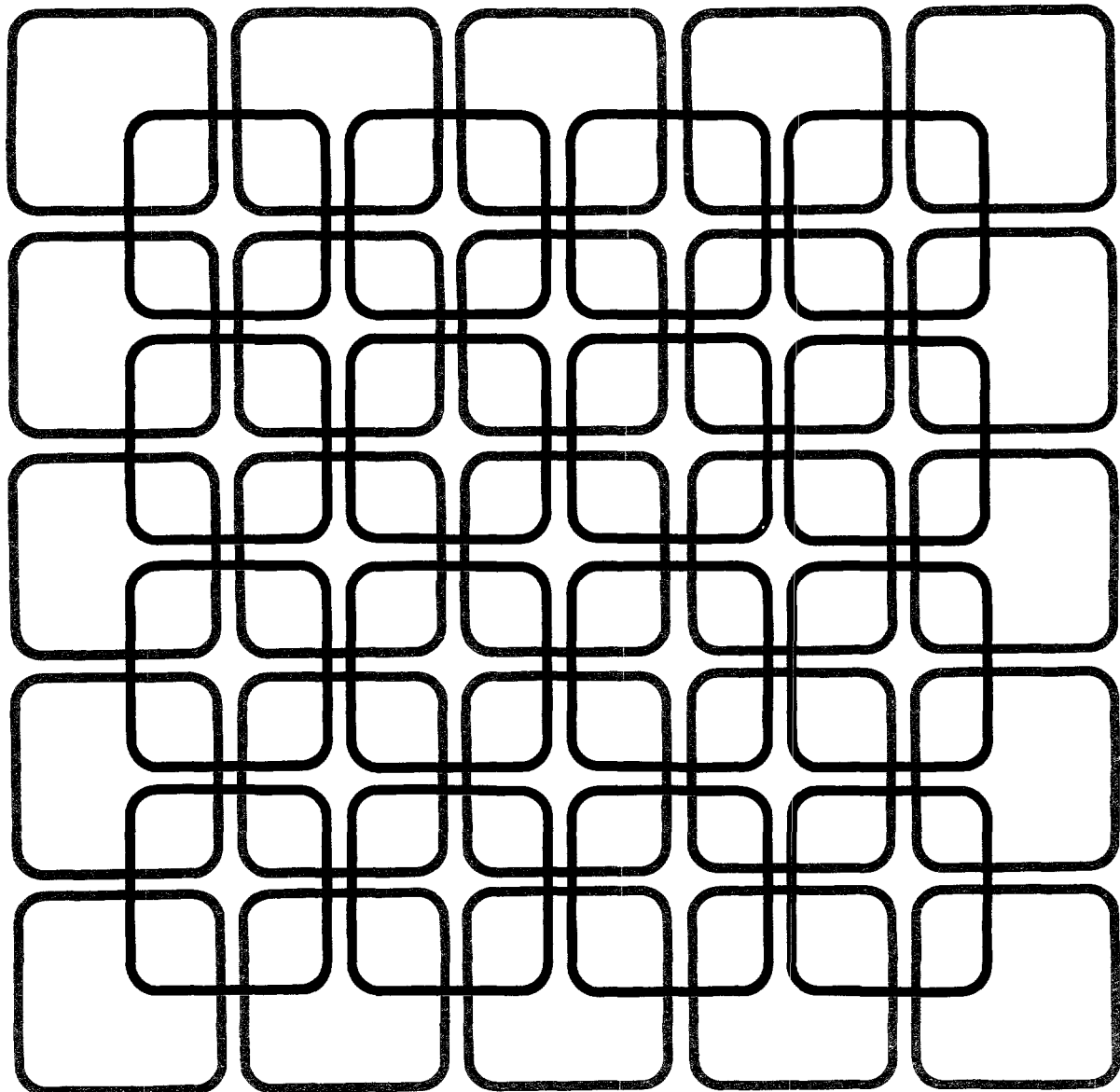


Techniques of Privatization of State-Owned Enterprises

Volume III
Inventory of Country Experience
and Reference Materials

FILE COPY

Rebecca Candoy-Sekse
with the assistance of Anne Ruiz Palmer



RECENT WORLD BANK TECHNICAL PAPERS ·

- No. 50. Turtiainen and Von Pischke, *Investment and Finance in Agricultural Service Cooperatives*
- No. 51. Shuval and others, *Wastewater Irrigation in Developing Countries: Health Effects and Technical Solutions*
- No. 52. Armstrong-Wright, *Urban Transit Systems: Guidelines for Examining Options* (also in Spanish, 52S)
- No. 53. Bamberger and Hewitt, *Monitoring and Evaluating Urban Development Programs: A Handbook for Program Managers and Researchers* (also in French, 53F)
- No. 54. Bamberger and Hewitt, *A Manager's Guide to "Monitoring and Evaluating Urban Development Programs: A Handbook for Program Managers and Researchers"* (also in French, 53F; Spanish, 53S; and Chinese, 53C)
- No. 55. Technica, Ltd., *Techniques for Assessing Industrial Hazards: A Manual*
- No. 56. Silverman, Kettering, and Schmidt, *Action-Planning Workshops for Development Management: Guidelines*
- No. 57. Obeng and Wright, *The Co-composting of Domestic Solid and Human Wastes*
- No. 58. Levitsky and Prasad, *Credit Guarantee Schemes for Small and Medium Enterprises*
- No. 59. Sheldrick, *World Nitrogen Survey*
- No. 60. Okun and Ernst, *Community Piped Water Supply Systems in Developing Countries: A Planning Manual*
- No. 61. Gorse and Steeds, *Desertification in the Sahelian and Sudanian Zones of West Africa*
- No. 62. Goodland and Webb, *The Management of Cultural Property in World Bank-Assisted Projects: Archaeological, Historical, Religious, and Natural Unique Sites*
- No. 63. Mould, *Financial Information for Management of a Development Finance Institution: Some Guidelines*
- No. 64. Hillel, *The Efficient Use of Water in Irrigation: Principles and Practices for Improving Irrigation in Arid and Semiarid Regions*
- No. 65. Hegstad and Newport, *Management Contracts: Main Features and Design Issues*
- No. 66F. Godin, *Preparation of Land Development Projects in Urban Areas* (in French)
- No. 67. Leach and Gowen, *Household Energy Handbook: An Interim Guide and Reference Manual* (also in French, 67F)
- No. 68. Armstrong-Wright and Thiriez, *Bus Services: Reducing Costs, Raising Standards*
- No. 69. Prevost, *Corrosion Protection of Pipelines Conveying Water and Wastewater: Guidelines*
- No. 70. Falloux and Mukendi, *Desertification Control and Renewable Resource Management in the Sahelian and Sudanian Zones of West Africa* (also in French, 70F)
- No. 71. Mahmood, *Reservoir Sedimentation: Impact, Extent, and Mitigation*
- No. 72. Jeffcoate and Saravanapavan, *The Reduction and Control of Unaccounted-for Water: Working Guidelines*
- No. 73. Palange and Zavala, *Water Pollution Control: Guidelines for Project Planning and Financing*
- No. 74. Hoban, *Evaluating Traffic Capacity and Improvements to Road Geometry*
- No. 75. Noetstaller, *Small-Scale Mining: A Review of the Issues*
- No. 76. Noetstaller, *Industrial Minerals: A Technical Review*

(List continues on the inside back cover)

Techniques of Privatization of State-Owned Enterprises

TECHNIQUES OF PRIVATIZATION OF STATE-OWNED ENTERPRISES

Volume I Methods and Implementation

Charles Vuylsteke

This volume (World Bank Technical Paper No. 88) reviews how privatization of state-owned enterprises has been accomplished by drawing upon a broad sample of experiences. It describes and illustrates methods which have been tried out and some of the available options.

Volume II Selected Country Case Studies

Helen B. Nankani

This second volume (World Bank Technical Paper No. 89) presents country case studies analyzing transactions carried out by seven countries with a significant record of experience, namely Canada, Chile, Italy, Malaysia, Spain, Sri Lanka, and Togo. They were written in support of the analysis of techniques of privatization presented in the first volume.

Volume III Inventory of Country Experience and Reference Materials

Rebecca Candoy-Sekse
with the assistance of Anne Ruiz Palmer

This third volume (World Bank Technical Paper No. 90) contains an inventory of planned, ongoing and completed privatization transactions in 83 countries indicating the methods used. It presents data collected for the purpose of examining the record of experience with varying techniques of privatization. A systematic listing of relevant reference material is also included.

WORLD BANK TECHNICAL PAPER NUMBER 90

Techniques of Privatization of State-Owned Enterprises

Volume III

**Inventory of Country Experience
and Reference Materials**

Rebecca Candoy-Sekse
with the assistance of
Anne Ruiz Palmer

The World Bank
Washington, D.C.

Copyright © 1988
The International Bank for Reconstruction
and Development/THE WORLD BANK
1818 H Street, N.W.
Washington, D.C. 20433, U.S.A.

All rights reserved
Manufactured in the United States of America
First printing July 1988
Third printing August 1989

Technical Papers are not formal publications of the World Bank, and are circulated to encourage discussion and comment and to communicate the results of the Bank's work quickly to the development community; citation and the use of these papers should take account of their provisional character. The findings, interpretations, and conclusions expressed in this paper are entirely those of the author(s) and should not be attributed in any manner to the World Bank, to its affiliated organizations, or to members of its Board of Executive Directors or the countries they represent. Any maps that accompany the text have been prepared solely for the convenience of readers; the designations and presentation of material in them do not imply the expression of any opinion whatsoever on the part of the World Bank, its affiliates, or its Board or member countries concerning the legal status of any country, territory, city, or area or of the authorities thereof or concerning the delimitation of its boundaries or its national affiliation.

Because of the informality and to present the results of research with the least possible delay, the typescript has not been prepared in accordance with the procedures appropriate to formal printed texts, and the World Bank accepts no responsibility for errors.

The material in this publication is copyrighted. Requests for permission to reproduce portions of it should be sent to Director, Publications Department at the address shown in the copyright notice above. The World Bank encourages dissemination of its work and will normally give permission promptly and, when the reproduction is for noncommercial purposes, without asking a fee. Permission to photocopy portions for classroom use is not required, though notification of such use having been made will be appreciated.

The most recent World Bank publications are described in the catalog *New Publications*, a new edition of which is issued in the spring and fall of each year. The complete backlist of publications is shown in the annual *Index of Publications*, which contains an alphabetical title list and indexes of subjects, authors, and countries and regions; it is of value principally to libraries and institutional purchasers. The latest edition of each of these is available free of charge from the Publications Sales Unit, Department F, The World Bank, 1818 H Street, N.W., Washington, D.C. 20433, U.S.A., or from Publications, The World Bank, 66, avenue d'Iéna, 75116 Paris, France.

Rebecca Candoy-Sekse is an operations assistant, Industry and Energy Department II, Asia Region, the World Bank. Anne Ruiz Palmer is a research assistant, Legal Department, the World Bank.

Library of Congress Cataloging-in-Publication Data

Techniques of privatization of state-owned enterprises.

(World Bank technical paper ; no. 88-90)

Includes bibliographies.

Contents: v. 1. Methods and implementation / Charles Vuylsteke -- v. 2. Selected country case studies / Helen Nankani -- v. 3. Inventory of country experience and reference materials / Rebecca Candoy-Sekse, with the assistance of Anne Ruiz Palmer.
1. Privatization. 2. Privatization--Case studies.
I. Vuylsteke, Charles, 1947- . II. Nankani, Helen.
III. Candoy-Sekse, Rebecca, 1956- .
IV. Ruiz Palmer, Anne, 1954- . V. Series: World Bank technical paper ; no. 88-90.

