Development and member of the Board of CRC Sogema. She also serves on additional national and international Boards and provides advisory services to national and international organisations.

DANIEL LEBÈGUE

Chair, Transparency International France



Graduating from the Institut d'Etudes Politiques in Lyon and from the Ecole Nationale d'Administration, Daniel Lebègue started his career in 1969 at the Direction of the Treasury, French Ministry of Economy and Finance. From 1974 to 1976 he was the Financial Attaché to the French Embassy in Japan. Back to the Direction of the Treasury, he occupied successively the functions of Head of the Balance of Payments Office and

Head of Treasury Office. In 1981, he was promoted to Technical Adviser to the Prime Minister's Cabinet in charge of the economic and financial affairs. He became Assistant Director of the Treasury in 1983, then Director of the Treasury from 1984 to 1987. In 1987, he worked as CEO and then Vice-Chair at the bank BNP. From 1998 to 2002, Daniel Lebègue was CEO of the Caisse des Dépôts et Consignations.

He is currently Chair of the Board of Transparency International France, the Institut du développement durable et des Relations Internationales, Epargne sans frontières and the Observatoire sur la Responsabilité Sociétale des Entreprises (ORSE). He is also Co-Chair of Eurofi and non executive director of Technip and Scor.

AKERE MUNA

Vice-Chair,
Transparency International; President, Economic,
Social and Cultural Council, African Union

Akere T. Muna is Vice-Chair of Transparency International and Founder and former president of Transparency International Cameroon. A lawyer by training, he is President of the Pan African Lawyers Union and former president of the Cameroon Bar Association. In October 2008, Akere Muna was elected President of the African Union's Economic, Social and Cultural Council. He is a member of several national commissions on legal reform and curbing corruption.

He was a member of the National Ad-hoc Commission for the Fight against Corruption and has served as a



Commonwealth Observer for Zanzibar's elections in 2000. He was appointed as a member of the High Level Audit Committee of the African Union in August 2007, who undertook a general audit review of the Organs and Institutions of the African Union as well as the nature of the relationships among them. Mr. Muna was actively involved in the Transparency International working group that helped to draft the African Union Convention on

Preventing and Combating Corruption and has written a guide to the convention published by Transparency International.

SARBJIT NAHAL

Co-Head,
Socially Responsible Investment, Société Générale



Sarbjit Nahal is Co-Head of the Socially Responsible Investment (SRI) team at Société Générale. The SRI team was ranked #1 SRI/Sustainability research in the 2009 and 2008 Thomson Extel Pan-European Surveys (Corporate Governance, Renewables, SRI and Thematic research). The team has also been recognised by the Enhanced Analytics Initiative (EAI) as providing the best analysis of extra-financial issues. Prior to joining Société Générale in 2006, Sarbjit worked in London (PIRC), Geneva (International Council on Human Rights Policy) and Paris (Crédit Mutuel-CIC, Vigeo). He is a Canadian lawyer by background and holds a LLM (University College London), LLB (Osgoode Hall) and a BA (University of Toronto).

ELENA PANFILOVA Founder and Director,
Transparency International – Russia

Elena A. Panfilova is Founder and Director of the Center for anti-corruption research and initiative Transparency International – Russia since 1999. Mrs Panfilova graduated from the Political History Department of Lomonosov Moscow State University and Diplomatic Academy with the Ministry of the Foreign Affairs of the Russian Federation. As a researcher and project manager she has worked for the Institute for Economy in Transition and OECD among others. The main focus of her recent work is on the development of anti-corruption strategies for transition democracies, corruption research,



anti-corruption and freedom of information legislation drafting, monitoring legislation implementation, and monitoring and researching political corruption. She has authored numerous articles and publications. In 2009 she was appointed to be the Member of the Presidential Council on the Development of the Civil Society Institutes and Human Rights.

CHRISTIAAN POORTMAN Director of
Global Programmes, Transparency International



Christiaan Poortman joined Transparency International as Director of Global Programmes in 2007 after many years of professional and managerial experience working in and with developing countries. Prior to Transparency International, Christiaan Poortman worked at the World Bank in Washington DC as Regional Vice President for the Middle East and North Africa. Before that, he was Country Director for South East Europe during

which time he oversaw the World Bank's assistance programs in the Balkans, including the post-war reconstruction activities in Bosnia-Herzegovina and Kosovo. Much of his career at the World Bank was devoted to Sub-Saharan Africa in a number of different assignments, including as the World Bank's Country Manager in Zimbabwe during 1990-94. Before joining the World Bank, Christiaan Poortman worked as an economist in the Ministry of Finance and Economic Planning in Swaziland. He holds an MA Economics degree from the University of Groningen in the Netherlands.

