

**INTERNATIONAL RESEARCH AND TRAINING PROJECTS
AWARDED ON PRIVATIZATION AND STATE ENTERPRISE REFORM**

DESCRIPTION OF PROJECT	PRINCIPALS	COUNTRIES	SPONSOR	DATES
<p>Impact of the Privatization in the Ivory Coast</p> <p>To analyze and review the privatization program for the Government of Ivory Coast through a detailed quantitative model developed and implemented on a case study basis, with the results extended to the entire privatized sector. The output of the model was the welfare change resulting from privatization and the distribution of these benefits to government, consumers, buyers of the firm, workers, etc, with a further distinction between domestic and foreign benefits and costs.</p>	Leroy Jones Yahya Jammal	IVORY COAST	World Bank IDA	7/98 - 12/99
<p>Performance Monitoring and Evaluation System</p> <p>To review the Performance Monitoring and Evaluation System (PMES) and develop, in conjunction with State Enterprises Commission (SEC) staff, practical improvements to make it more effective. The review involves the selection and weighting of performance indicators in selected State Enterprises, comparison with industry standards, database output formats to generate operational, financial and other reports that meet all user requirements, evaluation of the sanctions and reward system, and the organization and management of seminars for SEC, Sector Ministries, State Enterprise Boards and staff.</p>	Leroy Jones Yahya Jammal	GHANA	World Bank IDA	8/97-2/98
<p>Performance Evaluation for Privatized and Publicly Owned Enterprises</p> <p>Trained personnel of Nigeria's Bureau of Public Enterprise in performance evaluation methodology in 3 week workshop in US. Following 3 months of trainees independent work in Nigeria, 2 months of on-site follow-up.</p>	Yahya Jammal Adel Abadeer Leroy Jones	NIGERIA	World Bank	7/96-2/97
<p>Methodology for Evaluating Build/Own/Operate/Transfer Infrastructure Proposals</p> <p>Developing cost/benefit methodology for governments to evaluate BOOT projects, with particular attention to the distribution of those B/C. Outputs include: methodology; 4 country case studies; training materials and first round of training for government officials.</p>	Leroy Jones Pankaj Tandon Ingo Vogelsang Alix Peterson	PAKISTAN INDONESIA MALAYSIA PHILIPPINES	ADB	7/96-6/98
<p>Applied Personal Computer Use for Economic Decision Makers</p> <p>Trained Nigerian government officials to use personal computers in daily work. Participants given personal computers and then taken through: 1st-time set-up; hardware; and installation & use of software (anti-virus, file-management, spreadsheet, word processor, graphics & internet).</p>	Adel Abadeer Yahya Jammal Leroy Jones	NIGERIA	World Bank	7/96

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<p>Industrial Restructuring, Privatization and Private Sector Development Designing a support program for the Ministry of Energy, Mines and Industry on industrial restructuring, privatization and private sector development as a team leader of an eight person team (with four international and four national experts).</p>	Nilgun Gokgur	BOSNIA, HERZEGOVINA	UNIDO, UNDP	5/96
<p>Privitization Workshop Assisting the Kenyan Privitization Agency in the preparation of a workshop on its experience with privatization.</p>	Nilgun Gokgur	KENYA	UNIDO	2/96
<p>Public Enterprise Reform and Privatization Evaluated the public enterprise reform and privatization program and ran a workshop on Performance Contracts: Design and Implementation.</p>	Nilgun Gokgur	KENYA	UNIDO	10/95
<p>Privatizing Infrastructure Trained the privatization agency on international experience of privatizing infrastructure.</p>	Nilgun Gokgur	HAITI	World Bank	9/95
<p>Performance Evaluation Workshops Offered three two-week workshops on theory and international experience with performance contracting, including extensive use of concrete exercises and case studies.</p>	Leroy Jones Prajapati Trivedi Nilgun Gokgur	27 countries	Various agencies and governments	8/95 7/94 6/93
<p>Public Enterprise Reform For federal and four state governments, analyzed existing activities and proposed appropriate reforms including privatization.</p>	Leroy Jones	MICRONESIA	ADB	7/95-8/95
<p>Privatization and Public Enterprise Reform Reviewed reform proposals and progress nation wide and recommended action plan for further progress.</p>	Leroy Jones	VIETNAM	World Bank UNDP	4/95
<p>Performance Contracting Training Ran one week workshop on theory and practice of performance contracting for government officials and senior employees of Telephone, Electricity, Water and Oil Refining enterprises.</p>	Leroy Jones Nilgun Gokgur	COSTA RICA	IDB	2/95-3/95