HD3850.T436 1988 338.9 88-20699
ISBN 0-8213-1111-5 (v. 1)
ISBN 0-8213-1112-3 (v. 2)
ISBN 0-8213-1113-1 (v. 3)

A B S T R A C T

This report was initiated largely in response to interest by member governments and staff of the World Bank for information on the practical aspects of privatization of state-owned enterprises. It reviews what is known about the recent experience of selected developing countries and developed countries. It describes and illustrates methods that have been tried and options that are available to governments. The report deals strictly with techniques (that is, how to privatize and not whether to privatize). The issues analyzed are the most recurrent in the process of implementing privatization.

The report, which consists of three volumes, is largely the result of a cooperative effort by various contributors within and outside the World Bank. Volume I, Methods and Implementation, relies extensively on Volume II, Selected Country Case Studies, and Volume III, Inventory of Country Experience and Reference Materials.

FOREWORD

The information provided in Volumes II and III has been collected in support of the analysis of techniques of privatization presented in Volume I.

Governments preparing for or implementing privatization draw extensively on the experience of other countries. As details on individual countries' specific transactions or overall programs are not otherwise available in any comprehensive form, it was decided to publish the information and data contained herein.

The studies contained in Volume II are a collection of background papers analyzing the experience of some of the countries that have a significant record of experience with various relevant methods of privatization. The limited time and budget applied to these studies have not permitted a consideration of all economic, financial and other issues that arose with respect to privatization in the countries reviewed. Thus, they do not provide an exhaustive analysis or assessment of the individual transactions reviewed. The purpose of the papers is to provide the salient features of the privatization experiences in the countries covered and some emerging lessons; the user may seek additional information on various experiences from relevant sources or authorities.

Ms. Helen Nankani, author of Volume II, is a consultant who has assisted the Bank in the past on state-owned enterprise restructuring operations. Sources are indicated in each individual study. In most instances, information was gathered and analyzed on a desk basis through a review of readily available data and documentation; some information was drawn from World Bank experience as part of the process of supervising state-owned enterprise adjustment efforts. In the cases of Italy (IRI), Malaysia, Spain and Sri Lanka, additional information was gathered through brief field visits, affording the consultant an opportunity to discuss findings with the relevant authorities and sources. The work was carried out with the support of the Bank's former Public Sector Management and Industrial Restructuring Divisions as well as the Bank's Research Committee.

Part I of Volume III contains an inventory of planned, ongoing and completed privatization transactions in 83 countries. It is being published in view of the demand for data on privatization. However, the author, Ms. Rebecca Candoy-Sekse, wishes to point out that the information provided is uneven; while information is readily available and verifiable for some countries, for many others it is only sporadic and incomplete. Although extensive verifications were carried out, the limited time and budget applied to this research severely constrained our ability to go beyond simple desk surveys or to verify data with the relevant authorities in the respective governments, except in certain limited cases such as France, the U.K., the U.S. and the countries included in Volume II; the assistance of the relevant authorities in those instances is gratefully acknowledged.

Ms. Candoy-Sekse was, at the time of the initiation of this report, on the staff of the Bank's Industrial Restructuring Division headed by Mr. Anil Sood, who contributed to, and helped define the methodology of, this report; she is now an Industry and Energy Operations Officer in the World Bank's Asia Department. Extensive contributions were made by Ms. Anne Ruiz Palmer, Research Assistant in the Legal Department of the Bank and Ms. Chantal Toussaint-Willot (consultant). Ms. Ruiz Palmer provided substantial editorial assistance as well as research on several countries. The help of many others should further be acknowledged, including staff in the offices of Executive Directors of the World Bank and in country departments of the Bank. The extensive assistance of Ms. Anjali Villagran in producing the final manuscript is also acknowledged.

Part II of Volume III is a systematic listing of some of the reference materials used in the preparation of the report. It was edited by Ms. Anne Ruiz Palmer. Invaluable assistance was provided by Ms. Linda Thompson and Ms. Vivian Richardson in identifying and locating relevant source material. The listing of particular materials does not imply acceptance of analysis or recommendations made therein. It does indicate that useful elements with respect to various techniques were found in them.

The research and analysis conducted by the authors, Ms. Nankani and Ms. Candoy-Sekse, has been essential in completing Volume I of this report. Not only have their knowledge of state-owned enterprises and familiarity with business in different economic environments greatly facilitated the collection and review of country data, but they have made significant contributions to the analysis of the salient features of many specific transactions in the main report. Their contributions and that of Anne Ruiz Palmer are gratefully acknowledged.

Charles Vuylsteke

TABLE OF CONTENTS

	<u>Page</u> <u>No.</u>
PART I: INVENTORY OF COUNTRY EXPERIENCE	
INTRODUCTION.....	1
American Samoa to France.....	3
Gabon to Jamaica.....	24
Japan to Sierra Leone.....	37
Singapore to Zambia.....	57
(Countries are listed alphabetically)	
PART II: REFERENCE MATERIALS	
A. General.....	76
B. By Country or Region.....	78
C. By Areas and/or Techniques of Privatization.....	88

PART I

INVENTORY OF PRIVATIZATION

Introduction

Part I of this Volume contains, for a large sample of countries, a list of transactions for the privatization of State-Owned Enterprises (SOEs) being planned, under way or having been completed, with indications as to the method used (to the extent the information was found to be readily available). It is the result of a survey conducted in view of sampling privatization techniques only. A number of instances reported may not represent significant divestitures in terms of assets, employment, etc.

In brief, the different techniques applied in respect of privatization activity in different countries are listed under the following main categories:

Public Offering of Shares (full or partial)

Private Sale of Shares (full or partial)

Sale of Government/SOE Assets

Reorganization into Component Parts

New Private Investment in SOE

Management/Employee Buy-Out

Lease

Management Contract

In many cases, a combination of some of the above is being planned or has been applied. Likewise, in some instances, if one of the above techniques requires or has required restructuring or transformation of the SOE, that would also be indicated.

Eighty-three countries have been included in the inventory. They appear in alphabetical order.

The information used for this inventory was obtained from World Bank and other agencies' reports, Volume II of this report comprising the country case studies, as well as other publications and articles dealing with privatization. Some source documents have restricted distribution and where such is the case, information has generally been limited to that which is public knowledge or is otherwise available. Furthermore, extensive verifications of information were conducted; many reported transactions which could not be verified had to be omitted.

Specific sources are only sporadically indicated in the text, since much of the information is an aggregate result of reviews by internal sources and scattered source material. With few exceptions, data have been updated only up to December 1987. Countries with no transactions underway or completed are generally not reported, even though transactions may be planned.

Despite unevenness in available data, this inventory was thought to constitute a useful tool, in particular for governments or their agencies seeking information on other countries' experiences. No representation, however, is made as to the accuracy of the information provided. It is reproduced for illustrative purposes only. In particular, listings of particular enterprises as planned or underway cannot be taken as indicative of formal decisions to proceed by the relevant authorities. In some instances, for example, enterprises are simply being diagnosed in view of possible privatizations; executive or legislative action to authorize individual transactions may be necessary in many cases. In respect of many SOEs, a specified method of privatization is indicated for transactions which are planned or under way; while these may be intended methods, the actual methods applied will of course depend entirely on the outcome of the transactions. Furthermore, these tables are known not to comprise many recent developments in continuously changing government programs, and not all countries which have undertaken privatization are included. Some which are included have plans to privatize large numbers of SOEs which are not necessarily reported in detail as being planned. In some countries, for instance, all SOEs in certain groups--such as commercial, industrial or financial companies--are, in principle, to be privatized. Numbers of planned privatizations are therefore substantially higher than those reported herein.

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
AMERICAN SAMOA					
COMPLETED:	n.a.	Fuel Storage	Lease.		- Long term lease was awarded to PACIFIC RESOURCES INC.
	n.a.	Food Processing	Lease.		
	MARINE RAILWAY AND SHIP REPAIR FACILITY		Lease.		- Lease was awarded to SOUTHWEST MARINE INC. in January 1985 and for 15 years.
	RAINMAKER HOTEL	Hotel	Private sale.		
Source: Privatization Possibilities Among Pacific Island Countries (C. Feinstein).					
ARGENTINA					
PLANNED:	PETROQUIMICA BAHIA BLANCA	Petrochemicals		Capital: A 126.3m (1985)	- POLISUR, part of the petrochemical complex of BAHIA BLANCA is being privatized. BAHIA BLANCA is 49% privately owned.
	OPALINAS	Industry			- Privatization will require special legislation.
	PETROQUIMICA GENERAL	Petrochemicals			- Negotiating w/ McDonnell Douglas (US), Aeritalia (Italy) and Embraer (Brazil) on joint production agreements w/c would result in modernization of facilities & attraction of company to private investors.
	FABRICA MILITAR DE AVIONES	Manufacturing	Private sale.		
	YACIMIENTOS PETROLIFEROS (YPF)	State Oil	Sale of assets.	Assets: \$ 9.1m (1984)	- Some of the service activities to be sold. However, the core element of oil, transport and the utilities are all likely to remain in state hands.
	FERROCARRILES	Railways	Sale of assets.		- Government is pressing ahead with plans to sell off peripheral parts of the large railways organization.
UNDERWAY:	SOMISA	Steel			
	PETROQUIMICA GENERAL MOSCONI	Petrochemicals	Public offering.	Capital: A 186.6m (1985)	- Shares of up to 49% has been on offer for past two years but nobody has come forward to make a concrete offer.
	SOVEX	Private sale.			- Privatization financed through debt/equity swap.
	ATANOR COMPANIA NACIONAL	Petrochemicals	Public offering/Private sale.	Capital: A 50.7m (1985)	- Government will sell minority shareholding through stock exchange. - ATANOR is already 79% privately owned.
	POLISUR SOCIEDAD MIXTA	Petrochemicals	Private sale	Capital: A 58.5m (1985)	- Government has issued Decree 1311 giving details on privatization. - IPAKO, a private concern owns 70% of POLISUR.
	INDUCLOR SOCIEDAD MIXTA	Petrochemicals	Private sale	Capital: A 46.0m (1985)	- Government has issued Decree 1314 giving details on privatization. Domestic and foreign bids will be accepted.
	MONOMEROS VINILOS	Petrochemicals	Private sale.	Capital: A 20.8m (1985)	- INQUIBA, a private concern owns 70% of MONOMEROS. - Government has issued Decree 1314 giving details on privatization. Domestic and foreign bids will be accepted.
	PETROPOL SOCIEDAD MIXTA	Petrochemicals	Private sale.	Capital: A 5.0m (1985)	- VINICLOR, a private concern owns 70% of MONOMEROS. - POLIOLEFINAS, a private concern owns 70% of PETROPOL. - Government has issued Decree 1314 giving details on privatization. Domestic and foreign bids will be accepted.
	CARBOQUIMICA ARGENTINA S.A.	Petrochemicals	Private sale. (5)	Capital: A 2.3m (1985)	- SAIC RAGOR, a private concern owns 58% of PETROPOL. - Government has issued Decree 1313 giving details on privatization.
	FORJA ARGENTINA S.A.	Steel	Private sale.		- Government has issued Decree 1312 giving details on privatization. Domestic and foreign bids will be accepted.
	[TELEPHONE COMPANY]	Telecommunications	Private sale.		- Discussions of sale of 40% of ENTEL to a Spanish company are underway.
	AEROLINEAS ARGENTINAS	Airline	Private sale.		- Discussions of sale of 40% of the airline to SCANDINAVIAN AIRWAY SYSTEM are underway.
	PETROQUIMICA RIO TERCERO	Petrochemicals		Capital: A 92.4m (1985)	- 61% of RIO TERCERO is owned by private owners: ATANOR, VIA VALROSA, MISISA and others. Decree 1505 authorizes RIO TERCERO's sale.