PAUL SAMENGO-TURNER CFO UK &
Central Europe, Otis Elevator Company



Paul Samengo-Turner is the Chief Financial Officer of the UK and Central European region of Otis Elevator Company. He has been with Otis and its parent company, United Technologies, since 1979 during which he has been based in France, Belgium, Italy, Germany and the United States. His roles have included financial audit, financial management and responsibility for Otis' global acquisitions, and have seen him lead acquisition teams in Asia, the Middle East and Latin America. In the late 1980s he was heavily involved in Otis' investments in the eastern European, Russian and Ukrainian markets. He is a UK Chartered Accountant and is based in Berlin.

CHANDRA SHEKHAR Senior News
Coordinator, Press Trust *India*

Chandra Shekhar has been involved in print media for the past 25 years. He has worked with several news organisations and a leading corporate law firm, and writes regularly on economics, finance, banking, trade, securities regulations and corporate governance. His reports on the US \$2 billion Satyam Computer Services accounting fraud were extensively used by national and international media. He has written extensively on stock market frauds, insider trading and violation of regulatory norms by corporations.



He is also involved in industry chambers' corporate governance initiatives and NGO poverty alleviation programmes.

A law graduate from Delhi University, he started his career as a journalist with an English language daily *The Pioneer*. Later, he joined *The Financial Express*, a financial daily belonging to the Indian Express Group. He also worked as senior partner with law firm Titus & Co and advised large corporate and multinational companies

on issues such as mergers and acquisitions, investment guidelines, regulatory norms etc. Presently, he works as a Senior News Coordinator with the Press Trust India, the largest wire agency in the region, which supplies news to over 500 newspapers, besides a host of television channels and websites.

COBUS DE SWARDT Managing Director,
Transparency International



Dr. Cobus de Swardt is a South African sociologist whose work experience spans the fields of globalisation, development policy, international relations and multinational business management. His academic experience includes teaching at universities in South Africa, Australia, Japan and Germany. He has also worked for multinational corporations, trade-unions and research institutes in managerial and research-related capacities in various countries. During the 1980s and early 1990s he was active in the anti-Apartheid struggle in South Africa chairing the ANC in Cape Town. In June 2007 he was appointed Managing Director of Transparency International (TI). Cobus de Swardt co-chairs the World Economic Forum (WEF) Global Agenda Council (GAC) on Corruption and is also a Board member of the WEF Partnering Against Corruption Initiative (PACI).

FRANK VOGL Co-Founder and Member of the
Advisory Council, Transparency International

Frank Vogl is a Co-Founder and Member of the Advisory Council, Transparency International. He has also served as Transparency International's Vice-Chair and Board Member. Based in Washington DC, Mr. Vogl is the Editor and Publisher of *Ethicsworld.org* and President of Vogl Communications. He is currently a Trustee of the Committee for Economic Development and Board Director of the Partnership for Transparency Fund, as well as being a member of the International Council, New Israel Fund; the Advisory Council of the UN Association of the Greater Washington Metropolitan Area; and the "Wisemen" PR organisation.

He has worked as an international economics correspondent for Reuters and The Times (London) 1968-1981; the World Bank's Director of Information 1981-1990 and in 1984-85 as the Bank's Acting Vice President of Ex-



ternal Relations and member of the President's Managing Committee. He is a contributor to Transparency International's 2009 *Global Corruption Report* and to a range of journals, including: "America in Iraq: Lessons for Afghanistan" - *The Globalist* 2009; "Global Corruption: Applying Experience and Research to Meet a Mounting Crisis" - *Business & Society Review* 2007.

Transparency International is the global civil society organisation leading the fight against corruption. Through more than 90 chapters worldwide and an international secretariat in Berlin, Germany, TI raises awareness of the damaging effects of corruption and works with partners in government, business and civil society to develop and implement effective measures to tackle it.

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