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<p>Regulatory Framework for Municipal Utilities Developed action plan for regulation of municipal public services, with an emphasis on pricing and the optimal balance of power between local and central government.</p>	Leroy Jones	SLOVENIA	EBRD	1/95-2/95
<p>Requirements for Sustainable Privatization Ran focus group sessions with the labor unions, ministries, public enterprise managers, economists, and private sector on the requirements for a sustainable privatization program.</p>	Nilgun Gokgur	TUNISIA	USAID	1/95
<p>Evaluation of Public Enterprise Performance Prepared three case studies to demonstrate potential of PEPIS6 (Public Enterprises Performance Information System) for meeting expressed needs of Ministry of Finance in conjunction with their new performance contracting effort.</p>	Leroy Jones Yahya Jammal	THAILAND	World Bank	1/95
<p>Performance Contract Training Lectured on performance contracts.</p>	Nilgun Gokgur	COSTA RICA	IDB	12/94
<p>Privatization and Public Enterprise Reform Ran workshop on international experience with privatization and public enterprise reform for senior government officials and enterprises managers.</p>	Leroy P. Jones Nilgun Gokgur	ALBANIA	UNIDO	10/94
<p>Enterprise Reform Training Trained the Ministry of Industrial Restructuring on public enterprise reform and privatization.</p>	Nilgun Gokgur	ALGERIA	UNIDO	7/94
<p>Enterprise Reform in Romania Initial assignment was to advise on privatization and enterprise reform. Next assignment was to design management contracting for improving efficiency of enterprises remaining in the state sector. Subsequent assignments involved helping the government to implement management contracts for the most important Romanian enterprises.</p>	Prajapati Trivedi	ROMANIA	USAID World Bank	10/93-11/94
<p>Corporate Governance in Russia Reviewed the evolution of corporate governance in Russia and prepared guidelines for reforming various classes of enterprises.</p>	Leroy Jones	RUSSIA	World Bank	6/93-10/93
<p>Privatization Policy Recommendations For government, reviewed the valuation methodology used to set a reservation price for a firm, developed a model assessing the distribution of benefits from privatization under different policy scenarios, and reviewed the organizational structure of the new privatization agency.</p>	Leroy Jones	MACEDONIA	USAID	7/93-10/93

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<p>Reforming State Enterprises in Centrally Planned Economies</p> <p>For each country, analyzed conditions of enterprises not to be privatized in immediate future and proposed medium-term action plan to motivate and facilitate their adaptation to a market economy.</p>	Leroy Jones	RUSSIA MONGOLIA	World Bank UNDP	2/92-8/92
<p>Divestiture: Who Wins and Who Loses?</p> <p>Detailed evaluation 12 cases of privatization to see by how much world welfare changes and how this is distributed between domestic and foreign buyers, consumers, competitors and the government.</p>	Leroy Jones Pankaj Tandon Ingo Vogelsang Ahmed Galal	CHILE MALAYSIA MEXICO UNITED KINGDOM	World Bank	11/89-6/92
<p>Performance Contract Evaluation</p> <p>Evaluated performance contract experience and wrote a teaching case on electricity and telecommunications companies.</p>	Nilgun Gokgur	SENEGAL	USAID	3/90
<p>Public Enterprise Performance Information System</p> <p>Further developed Lotus 123 Public Enterprise Performance Information System (PEPIS-5) based on Korea, Venezuela and Pakistan versions. Used by 40 major Indian public enterprises initially and expanded to 150 firms in 1992.</p>	Leroy Jones Prajapati Trivedi	INDIA	Bureau of Public Enterprises CMC Ltd.	1/90-9/90
<p>Privatization Decision-Making Support</p> <p>In support of Venezuela's Privatization Program, trained CORDIPLAN officers in economic cost/benefit evaluation methods and assisted them in applying them to two test cases.</p>	Leroy Jones Pankaj Tandon	VENEZUELA	UNDP CORDIPLAN	5/89-1/90
<p>Selling Public Enterprises: A Cost-Benefit Methodology</p> <p>Does for the dis-investment decision what the project evaluation literature did for the investment decision, developing economically rational rules for deciding whether to sell, to whom to sell to and the price at which to sell.</p>	Leroy Jones Pankaj Tandon Ingo Vogelsang	WORLDWIDE	World Bank	5/85-10/88