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
COMPLETED:	AUSTRAL	Domestic Airline	Private sale.	Sale Price: \$ 28m	<ul style="list-style-type: none"> - First sizeable privatization of Alfonsin's Government. - Sold to CIELOS DEL SUR, subsidiary of the Argentine heavy engineering group PESCARMONA-RIVA. CIELOS' bid for AUSTRAL's three leased DC 9s, 8 BAC III aircrafts, hangars, workshops and spares was \$ 1m above floor price set earlier this year by the Ministry of Public Works which adjudicated the tender. - Some \$ 14m has already been paid under the agreement for the DC 9s which includes an option to buy. The sale agreement calls for 20% of the \$ 28m to be paid immediately and the rest in 10 semi-annual installments. The new owners have also agreed to refurbish the aging BAC III aircraft by spending \$ 4m. - Prior to AUSTRAL's sale, it began to show operating profits and was offered for sale in February, free of its debts which the government is to assume.
	SOL JET TRAVEL AGENCY	Tourism	Private sale.	Proceeds: \$0.6m	
	SIAT GAS TUBE FACTORY	Manufacturing	Private sale.	Proceeds: \$8.0m	

(1) The sign "\$", unless otherwise indicated, means US\$ equivalent.

AUSTRALIA

PLANNED:	International Airport terminals		Lease.		
	AIRCRAFT FACTORY		Lease.		
	AERO SPACE TECHNOLOGIES OF AUSTRALIA	Aircraft Construction			
UNDERWAY:	DEFENSE SERVICE HOME LOAN SCHEME	Financing and Home Insurance	Sale of assets.		- Government has issued a public invitation for "Proposal to Purchase".
	NATIONAL MATERIALS HANDLING BUREAU	Materials Testing and Research	Sale of assets.		- A Commonwealth owned research organization has been given first right of refusal in this proposed sale.
COMPLETED:	BELCONNEN MALL	Retailing	Sale of assets.		- Sale of business by tender. It was purchased by an Australian private developer in a world-wide advertised sale.
	WILLIAMSTOWN DOCKYARD	Heavy Construction	Sale of assets.		- Sale of business by tender.
	PRIMARY INDUSTRY BANK OF AUSTRALIA	Bank	Private sale.		- Sale of the Commonwealth minority interest.
	COMMONWEALTH ACCOMMODATION AND CATERING SERVICE	Catering Service and Accomodation	Private sale.		

AUSTRIA

PLANNED:	CHEMIE LINZ	Chemicals	Private sale.	Assets: \$ 402m (1984)	
	DEIAG	Industrial Holding Company	Public offering.	Workforce: 100,000 (1986)	
	AUSTRIA METALL GRAZ-KOFLACHER EISENBAHN UND BERGBAU GMBH	Aluminium			
	FEPLA-HIRSCH GMBH				
	FUTURIT WERK AG				
	OESTERREICHISCHE ELEKTRIZITAETSWIRTSCHAFT	Electricity	Public Offering		- Government plans to sell 49% of the Company and 49% of Austria's 8 big power production groups for a total of \$ 618m. Privatization is foreseen in 1989.
	CREDITANTSTALT - BANKVEREIN	Bank			- Government wants to cut its 60% holding in Austria's biggest bank to 51% but timetable has not been announced yet.
	AUSTRIAN AIRLINES	Airline			- Government owns 100% of Airline. Privatization foreseen in 1988.
COMPLETED:	LANDERBANK	Bank	Public Offering.	Net Profit: Sch. 182m	- Shares with a face value of Sch 100m were sold in October, 1987. The

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	OMV	Petroleum	Public offering.	(1986) Assets: \$ 1.5B	Government now owns 53%. - Owning 100% of OMV, Government through DIAB sold 25% of shares on the Vienna Stock Exchange and intends to sell a further 24%.
	BAYOU STEEL COMPANY	Steel		(1984)	
BANGLADESH					
PLANNED:	RUPALI BANK	Commercial Bank	Public Offering		- Govt. will reduce holdings to 51%
	BANGLADESH SHIPPING CORPORATION	Shipping			
	PHILIPS	Manufacturing			- Govt.'s 35% to 40% holdings to be reduced to 10% to 20%.
	PHIZER	Drugs Manufacturer			- Govt.'s 35% to 40% holdings to be reduced to 10% to 20%.
	GEC				- Govt.'s 35% to 40% holdings to be reduced to 10% to 20%.
	BANGLADESH TOBACCO				- Govt.'s 35% to 40% holdings to be reduced to 10% to 20%.
	BANGLADESH RIMAN	Airline	Private sale.	Net Revenues: \$ 1.3m (1984)	- Govt. is considering selling up to 49%. (1)
COMPLETED:					- Over 650 publicly-owned industrial enterprises divested to private sector, 1982-87.
	BANGLADESH AGRICULTURAL DEVELOPMENT CORPORATION	Fertilizers, Irrigation equip.	Private sale.		- USAID helped Government to privatize +distribution.
	BANGLADESH MACHINE TOOLS FACTORY LTD.	Manufacturing	Management contract.		- Contract awarded to FABRIQUE NATIONALE HERSTAL SA of Belgium. (2)
	SDE JUTE AND TEXTILE MILLS	Textiles	Private sale.		- 30+ mills sold to previous owners re-privatized under law signed in September 1982. (3)
	RUPALI BANK	Commercial Bank	Public offering.		
	UTTARA BANK	Commercial Bank	Public offering.		
	OSMANIA GLASS	Manufacturing	Public offering.		- 49% private holdings
	EASTERN CABLES	Manufacturing	Public offering.		- 49% private holdings.
	DHAKA VEGETABLE OIL	Food Manufacturing	Public offering.		- 49% private holdings planned, not yet achieved. (4)
<p>(1) Divestiture of SOEs in LDCs (E. Berg). (2) Management Contracts (5/86). (3) Privatization (ADB Conference). (4) CIDA and USAID Studies (1987).</p>					
BELGIUM					
PLANNED:	BRUSSELS NATIONAL AIRPORT	Airport	Public offering.		- Floation of Brussels Airport Terminal (BATC) has been approved by Government. BATC will have a share capital of some \$ 98m divided roughly one third each among REGIE DES VOIES AERIENNES (the Government existing airport authority), four major institutional shareholders and ordinary shareholders. Minority shareholders would also be reserved for airport users and airport personnel.
BENIN					
PLANNED:	SONAE	Vehicle Imports			- Decision to fully privatize SONAE was made in February, 1987. (1)
	ONATHO	Tourism	Sale of assets.		- Assets contributed to new mixed public/private company.
	COBENAM	Shipping			- To be partially privatized. COBENAM's viability is to be evaluated in light of entry in freight forwarding business of private firms.
	AGB	Food Distribution			- To be fully privatized.
	ONPB	Pharmaceutics	Sale of assets.		- Assets contributed to new mixed public/private company.
	SOBETEX	Textiles			
	OBECCI	Movie Theatres			- To be fully privatized.
	RAVINAR	Ship Supplies			- To be fully privatized.

1
5
1

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	SONACI	Clinker Grinding			- To be partially privatized. Diagnostic studies to be undertaken.
	SCB	Clinker Grinding			- To be partially privatized. Diagnostic studies to be undertaken.
	OBI	Computer Service			- To be partially privatized.
	CNRTP	Research			- To be partially privatized.
	STRADE DE L'AMITIE	Stadium			- To be partially privatized.
UNDERWAY:	BBD	Development Bank	Sale of assets/Liquidation.		- To be partially privatized.
	BANQUE COMMERCIALE DU BENIN	Commercial Bank	Private sale.		- To be partially privatized.
BOLIVIA					

					- Supreme Decree 21060 of August, 1985 mandates dissolution of some SOEs and reorganization and decentralization of others. (1)
UNDERWAY:	COMIBOL	Mining/Tin	Sale of assets.		- Government has decided to close some plants and scale down operations. Under planned overhaul, several of COMIBOL's mining companies are to be maintained and rehabilitated in reduced, decentralized form. Two are to be phased out and the others are to become cooperatives if workers accept them.
COMPLETED:	ENTA	Road Transport	Sale of assets/Liquidation.		- ENTA has been dissolved and its vehicles were transferred to different municipalities, which were free to establish their own companies or sell assets to private sector. (1)

(1) Divestiture of SOEs in LDCs (op. cit.)					
BRAZIL					

					- Decree of March, 1988 on "Destatization Program" calls for deregulation projects and for privatization projects, including minority shareholdings, and controlling interests in companies approved by decree (including many indirect holdings).
					- Many enterprises listed are indirect participations of the State.
					- Listings do not include SOE's owned by the states.
					- Most completed transactions are reprivatizations.
PLANNED AND UNDERWAY:	USINAS SIDERURGICAS DE MINAS GERAIS (USIMINAS)	Industry	Public offering.		- USIMINAS is to be transformed into a public company. Controlled by SIDERBRAS.
	PETROBRAS QUIMICA (PETROQUISA)	Chemicals	Public offering.		- Sale of equity capital is foreseen but state control is to be maintained. Controlled by PETROBRAS.
	PETROBRAS DISTRIBUIDORA (BR)	Gas Distribution	Public offering.		- Sale of equity capital is foreseen but state control is to be maintained. Controlled by PETROBRAS.
	TELEBRAS TELECOMMUNICATIONS CORPORATION	Telecommunications	Public offering.		- In good financial condition and its capital will be opened like PETROBRAS; some equity capital to be sold but state control is to be maintained.
					- TELEBRAS is a national holding company owned 70% by the Federal Union and 30% by subscribers.
					- TELEBRAS is the majority shareholder of 28 telecommunications enterprises and of EMPRESA BRASILEIRA DE TELECOMUNICACOES (EMBRATEL).
	USINA SIDERURGICA DA BAHIA (USIBA)	Iron and Steel	Private sale.	Assets: CR\$ 230.5b (1984)	- Controlled by SIDERBRAS.
	ACOS FINOS PIRATINI S.A.	Iron and Steel	Private sale.	Assets: CR\$ 179.5b (1984)	- Controlled by SIDERBRAS.
	ACOS ESPECIAIS ITABIRA S.A. (ACESITA)	Iron and Steel	[Private sale].		- Controlled by Banco do Brasil.
	CIA SIDERURGICA DO AMAZONAS S.A. (SIDERAMA)	Iron and Steel	[Private sale].		- 100% owned by the Federal Union.

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	FABRICA DE ESTRUTURAS METALICAS (FEM)	Metallic Construction	[Private sale].	Assets: CR\$ 30.9b (1984)	- 100% owned by COMPANHIA SIDERURGICA NACIONAL (CSN).
	FORGAS ACESITA S.A.(FASA)	Steel	[Private sale].		- Controlled by a CESITA (100%).
	COMPUTADORES E SISTEMAS BRASILEIROS (COBRA)		[Private sale].		- Controlled by Banco Nacional de Desenvolvimento Economico e Social (BNDES), CEF.
	ACESITA ENERGETICA S.A.		[Private sale].		- Controlled by ACESITA.
	USINAS MECANICA S.A. (USIMEC)		Private sale.		- Controlled by BNDES.
	CIA DE NAVEGACAO DO SAO FRANCISCO (FRANAVE)	Transport	[Private sale].		- 100% owned by the Federal Union.
	SERVICO DE NAVEGACAO DA BACIA DO PRATA (SNBP)	Transport	[Private sale].		- 100% owned by the Federal Union.
	PETROQUIMICA UNIAO S.A. MAFERSA S.A.	Petrochemicals Railroad Equipment Manufacturing	Private sale. Private sale/Public offering.	Assets: CR\$ 200b (1984)	- Controlled by Petroquisa. - Controlled by BNDES.
	IND. CARBONIFFRA CATARINENSE (ICC)	Petrochemicals	Private sale.	Assets: CR\$ 29.2B (1982)	- Controlled by PETROFERTIL. Only one responsive bid has been received. Direct negotiations have been authorized.
	MINERACAO NIQUEL STA. MARIA LTDA.				- Controlled by ACESITA.
	CIA DE CELULOSE DA BAHIA (CCB)	Pulp and Paper	Private sale.		- BNDES and BNDESPAR to capitalize credits to improve CCB's capital structure. Controlled by BNDESPAR.
	CIA SIDERURGICA DO NORDESTE (COSINOR)	Steel	Private sale.		- Significant block of shares are to be sold with various accounting adjustments and financial restructuring.
	DATAMEC S.A. (sistemas e processamentos dados)	Computer Services	Sale of assets.	Assets: CR\$ 61.5b (1984)	- 98% owned by CAIXA ECONOMICA FEDERAL. Sale on the basis of bidding intended but employee lawsuit prevented sale and SOE was dissolved.
	MINERACAO CARBASE LTDA.	Mining/Copper			- Controlled by Caraiba.
	MINERACAO CARBRASA LTDA.	Mining			- Controlled by CARAIBA - Notice of prequalification published.
	MINERACAO CARBRE LTDA.	Mining			- Controlled by CARAIBA - Notice of prequalification published.
	MINERACAO CARZINCO LTDA.	Mining			- Controlled by CARAIBA - Notice of prequalification published.
	CIA FERRO E ACO VITORIA (COFAVI)	Metallurgy	Private sale.	Assets: CR\$ 27.7B (1982)	- Controlled by SIDERBRAS. A notice of prequalification of interested parties was published in June 1980.
	CIA SIDERURGICA DE MOGI DAS CRUZES (COSIM)	Iron and Steel	Fragmentation/Private sale.	Assets: CR\$ 97b (1984)	- Reorganization into component parts. Shares of core company will be sold. Controlled by SIDERBRAS. - No bid has been received under private sale; hence decision to sell assets separately except for one (to be transferred to SIDERBRAS).
	CIA USINAS NACIONAIS (CUN)	Sugar Refinery	Sale of assets.	Assets: CR\$ 8.1B (1982)	- CUN divestment process was initiated as a sale of shares but it was decided that assets should be sold individually. Controlled by IAA.
	CIA BRASILEIRA DE PROJETOS INDUSTRIALS (COBRAPI)	Engineering	Private sale.	Assets: CR\$ 1.3b (1984)	- Controlled by SIDERBRAS. Privatization consists partly of limiting scope of COBRAPI activities in the domestic market.
	CARAIBA METAIS S.A. (industria e comercio)	Mining	Fragmentation/Private sale/Sale of assets.		- Controlled by BNDESPAR. Restructuring/split of the group into core activities and reincorporation of subsidiaries. Residual mining rights are to be sold.
	CIA BRASILEIRA DO COBRE CIMETAL SIDERURGICA S.A.	Mining Iron and Steel	Private sale. Private sale.		- Controlled by BNDESDAR. - Some restructuring measures are to be initiated by controlling parties BNDES, BDMG, and BNB prior to privatization including capitalization of debt. 51% to be sold with assets being sold beforehand.
	IND. AERONAUTICA NEIVA CARBONIFERA PROSPERA	Aeronautics Mining	Private sale. Sale of assets.		- EMBRAER (100% owner) is to offer at least 51% control. - Controlled by CSN. Liquidation with transfer of certain activities is underway.
	CIA BRASILEIRA DE ZINCO MINERACAO CARMEC LTDA. CENTRAIS DE ABASTECIMENTO C.A. DE ALAGOAS S.A.		Private sale.		- Controlled by CBC. - Controlled by CBC. - Sale of shares to state or municipal governments. If sale is not successful, plan is to merge 18 SOEs into one under COBAL. - Controlled by CORAL.

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	C.A. DO AMAZONS S.A.	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	C.A. DE CAMPINAS S.A.	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	C.A. DO CEARA S.A.	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	C.A. DO ESPIRITO SANTO	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	C.A. DE GOIAS S.A.	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	C.A. DO MARANHAO S.A.	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	C.A. DE MATO GROSSO SUL	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	C.A. DO PARANA S.A.	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	C.A. DA PARAIBA S.A.	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	C.A. DE PERNAMBUCO S.A.	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	C.A. DO PIAUI S.A.	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	C.A. DO PARA S.A.	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	C.A. DO RIO DE JANEIRO	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	C.A. DO RIO GRANDE NORTE	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	C.A. DO RIO GRANDE SUL	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	C.A. DE STA. CATARINA	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	C.A. DE SERGIPE S.A.	Food	Private sale.		- Part of 18 SOEs owned by COBAL.
	ESTRADA FERRO CORCOVADO/ HOTEL PAINEIRA	Hotel and Train	Cograil Lease.	Assets: CR\$ 2.6B (1982)	- Bidding for sale was unsuccessful; the two assets will be leased separately.
COMPLETED:	FEDERAL DE SEGUROS S.A.	Insurance	Private sale.		- Initial bidding was unresponsive, process was reopened and prequalification has been completed. Sale is now approved. Controlled by Federal Union (IAPS).
	OLEOS DE PALMA S.A.	Agri-business	Private sale.	Assets: CR\$ 1.7B (1982)	- Controlled by CSN.
	LIVRARIA E EDITORA JOSE OLIMPIO (OLIMPIO)	Book Publisher	Public offering.		- Prequalification has been approved; negotiations have been authorized and highest bid has been taken as a minimum price for auction through the stock exchange.
	CIA FIACOA E TECELAGEM LUTFALLA	Textile	Sale of assets.	Assets: CR\$ 580m (1982)	- Assets were acquired by BNDES in satisfaction of debt; direct negotiations have been authorized with three pre-qualified bidders.
	CIA FAB. TECIDOS DONA ISABEL	Textiles	Private sale.	Assets: CR\$ 5.2B (1982)	- Acquiring party was required to commit itself to provide employment to laid off workers in other parts of its group at the same salary.
	HOTEL DA PRAIA S.A.	Hotel	Sale of Assets.		- Company was liquidated.
	CIA GUATAPARA DE CELULOSE E PAPEL (CELPAG)	Pulp and Paper	Private sale.		- Sold through an auction.
	ELETROSIDERURGICA BRASIL- EIRA S.A. (SIBRA)		Public offering.		- Transfer of control through sale of shareholdings and surrendering of subscription rights. Controlled by BNDESPAR (60%). - 51% has been divested with BNDES giving financial support to conclude the project.
	CIA NACIONAL DE TECIDOS NOVA AMERICA S.A.	Textile	Private sale.	Workforce: 3,500	- Controlled by BNDES. It took BNDES several years to rehabilitate the company and make it profitable. It has been sold to a private group of textile manufacturers.
	CRVD (Companhia Vale do Rio Doce)	Mining	Public offering.	Assets: \$ 4.9B (1984)	- Issue to the public of debentures convertible into ordinary shares. - Original government ownership was 80%. Conversion exceeded expected results, resulting momentarily to private control until the Government regained statutory control of 51%.
	PETROBRAS	Petroleum	Public offering.	Proceeds: \$ 400m (1985)	- Government has sold shares to small investors. (1) - Government will still maintain 51% of corporate stock. - PETROBRAS has good profit record and some of its shares were already traded in the stock market.
	ARACRUZ CELULOSE	Pulp producer	Private sale.	Proceeds: \$ 100m (1985)	- Controlled by BNDES (23%). Shareholdings sold in March 1985. Sold through auction to a private bank. - Major shareholders of this highly profitable, export oriented company are BNDES, state development bank (40.25%) and SOUZA CRUZ, Brazilian subsidiary of BAT INDUSTRIES, UK (25.5%) and other shareholders.

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	CIA QUIMICA RECONCAVO (COR)		Private sale.	Assets: CR\$ 6.0B (1982)	- BNDES' controlling interest in ARACRUZ was offered for sale. - Controlled by PETROQUISA, it was transferred to the private sector on November, 1981 after prequalification and bidding process. New owners were selected. Privatization has been initiated even before the founding of the Special Commission on Privatization (SCP). (2)
	RIOCELL		Private sale.	Assets: CR\$ 7.4B (1982)	- Four firms of RIOCELL have been transferred to the private sector in March, 1982. RIOCELL is controlled by BANCO DO BRAZIL. (2) - Three major national groups formed a consortia (KIV PARTICIPACDES SIA) to purchase RIOCELL: KLABIN (52%), IOCHPE (42%), and VOTORANTIM (6%). KLABIN and IOCHPE had direct experience in the sector. (2) - Subject of a financial and operational restructuring by Banco do Brazil and had begun to show profits before being privatized. Privatization initiated even before the founding of the SCP. (2)
	CIA AMERICA FABRIL	Textiles	Sale of assets.	Assets: CR\$ 7.8B (1982)	- Controlled by BANCO CENTRAL and transferred to the private sector in November, 1981. Prequalification and bidding process produced new owners. (2) - Company was not purchased, only the assets were. It has shown weak results in years. Privatization has been initiated even before the founding of the SCP (2). Company was liquidated.
	METODO ORGANIZACAO PLANEJAMENTO E ADM. EMPRESAS	Consulting Firm	Private sale.	Assets: CR\$ 14m (1980)	- Controlled by DATAMEC, it was transferred to the private sector in June 1982. It was purchased by a former managing partner who initially had 5% of the capital. (2)
	CIA PERNAMBUCANA DE BORRACHA SINTETICA (COPERBO)	Synthetic Rubber	Private sale.	Assets: CR\$ 16.3B (1982)	- Controlled by PETROQUISA, it was transferred to the private sector in March 1983. Privatization was achieved through a joint venture of equal 1/3 participation of NORQUISA (controlled by PETROQUISA), METANOR and CONEPAR, a holding company related to the BANCO AMERICO GROUP. (2)
	CIA IND. BRASILEIRAS PAPEL (INBRAPEL)	Paper	Private sale.	Assets: CR\$ 84m (1980)	- It was transferred to the private sector in March 1983. It was purchased by the holding company of the BAMERINDUS financial conglomerate to which INBRAPEL would become principal supplier in a measure of vertical integration. (2)
	NITRIFLEX		Private sale.	Assets: CR\$ 8.0B (1982)	- Controlled by PETROQUISA, it was transferred to the private sector in April, 1983. NITRIFLEX is a joint venture between PETROQUISA and GOODYEAR (USA). Through sale of 30% of its capital to Brazilian firm ITAP, national control was maintained with PETROQUISA's share reduced to 40% of the capital and GOODYEAR continuing with its 30% stake. (2)
	BANCO DO BRAZIL	Bank	Public offering.		- Minority equity participations transferred.
	GRANDE HOTEL BLUMENAU	Service	Private sale.		- Controlled by the Federal Union.
	EMPRESA ENGENHARIA E CONST. OBRAS ESPECIAIS (ECEX)	Public Works	Fragmentation.	Assets: CR\$ 8.6b (1984)	- Controlled by DNER. Decision to sell plants, equipment and material made. DNER, majority stockholder, to absorb employees and core activities of ECEX.
	MAQUINAS PIRATININGA DO NORDESTE S.A.	Machinery	Private sale.		- Controlled by BNDESPAR. BNDESPAR was authorized to sell less than total shares outstanding, but at least sold control. but at least sold control.
	MAQUINAS PIRATININGA S.A.		Private sale.		- Was controlled by BNDESPAR.
	ENGENMATIC (ENG. HIDRAULICA E INSTRUMENTACAO)	Aeronautics	Sale of assets.		- ENGENMATIC was liquidated in view of operational and financial condition. Was controlled by EMBRAER.
	REFINARIA RAMIRO	Sugar Refinery	Sale of assets.	Assets: CR\$ 281m (1982)	- Controlled by IAA CUN. Company was liquidated.
	CIA INCENTIVADORA DE ACTIVIDADES AGRICOLAS	Agri-business	Sale of assets.	Assets: CR\$ 4.4B (1982)	- Was Controlled by BNDES. Company was liquidated. - SOE was not active and only owned assets.
	FERRITAS MAGNETICAS S.A. (FERMAG)	Mining	Private sale.	Assets: CR\$ 347m (1982)	- Was controlled by CVRD (60%).
	CIA BRASILEIRA DE DRAGAGENS	Dredging	Fragmentation.	Assets: CR\$ 47.4b (1984)	- Minor non-core activities to be divested while assets not needed for dredging to be sold. PORTOBRAS (majority owner) absorbed employees.

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS

(1) Privatization Worldwide - Adam Smith Institute (1986).					
(2) Destatization Program of the Brazilian Government (W. Mess).					
CAMEROON					

PLANNED:	SNI (Societe Nationale d'Investissement)	Holding Company	Private sale.		- SNI is to sell its shareholding in 62 companies to local investors within five years. (1)
COMPLETED:	SIRICOM	Bricks	Sale of assets/Liquidation.		
	SOCAME	Fertilizer	Sale of assets/Liquidation.		
	HAVECOM	Rubber	Management contract.		
	SUCUCAM	Sugar	Management contract.		
	n.a.	Shipping Line	Management contract. (1)		

(1) Public Enterprise Demand for Management in Sub-Saharan Africa - IFC (6/86).					
CANADA					

- Privatizations were carried out by the Federal Government, as well as the Provincial Governments of which Quebec, British Columbia and Ontario have the largest records.					
- See detailed Case Study in Volume II.					
PLANNED:	SIDBEC	Steel and Iron			
	ASBESTOS CORPORATION	Asbestos			
	ELDORADO NUCLEAR	Mining/Uranium	Public offering.	Assets: Can. \$ 1.0b.	- 100% Subsidiary of CDIC. (1) - Merger with Saskatchewan owned Saskatchewan was Mining Development Corporation (SMDC) to be followed by public offering of shares. - 100% privatization of merged company over a period of 7 years.
	CANADIAN NATIONAL RAILWAY COMPANY (CNR)	Transport/Rail	Fragmentation	Assets: Can. \$ 7.8b.	- Future divestment of non-rail operations under review.
	PETRO CANADA	Oil Company	Public offering.	Assets: Can. \$1.5b.	- Under review.
UNDERWAY:	RADIO CHEMICAL COMPANY	Radio	Private sale.	Assets: Can. \$110m.	- Under serious review for privatization.
	MEDICAL PRODUCTS DIVISION	Pharmaceuticals Medical equipment	Private sale.	Assets: Can. \$23m.	- Un-incorporated divisions of Atomic Energy of Canada, Ltd. - Management and employees of Medical Products Division exploring feasibility of employee buy-out.
	AIR CANADA	Airline	Public offering.	Assets: Can. \$2.9b.	- A public issue of 30% of company is expected at end 1987. Government will retain an interest in the airline. - On April 12, 1988 the Fed. Govt. announced the introduction of legislation to authorize public participation in Air Canada. - The offering will be in the form of a treasury issue that will not reduce the government's shareholding below 55%. - The legislation will allow for a complete divestiture by the govt. when markets permit.
	BRITISH COLUMBIA HYDRO	Energy	Private sale.		
	BRITISH COLUMBIA STEAMSHIP COMPANY		New Private sale.		
	TERRA NOVA TEL.	Telephone	Private sale (bidding)		- Serves part of New Foundland.
	NORTHWEST TEL.	Telephone	Private sale (bidding)		- Subsidiary of CNR - Serves part of Northwest territories. - Subsidiary of CNR.
COMPLETED:	FEDERAL PRIVATIZATIONS:				- Two groups of completed transactions are presented: federal and provincial privatizations.
	NORTHERN TRANSPORTATION	Transport	Private sale.	Proceeds: \$ 27m +	- 100% state owned, was sold to a corporation owned by people in the

PRIVATIZATION TECHNIQUES

COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	COMPANY LTD. DE HAVILLAND AIRCRAFT COMPANY OF CANADA LTD	Computer Turbo-prop/Aerospace	Private sale.	\$26.7m debt Proceeds: \$ 90m cash + \$ 65m notes	area in July 1985. (6) - DE HAVILLAND, a 100% CDIC subsidiary, was sold to BOEING in 1986. (6) - Privatization effort was described as a financial success but a political blunder.
	CANADIAN ARSENALS	Arms Manufacturer	Private sale.	Proceeds: \$ 92m	- 100% state owned, was sold to SNC GROUP, a Canadian company, in May 1986. (3) (6)
	CANADA DEVELOPMENT CORPORATION (CDC)	Industrial Holding Company	Public offering.	Proceeds: \$ 376m	- Government's voting rights in CDC was reduced from 47% to 14%. Shares sold in August, 1985. (3) - Government sold its shares in CDC on installment bases. First ment at \$5.75/share paid in September 1985, last installment paid in September 1986. Transaction was not a success. (3) - Completely privatized as of October 1987. (6)
	NANISIVIK MINES	Mining	Private sale.	Proceeds: \$ 6.0m	- Sold in October 1986 (4) to MINERAL RESOURCES INTERNATIONAL, LTD who already owned 82% of shares.
	CN ROUTE	Transport	Private sale.	Proceeds: \$ 29m	- 100% owned by CANADIAN NATIONAL RAILWAYS, was sold in December 1986 to ROUTE CANADA HOLDINGS INC. Modernization is underway. (6)
	CNR HOTEL SUBSIDIARY PECHERIES CANADA INC.	Fishing Company	Private sale (bidding) Private sale.	Proceeds: \$ 5.0m	- 100% state owned, it was sold in April 1986 (4) to PURDEL COOPERATIVE ALIMENTAIRE.
	CANADAIR LTD.	Aerospace	Private sale.	Proceeds: \$ 120m cash \$ 173m future payment	- Purchase proposals came from BOMBARDIER, LTD., CANADIAN AEROSPACE TECHNOLOGIES, FLEET CONSORTIUM, IMP GROUP and MAGNA INTERNATIONAL. - Sold to BOMBARDIER in October 1986 for a mixture of cash, royalties and shares. BOMBARDIER will pay \$ 120m in cash. Government will retain ownership of Challenger executive jet technology and will receive royalties on it for 21 years (@ \$ 100m). It also negotiated option of taking \$ 20m in cash within two years instead of royalty payments over 21 years. - Government will receive two classes of shares in a holding company through which BOMBARDIER will own CANADAIR Class A shares with a face value of \$ 100m and Class B with face value of \$ 50m. - BOMBARDIER agreed to pay Government a royalty of 1% if it is awarded a \$ 1.7b 20-year maintenance contract for Canada's CF-18 fighter aircraft.
	TELEGLOBE CANADA	Communications	Private sale.	Proceeds: \$ 488m cash \$ 106m special dividend and \$ 17m notes	- 100% state owned and most profitable of the Crown Corporations, it was sold in April 1987 to MEMOTEC DATA INC. - Created by statute and has a de facto monopoly as Canada's sole carrier of overseas communication. (1) - Business issues (ability to compete without monopoly position) surrounding TELEGLOBE's privatization are minor compared with policy issues (structure of the communications industry, ownership regulation of TELEGLOBE, etc.) (1) - Government introduced regulatory protection for consumers because the firm was the only company providing overseas telecom services. (4)
	FISHERY PRODUCTS INTERNATIONAL LTD.	Fishing Company	Public offering.	Proceeds: \$ 177m	- Ownership: 63% (federal), 26% (New foundland), 11% (BANK OF NOVA SCOTIA) - Sold in April 1987 to the public and employees (3.5%).
	NORTHERN CANADA POWER COMMISSION (YUKON)	Power Company	Management contract/Private sale. (6)	Proceeds: \$ 76m	- 100% state owned. A private company, the YUKON ELECTRICAL COMPANY, will manage the utility on behalf of the YUKON POWER CORPORATION (a subsidiary of the Yukon Government) who purchased the assets of NORTHERN CANADA POWER COMMISSION in March 1987.
PROVINCIAL PRIVATIZATIONS: (not all inclusive)					

QUEBEC:					
- Total value of privatization transactions in Quebec is C\$ 997m represented by proceeds or shares offered in the exchange, debt assumed by purchasers and balance due on account of sale price. (7)					

111

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	RAFFINERIE DE SUCRE DU QUEBEC (RSQ)	Sugar	Private sale.		- Sold to LANTIC SUGAR LTD. in September 1986. LANTIC pledged investment of \$ 25m over five years in RSQ. (6)
	PROVIGO (SOQUIA)		Private sale.	Proceeds: Can\$ 48.4m	- Sold to SOQUITA (SOCIETE QUEBECOISE D'INITIATIVES AGRICULTURALES). Sale resulted in a capital gain of \$ 37.5m for Quebec Government. (6)
	SOCIETE QUEBECOISE D'EXPLORATION MINIERE (SOQUEM)	Mining	Sale of assets. (7)	Proceeds: Can\$ 157.5m	- Partial privatization with state holding company, SOQUEM, retaining 30-40% stake. New company formed is CAMBIOR, INC. - Included an international equity offering. Considered as one of the largest and most successful privatizations undertaken in Canada. (5) - About 15.8m shares of SOQUEM were sold to the public in August 1986.
	MADELIPECHE	Fishery	Private sale/Public offering.	Proceeds: Can\$ 3.1m	- Holding company consisted of four main entities and subsidiaries. It was decided to sell these entities individually. A group of 11 businessmen from ILES-DE-LA MADELEINE and CTMA (COOPERATIVE DE TRANSPORT MARITIME ET AERIEN) bought shares except one subsidiary for \$ 2.6m. Another group bought the other plant for \$ 0.5m. (6)
	SOCIETE GENERALE DE FINANCEMENT (SGF) (DONOHUE)	Industrial Holding Company	Private sale.	Proceeds: Can\$ 1.32b	- SGF is an industrial holding company reoriented to become a development company with objectives of promoting and implementing industrial development objectives together with the private sector. SGF's interest in DONOHUE INC. and DOMTAR INC. was sold off. Although proceeds from DONOHUE sale were realized, shares in DOMTAR are yet to be sold. (6)
	PECHES NORDIQUES	Fishery	Private sale.	Proceeds: Can\$ 6.5m	- Jointly owned by SOQUIA (94%) and FRUIT DE MER DE L'EST DU QUEBEC (6%). Government's accumulated debt since 1979 is \$ 12.2m. Acting through SOQUIA, Government sold off SOQUIA's entire interest to FRUIT DE MER. (6)
	QUEBECAIR	Airline	Private sale.	Proceeds: Can\$ 10m	
	NORDAIR, INC.	Airline	Private sale.	Proceeds: Can\$ 3.5m	- Sold by Quebec to CANADIAN PACIFIC AIRLINES in a transaction related to privatization of QUEBECAIR. - NORDAIR is 65% owned by CANADIAN PACIFIC & 35% by the Quebec government.
	LOUVEM (SOQUEM)		Private sale. (7)		
	SELEINE		Private sale. (7)		
	SOQUIP-ALBERTA		Sale of assets. (7)		
	J.E. LANDRY (SOQUIA)		Private sale. (7)		
	SOCIETE DES PECHES DE NEWPORT	Fishery	Sale of assets. (7)		
	CRUSTACES DES ILES	Fishery	Private sale/Public offering. (7)		
	GRANDE-ENTREE	Fishery	Private sale/Public offering. (7)		
	DISTEX (S.N.A.)		Private sale. (7)		
	LUPEL (S.N.A.)		Private sale. (7)		
	FILAQ-SNA		Private sale. (7)		
	INDUSTRIES 3-R INC.		Share Repurchase. (7)		
	PAPIERS CASCADES (REXFOR)		Private sale. (7)		
	PANDFOR (REXFOR)		Sale of assets. (7)		
	SCIERIE DES OUTARDES (REXFOR)		Private sale. (7)		
	BRITISH COLUMBIA:				
	PACIFIC COACH LINES	Transport			
	HI-TECH SYSTEMS LTD.	Technology			
	BEAUTIFUL BC MAGAZINE	Communications			
	ONTARIO:				
	URBAN TRANSPORT DEVELOPMENT CORPORATION	Transport	Private sale.	Proceeds: \$ 10m cash + \$ 20m debentures	- Sold to LAVALIN under terms which include cash payment and income debentures bearing interest equal to 25% of its pre-tax profits over 10 years and becomes payable then. If purchaser does not meet its

PRIVATIZATION TECHNIQUES						
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS	
	BRITISH COLUMBIA RESOURCES INVESTMENT CORPORATION (BRIC)		Give-aways			commitment, it must repay debentures earlier in annual \$ 2.0m installments. (6) - Each Canadian citizen of applicant living in British Columbia for one year could receive five free shares in B Cric, worth about \$50 in total at the time. At the same time, British Columbians would be able to buy up to 5,000 shares. (2)
	SASKATCHEWAN: SASKATCHEWAN OIL AND GAS CORPORATION (SASKOIL)	Oil and Gas	Public offering.	Proceeds: \$ 47.9m		- Shares of SASKOIL was sold in July 1987 at \$ 7.625/share. Ownership of Saskatchewan Government was reduced from 81% to 60%. (6)
	ALBERTA: PACIFIC WESTERN AIRLINES	Airline				
<p>(1) The Why, Who and How of Privatizing Canadian Crown Corporations (E. Clark). (2) Privatization: Theory and Practice (T.M. Ohashi and T.P. Roth) (3) Privatization from a Canadian Perspective (R. Donaldson and D. Ross). (4) Privatization in Canada (Office of Privatization and Regulatory Affairs). (5) Shearson Lehman Brothers Fact Sheet. (1987) (6) Canada Case Study, Volume II. (7) Gouvernement du Quebec, Ministere des Finances, Direction des Societe d'Etat.</p>						
CENTRAL AFRICAN REPUBLIC						
	COMPLETED: SICPAD (Societe Industrielle Centrafricaine de Produits Alimentaires et Derives)	Food	Sale of assets.	Price: FCFA 1.1b (1987)		- Sold in 1987 to HUSACA, a local company.
CHILE						
						<p>- Chile has characterized its privatisation techniques as: Capitalismo Popular (as in public sale of 2 large banks & 2 pension funds), Capitalismo Laboral (workers buy share of their companies via use of retirement funds), Capitalismo Institucional (indirect transfer of ownership to workers), Capitalismo Tradicional (sale thru stock exchange used in selling steel & fertilizer companies) & auction (tender offers). - Chile is one of the countries to have used debt-equity swaps in its privatization process. - Substantial action has occurred recently and could not be reflected by time of printing of this table. - See further Volume II.</p>
PLANNED:						
	EL HUESO	Gold mine	Lease.			
	CORFO Subsidiaries (CHILEAN DEVELOPMENT CORPORATION)					
	EMELAT	Electricity	Private sale.	Equity: \$ 5.1m (1986)		- 100% state-owned, full divestiture is foreseen.
	PULLINQUE	Electricity	Private sale.	Equity: \$ 28.2m (1986)		- 100% state-owned, full divestiture is foreseen.
	COFORMAT	Forestry	Private sale.	Equity: \$ 4.0m (1986)		- 100% state-owned, full divestiture is foreseen.
	UNDERWAY: CHILEC	Power	Public offering.			
	CTI and Subsidiaries	Appliances	Private sale.	Equity: (\$12.0m)		
	VINA SAN PEDRO	Vineyard	Private sale.	Equity: (\$0.3m)		
	CORFO Subsidiaries (CHILEAN)	Holding Company				

PRIVATIZATION TECHNIQUES COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	DEVELOPMENT CORPORATION)				
	CTC	Telephone	Private sale.	Equity: \$ 242m (1986)	- Government presently owns 92% of shares but wants to reduce to 49%.
	ENACAR	Coal	Private sale.	Equity: \$ 73.3m (1986)	- 100% state-owned. State's stake reduction to 51%.
COMPLETED:	[AFP UNION]	Pension Fund	Private sale. (2)		
	[ISAPRE CRUZ BLANCA]	Health Insurance	Private sale. (2)		
	[ISAPRE LUIS PASTEUR]	Health Insurance	Private sale. (2)		
	[ISAPRE COLMENA]	Health Insurance	Private sale. (2)		
	[BANCO DE CONCEPCION]	Commercial Bank	Private sale. (2)		
	[BANCO INTERNACIONAL]	Commercial Bank	Private sale. (2)		
	[BANCO OSORNO Y LA UNION]	Commercial Bank	Private sale. (2)		
	[BHIF]	Bank	Private sale. (2)	Equity: \$20.0m	
	[AETNA INSURANCE COMPANY]	Insurance Company	Private sale.		- Originally 50% owned by AETNA GROUP (USA) who subsequently bought the remaining 50% from Banco de Chile while it was intervened.
	[CONSORCIO NACIONAL DE SEGUROS]	Insurance Company	Private sale. (2)	Equity: \$7.8m	
	[INFORSA & SUDAMERICA]	Forestry/Paper	Private sale. (2)	Equity: \$15.4m	
	[INDUS]	Agro-business	Private sale. (2)	Equity: (\$25.1m)	
	[CCU]	Beverages	Private sale. (2)	Equity: (\$133m)	
	[COPEC]	Gas/Forestry	Private sale. (2)	Equity: \$152m	
	[LADECO]	Airline	Private sale. (2)		
	[PANAL]	Textile	Private sale. (2)		
	[POLPAICO]	Cement	Private sale. (2)	Equity: \$27.8m	
	[HUCKE-MCKAY]	Food	Private sale. (2)	Equity: (\$27.9m)	
	AFP SANTA MARIA	Pension Fund	Public offering. (1)	Equity: \$9.7m	- AETNA had 49%, bought additional 1%, and the remainder was sold to the public.
	AFP PROVIDA	Pension Fund	Public offering. (1)/Debt-equity swaps.	Equity: \$13.9m	- BANKERS TRUST bought 40% piece of this largest pension fund manager in Chile via conversion of its \$60m debt to equity (swaps). Balance sold to the public.
	BANCO DE SANTIAGO	Commercial Bank	Public offering.	Equity: \$197m	- See Case Study Volume II.
	BANCO DE CHILE	Commercial Bank	Public offering.	Equity: \$228m	- See Case Study Volume II.
	[CONSORCIO NACIONAL DE SEGUROS DE VIDA]	Insurance Company	Private sale.		- BANKERS TRUST bought 97% stake in this biggest life insurance company in Chile via debt-equity swaps.
CORFO	Subsidiaries (CHILEAN DEVELOPMENT CORPORATION)				
	TELEX CHILE	Telex	Private sale.	Equity: CP 1.4b (1986)	- Was fully divested to local private investors through a bidding process. (2)
	EMEC	Electricity	Private sale.	Equity: CP 609m (1986)	- Company was sold to domestic investors through negotiation. (2)
	ECOM	Computer Services	Employee buy-out.	Equity: CP 300m (1986)	- 100% of company was taken up by employees.
	PILMAIQUEN	Electricity	Private sale.	Equity: CP 4.1b (1986)	- 100% state-owned, fully divested. - BANKERS TRUST (of the US) formed a joint venture with Chilean partners and bought PILMAIQUEN hydroelectric complex.
	ENAEX	Explosives	Private sale.	Equity: CP 1.6b (1986)	- 100% divested to foreign and domestic investors. (2) - AUSTIN POWER of the US bought 2/3 of the shares in 1986.
	[LAN CHILE]	Airline	Private sale.	Equity: \$ 38.1m (1986)	- 100% state-owned, LAN restructured its capital and constitution allowing it to sell off a third of its equity to private investors.
	ENTEL	Telecommunications	Public offering.	Equity: CP 4.8b (1986)	- Government reduced its stake from 100% to 67%. (2) - Buyers are: MAGISTER, PROVIDA, CUPRUM, PROTECCION, SUMMA & UNION. - Differing was via a portfolio sale to pension funds.
	CHILMETRO	Electricity	Public offering.	Equity: CP 13.5b (1986)	- Fully divested to local investors and workers. (2)
	CHILNEGER	Electricity	Public offering.	Equity: CP 6.1b	- Government presently owns 34% of company. (2)

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	CHILQUINTA	Electricity	Public offering.	(1986) Equity: CP 3.4b	- Fully divested through "popular capitalism". (2)
	CAP	Steel	Public offering.	(1986) Equity: CP 7.9b	- Fully divested to workers and local/foreign investors. (2)
	SOQUINICH	Nitrate	Public offering.	(1986) Equity: CP 17.1b	- Fully divested to workers and local/foreign investors. (2)
	IANSA	Sugar	Public offering.	(1986) Equity: CP 1.0b	- State reduced its stake from 100% to 51%. (2)
	LABORATORIO CHILE (LARCHILE)	Pharmaceuticals	Public offering.	(1986) Equity: CP 750m	- State reduced its stake from 100% to 51%. (2)
	ENDESA	Electricity	Private sale.	(1986) Equity: \$ 769m	- 30% of ENDESA shares have been sold. Government stake is down to 70% as of March, 1988.
	EMEL		Employee buy-out.	(1986)	

(1) Divestiture of SOEs in LDCs (op. cit.)
(2) Chile Case Study, Volume II.

CHINA

					- First financial market opened in Beijing in March, 1987 aimed at selling stock of SOEs to the public. China's larger SOE will be allowed to offer shares equal to their assets. So long as state holds 51% of stock issued, the firm will be controlled by the Government.
PLANNED:	PEKING DEPARTMENT STORE	Retail Trading	Public offering.	Workforce: 3,000+	- First SOE to be offered in the exchange and the largest commercial establishment in the city. Shares will be available for purchase in open market by any group or individual.
	MINGSHENG SHIPPING CO.	Transport/Shipping	Public offering.		- Company was revived under son and old employees of former private owners. Company will now issue shares, pay dividends, and compete with State shipping line.
	n.a.	Holding Company	Private sale.		- Sale of equity between IFC and Government involved holding company and PEUGEOT for a project costing \$ 79m. Part of agreement is for Government to reduce its stake in the project by selling 10% of the equity to the public.
	CHINA STEEL CORPORATION	Steel			
	CHINA PETROCHEMICAL DEVELOPMENT CORP.	Petrochemicals			
	n.a.	Gas Stations			- All gas stations are part of the state-run CHINESE PETROLEUM CORPORATION (CPC). The Government will first allow the private sector to build new gas stations in addition to the current ones owned by CPC. After some period of time, the CPC-owned gas stations will also be sold to the private sector.

COLOMBIA

COMPLETED:	BANCO DE COLOMBIA	Bank	Sale of assets.		- Industrial assets of the Bank were sold.
------------	-------------------	------	-----------------	--	--

COSTA RICA

- Most of the Government's privatization program is being already implemented.
- USAID is implementing aid program to address divestiture. Counterpart funds generated by the \$140m. Economic Support Fund are being used to set up private trust to buy 18 SOEs owned by CODESA (COSTA

PRIVATIZATION TECHNIQUES COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
					RICA DEVELOPMENT CORP.) on the basis of price negotiated by Controller General. Trust will then sell shares of these companies by public bidding. Prior to sale CODESA will assume outstanding debt of SOEs using credit from the Central Bank. This is done to smoothen divestiture process by reducing potential for legal claims against operating company assets. Proceeds will be used to compensate employees laid off by divestiture. Proceeds will also go to the Central Bank to reduce CODESA's debts. (1)
PLANNED:	CONSEJO NACIONAL DE PRODUCCION	Agro-business	Private sale/Management contract.		- With assistance from USAID, three functions have been identified for privatization: operation of rice mill, importation of grain, operation of CNP stores. Rice mills can be sold to private sector, management of grain imports can be transferred to private sector and operation of stores can either be privatized or liquidated to allow free operation of market forces. (3)
UNDERWAY:	ALUNASA	Aluminum	Private sale.		- Sold by CODESA at end of 1985 to FINTRA, a private sector trust set up to facilitate divestiture activities. ALUNASA will be sold as a going concern. (3)
	ALCORSA	Cotton	Sale of assets/Liquidation.		- Govt. has agreed to either transfer or liquidate assets by no later than end 9/87. (3)
	CEMPASA	Cement	Private sale/Management contract.		- Costa Rican legislature has been unwilling to permit sale of more than 40% of shares. However, private purchasers would be awarded management contracts in order to insure private management of business. (3)
	FERTICA	Fertilizer	Private sale/Management contract.		- Costa Rican legislature has been unwilling to permit sale of more than 40% of shares. However, private purchasers would be awarded management contracts in order to insure private management of business. (3)
	CATSA	Sugar	Private sale.		- Costa Rican law stipulates divestiture through public bid only to eligible cooperatives. Govt. has agreed to sale by end of 1987 and it appears likely that a private cooperative formed by sugar growers who are members of LIGA DE LA CANA, will be organized in order to purchase CATSA shares at public bid. (3)
COMPLETED:	SUBPRODUCTOS DE CAFE	Coffee Waste Processor	Private sale.		

(1) Divestiture in Developing Countries (E. Berg and M. Shirley, 1987).					
(2) Divestiture of SOEs in LDCs (op. cit.)					
(3) USAID/Costa Rica Privatisation Plan (8/86).					
COTE D'IVOIRE					

					- In 1977, there were 113 enterprises with majority or 100% state-owned.
					- In 1978, 16 SOEs were liquidated (SONAFI, investment SOE; ARSO, Development of the Southwest Agency; etc.).
					- Privatization reportedly considered for a large number of SOEs in textiles, shipping, oil, transport, agri-business, chemicals, mining, tourism, public services, financial services, and public works. No official listings released.
COMPLETED:	SIETHO	Tourism	Fragmentation/Management contract.		- Hotels transferred to municipalities, w/ requirement that municipalities conclude management contracts w/ or w/o equity from them. (3)
	PALMINDUSTRIE	Oil Refining	Management contract.		- General management is Ivoirian. Legal status: transformed into SEM, a joint venture company. Major problem is valuation of assets.(3)
					- Technical assistance contract concluded with UNIPLAN with privatization being initiated by the technical partners. (3)
	SODECI	Water distribution	Lease.		- This company largely privately owned and quoted on the Abidjan

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
					stock exchange, leases the water distribution facilities under a "Contrat d'Affermage".
	SODEFOR	Forestry	Fragmentation/Management contract.		- Split land ownership and management. Management given to outside parties.
	SOTROPAL	Industrial Company	Private sale.		- State had majority participation. (3)
	CMAC		Private sale.		- State had majority participation. (3)
	TRITURAF	Agro-business	Private sale		- Government has 79% ownership prior to sale. (4)
	SOGIEXI	Holding Company	Private sale.		- Substantial participation sold to UNILEVER. (3) (5)
					- Holding w/ diversified interest: cocoa, coffee, trading, auto-mobile distribution, furniture, etc. held by SONACI for about 60 enterprises. SONACI was dissolved. (3)
					- Entire state participation sold to Swiss group. Decree is required for State to transfer shares to private parties. (3)
					- TOYOTA division sold to private Ivorian investors. (5)
	SODEPALM	Palm Oil	Management contract. (1)		
	ANKABA (SAFGMT) Group	Hotels	Lease. (3)		
	LES CAOUTCHOUCS DE PAKIDIE	Rubber Company	Management Buy-out		
	SALCI	Agro-business	Private sale.		- Government ownership is 24%. (4) Taken over by COGEXIM. (5)
	SERIC	Agro-business	Private sale.		- Government ownership is 55%. (4) Taken over by COGEXIM. (5)
	COCI	Agro-business	Private sale.		- Government ownership is 36%. (4) Taken over by LES PLANTEURS DE SASSANDRA. (5)
	PROCACI	Cocoa factory	Private sale.		
	API	Agriculture	Management contract. (5)		- Government ownership is 33%. (4) Management temporarily under CACAO BARRY (France) control. (5)
	SHAC	Export	Private sale.		- Government ownership is 50%. (4) Taken over by private Ivorian investors. (5)
	SONACO	Carton manufacture	Private sale.		- Government ownership is 90%. (4) Part of company was sold to the CHARFA GROUP. (5)
	IVOIRE CONSEIL	Advertising	Private sale.		- Government ownership is 62%. (4) Taken over by LINTAS. (5)
	SITAB	Tobacco	Public offering.		- Through Abidjan stock exchange.
	FOREXI	Water prospecting	Management buy-out		- 100% state owned.
	SODERIZ	Agro-business	Private sale.		
	PAC	Distribution			
	STDECO	Distribution	Sale of assets.		- Sold to SDOA. (5)
	ICTA VOYAGES	Travel agency	Management buy-out.		- Taken over by the manager. (5)
	HOTEL HARMATTAN	Hotel	Private sale.		- Taken over by private Ivorian investors. (5)
	SAHO	Hotel	Management buy-out.		- Taken over by the manager. (5)
	SARECO	Tourism	Management buy-out.		- Taken over by the manager. (5)
	ABI	Foundry	Private sale.		- Taken over by the CHANIC GROUP. (5)
	CERAM ANTEN	Ceramic	Private sale.		- Taken over by the SICM GROUP. (5)
	IVOIRE OUTILS	Tools	Private sale.		- Taken over by private Ivorian investors. (5)
	SEDAN IVOIRE	Industry	Lease.		- To an Ivorian group. (5)
	SONABECI	Public works	Sale of assets.		- To CHANTIERS MODERNES. (5)
	SOTROPAL	Matches	Private sale.		- Taken over by private Ivorian investors. (5)
	BNEC	Bank	Private sale.		- Taken over by private Ivorian investors. (5)
	SOBEFINA	Housing			- Returned ownership to individuals. (5)

(1) Divestiture in Developing Countries (op. cit.)

(2) Divestiture of SOEs in LDCs (op. cit.)

(3) Cote D'Ivoire - Notes on Divestiture (C. Vuylsteke).

(4) Public Enterprise Demand for Management in Sub-Saharan Africa - IFC (6/86).

(5) Information from Manuscript by Professor E. Wilson.

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
DENMARK					
COMPLETED:	KRYOLITSELSKABET ORESUND	Food Manufacturing	Public offering.		- Government still holds some ordinary shares. Flotation was reported as the biggest money raiser in equity market.

Source: Privatization Worldwide - Adam Smith Institute (1986).					
DOMINICAN REPUBLIC					
PLANNED:	INESPRE	Food Distribution			- USAID recommendations seek to eliminate INESPRE's monopoly, which is contained in USAID's privatization of SOE project for 1988. (1)
	CORDE	Holding Company			- USAID recommendations seek to eliminate INESPRE's monopoly, which is contained in USAID's privatization of SOE project for 1988. (1)
UNDERWAY:	ALGODOM	Cotton	Management contract.		
COMPLETED:	STATE SUGAR COMPANY	Sugar	Lease.		- UNITED BRANDS, a foreign multinational leased 100 hectares and converted sugar land to pineapple and oil palm.

(1) USAID Papers on Latin America.					
EGYPT					

COMPLETED:	EHG HOTELS:				- Several transactions reportedly planned or under way in the hotel sector which may result in private sales, leases, and management contracts.
	CATARACT HOTEL		Management contract.		- These EHG hotels are presently under recently concluded management contracts.
	KALABASHA (Aswan) HOTEL		Management contract.		

Source: Business Monthly (12/87).					
EQUATORIAL GUINEA					

UNDERWAY:	EMPRESA DE COMERCIO	Trading Company	Private sale/Joint venture/ Sale of assets/Liquidation.		- Government will liquidate company or transform it into a joint enterprise with foreign capital.
COMPLETED:	LINEAS AEREAS DE GUINEA ECUATORIAL	Airline	Private sale.		- Creation of limited liability company with Government retaining majority holdings while rest was sold to private investors. (1)
	EMPRESA DE ENERGIA	Energy	Private sale.		- Creation of limited liability company with Government retaining majority holdings while rest was sold to private investors. (1)
	AGENCIA MARITIMA NACIONAL	Shipping	Private sale.		- Creation of limited liability company with Government retaining majority holdings while rest was sold to private investors. (1)
	EMPRESA DE TRANSPORTES TERRESTRES DE LUJO	Luxury Transport	Private sale.		- Creation of limited liability company with Government retaining majority holdings while rest was sold to private investors. (1)
	EMPRESA FORESTAL DE GUINEA ECUATORIAL	Forestry	Private sale.		- Creation of limited liability company with Government retaining majority holdings while rest was sold to private investors. (1)
	FABRICA NACIONAL DE LADRILLOS	Bricks	Private sale.		- Creation of limited liability company with Government retaining majority holdings while rest was sold to private investors. (1)

(1) Techniques de Privatisation des Entreprises Publiques (L. Rapp).					
FIJI					

PLANNED:	POST AND TELECOMMUNICATION	Telecommunication	Public offering.		- Government is planning to offer shares to the public while retaining majority.
	FIJI ELECTRICITY AUTHORITY	Power Distribution			

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
UNDERWAY:	GSY (Government-Owned Shipyard)	Shipyard/Fleet	Private sale/Joint venture.		- ADB study recommended privatization of interisland shipping services. Govt. formulated policy to promote development of private sector shipping & reducing govt.'s fiscal burden by divesting surplus govt. vessels to private sector & commercializing GSY. (1)
COMPLETED:	AIR PACIFIC	Airline	Management contract.		- QANTAS was awarded the contract. (2)
	FIJI BROADCASTING TV	TV Broadcasting	Private sale/Joint venture. (3)		- Australia's CHANNEL NINE was awarded the contract. (2)

(1) ADB. Technical Assistance to Fiji for Privatization of Govt. Shipping Fleet & Commercialization of Govt. Shipyard.					
(2) Privatization Possibilities Among Pacific Island Countries (C. Feinstein).					

FINLAND					

PLANNED:	OUTOKUMPU	Metals	New investment.		
	VEITSILUOTO	Paper	New investment.		
	KEMIRA	Chemicals	New investment.		
UNDERWAY:	VALMET	Metals and Engineering	Fragmentation/New investment.	Assets: \$ 756m (1984)	- Transaction involved an asset swap and merger. - Merger with the largest private shipbuilding company, WARTSILA. Merger of the paper machinery division was price paid to persuade Government to allow VALMET's shipyards to pass into private control. New company will be 70% owned by WARTSILA while VALMET will have 65% of paper machinery of WARTSILA.

FRANCE					

COMPLETED:	SAINT GOBAIN	Glass/Special Materials	Public offering.	Proceeds: FF 8.2b	- Prior to May 1988 elections, French government objective was to privatize 66 SOEs (65 under August 1986 Law and TF1) in the next five years. In addition to the above 66 SOEs, all subsidiaries could have been divested by SOEs by ministerial authorization. (5) - Governmental declarations to date indicate that the program is interrupted. - Offering started on 11/24/86. Successful sale issue on stock exchange (by December more than 1.5m shareholders, among which 1m are small shareholders). - 28m shares were offered (more than 60% of SAINT GOBAIN) at FF 310 a share. 72% of shares were offered to the French public, 10% to employees and 18% to foreign investors. (4)
	ELF AQUITAINE	Energy	Public offering.	Proceeds: FF 3.2b	- Offering by issuance of preferential shares (Emissions d'Obligations). - Floated from 9/28/86-10/4/86. 10.8m shares were offered at FF 305/ share. Successful share issue, for more than 300,000 subscribers have bought less than 10 shares. Shares reserved for employees of ELF, its subsidiaries in France and abroad, and former employees who have worked for at least five years in ELF. Reserved shares were given 10% discount and one year deferred payment. - Government retained majority holdings through subsidiary FRAP. Socialist Party criticized low-value price shares. - Each share had a nominal value of FF 10.
	BANQUE NATIONALE DE PARIS (BNP)	Bank	Public offering.	Proceeds: FF 4.0b	- First issue on non-voting shares in a nationalised bank. A ceiling of 20% of shares was allowed to non-resident investors. - Not characterized as a privatization. Only 25% of shares were offered. Sale was prior to August 1986 privatization law. (5)
	SOCIETE MATRA	Aerospace	Fragmentation/Private sale/ Public offering.	Proceeds: FF 1.0b	- In September 1985, MATRA sold 2 subsidiaries: COMELIN (printed circuit company) and ROBOTRONICS (experimental robot modules plant). (1) - Sold two subsidiaries to American buyers and its machine tools subsidiary, MMA. Plans to sell its car division and loss-making watch division. (3)

PRIVATIZATION TECHNIQUES

COUNTRY	ENTREPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
					<ul style="list-style-type: none"> - Further privatization foreseen for end of 1987 has been postponed. - State's stake in MATRA was 51%. Early 1988, 19% of total shares were sold to the public, 22% to a hard core of investors (maximum 6% stake was allowed for hard core), 4.5% to employees and about 6% were reserved by the State for further distribution of free shares to individual investors who have held on to their shares for at least one year.
	SOCIETE GENERALE ALSACIENNE DE BANQUE (SOGENAL)	Bank	Public offering.	Proceeds: FF 0.7b	<ul style="list-style-type: none"> - A total of 5.7 m shares were floated at FF 125 a share. 90% were offered to the french public and 10% to the employees. (4) - State equity holding of 47% was privatized. Residual shareholding by SOGENAL was also later privatized. (5)
	COMPAGNIE FINANCIERE DE PARIBAS	Financial corp.	Public offering/Private sale.	Proceeds: FF 13.6b	<ul style="list-style-type: none"> - Privatization including following subsidiaries: BANQUE PARIBAS, CREDIT DU NORD, BANQUE TARNEAUD. (4) - A total of 32.7 m shares were offered at FF 405 a share: 44% to the french public, 10% to employees, 24.3% for the hard core and 16.2% abroad. Balance in free shares presently held by the State. (4) - Because of demand for PARIBAS shares, original 20% stake reserved for foreigners was cut to accommodate domestic demand. - Flotation is the largest one in France in the banking sector.
	COMPAGNIE FINANCIERE DE CREDIT COMMERCIAL DE FRANCE (CCF)	Financial corp.	Public offering/Private sale.	Proceeds: FF 4.3b	<ul style="list-style-type: none"> - Privatization including following subsidiaries: CREDIT COMMERCIAL DE FRANCE, UNION DE BANQUES A PARIS, EUROPEENNE DE BANQUE, BANQUE CHAIX, BANQUE ODIER-BUNGENER-COURVOISIER. (4) - CCF is the sixth largest French bank in terms of total assets. - Since CCF is viewed as a more likely take-over candidate than PARIBAS, the formation of a core of shareholders (institutional investors) represents an important defensive step to avoid the potential embarrassment that would result if CCF is taken over.
	BANQUE INDUSTRIELLE ET MOBILIERE PRIVEE	Bank	Public offering/Private sale.	Proceeds: FF 0.5b	<ul style="list-style-type: none"> - 38.9 m shares were offered at FF 107 a share: 41% to French public, 10% to employees, 30% to hard core and 17% to foreign investors. (4) - 2.3 m shares were offered at FF 140 a share: 33% to French public, 9% to employees and 51% to the hard core. (4)
	BANQUE DU BATIMENT ET DES TRAVAUX PUBLICS	Bank	Public offering/Private sale.	Proceeds: FF 0.4b	<ul style="list-style-type: none"> - 0.28% free shares were given to those keeping shares for a period. (5) - 2.9 m shares were offered at FF 130 a share: 36% to French public, 10% to employees and 51% for the hard core. (4)
	COMPAGNIE GENERALE D'ELECTRICITE	Power	Public offering/New investment.	Proceeds: FF 8.6b	<ul style="list-style-type: none"> - Sale of 43.6m shares for FFr 290 was the biggest under the privatization so far. Of the 39.6m shares offered, 64% sold on the French market, 9% were reserved for group's employees and 18% were sold in international capital markets, including US placement; balance kept by the State in free shares. - Contains two novel features: a capital increase of \$1.06B to be accomplished by selling new shares and private placement of \$35m with US institutional investors which have agreed to restrictions on reselling them. - This capital increase was made to support CBE's recent communication deal with ITT.
	AGENCE HAVAS	Advertising	Public Offering/Private sale.	Proceeds: FF 2.6b	<ul style="list-style-type: none"> - Government sold its 50.3% stake in HAVAS in May 1987. the rest was already in private hands. 22% sold to group of shareholders, 20% to the public and 5% to employees. Balance in free shares presently held by the State. - 2.3 m of shares were offered to french investors at FF 500 a share. 2.5 m additional shares were allocated to larger investors at an 8% premium (FF 540) to form a stable core controlling 20% of the group. 500,000 shares were offered to HAVAS employees: half of HAVAS staff (6,000) became shareholders. - Government will retain a golden share to veto any new shareholder taking 10% or more of HAVAS in the next 5 years.

PRIVATIZATION TECHNIQUES COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
IDI TF1		Industrial Holding Media	Employee buy-out. Public offering/Private sale.	Proceeds: FF 4.3b	- 19.8 m of shares were offered for sale at FF 165 a share: 37% to the French public, 10% to employees and 50% to the hard core (a consortium led by the French group BOUYGUES); 3.5% kept by the State for distribution of free shares to public.
	COMPAGNIE GENERALE DE CONSTRUCTIONS TELEPHO- NIQUES (CGCT)	Communications	Private sales.	Proceeds: FF 1.6b	- Company was sold to a consortium led by ERICSSON (Sweden), including French electronic company MATRA, BANQUE INDOSUEZ (France) and the BOUYGUES Construction group (France); the activity having been taken over by the new company MET, CGCT was dissolved and liquidated. - A private telephone service subsidiary, CGCT Communications, was sold to the MATRA group in December 1986.
	SOCIETE GENERALE (Subsidiaries including SOC. GENERALE ALSACIENNE DE BANQUE and SOC. CENTRALE DE BANQUE)	Bank	Public offering/Private sale.	Proceeds: FF 17.7b	- First step in privatization was direct sale of 49%. (5) - 43.6 m of shares were launched on the market at FF 405 a share: 49% to the French public, 10% to employees, 26% to the hard core and 16% to international investors. (4)
	COMPAGNIE FINANCIERE SUEZ	Financial corp.	Public Offering.	Proceeds: FF 15.5b	- Privatization including following subsidiaries: BANQUE INDOSUEZ, BANQUE LA HENIN, BANQUE MONOD, BANQUE PARISIENNE DE CREDIT, BANQUE SOFINCO, BANQUE VERNES ET COMMERCIALE DE PARIS. (4) - 49.4 m of shares were sold at FF 317 a share: 33% to French public, 30% to hard core group of domestic investors, 9% to foreign investors members of the core group and 11% to private foreign investors. - Privatization including MUTUELLE GENERALE FRANCAISE-VIE and MUTUELLE GENERALE FRANCAISE-ACCIDENTS. (4)
	MUTUELLE GENERALE FRANCAISE (MGF)	Insurance group	Transfer of control.		- MGF was a cooperative institution in which the State had no equity, but held controls by other legal provisions. A legal transformation occurred to transfer control to the cooperative. (5)
	WATER DISTRIBUTION SYSTEMS	Water distribution	Management contract/lease.		- Water distribution systems in several municipalities are handled by private companies under management contracts and "Contrats d'Affermage" (and concessions).
	CREDIT AGRICOLE (CA)	Bank	Private sale.		- Parliament voted (Jan 88) the law which returned CA from the State to its regional member banks. Price set was \$1.2 b. - The reform transforms 2 central organs of the CA group into common law companies. - CAISSE NATIONALE, which acts as a central treasury to the 94 regional CA is merged with the joint guarantee fund which insures the regional banks. The State sold 90% of the new company to the regional banks and 10% to the employees of CAISSE NATIONALE and its subsidiaries. The state retained the right to approve nominations to the post of managing director of CAISSE NATIONALE as long as CA is the only institution which allocates public low-cost farm credit.

-
- (1) Divestiture of SOEs in LDCs (op. cit.)
(2) Financial Aspects of Privatisation of Public Enterprise: Case of Italy (5/86).
(3) Privatization Worldwide - Adam Smith Institute (1986).
(4) Je crois en l'homme plus qu'en l'Etat (E. Balladur, 1987);
some data subsequently adjusted.
(5) The French Treasury.

GABON

COMPLETED:	SOCIETE NATIONALE DES BOIS DU GABON	Wood Marketing	Sale of assets.		
	SONAGA	Insurance	Private sale.		- Sold to a private foreign insurance company.
	PIZO		Sale of assets.		- Following its liquidation, PIZO's productive assets were transferred

PRIVATIZATION TECHNIQUES

COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS	
					to a foreign oil company.	
GAMBIA						
PLANNED:	AFRICAN HOTELS	Hotel	Private sale.		- Government shares in this hotel to be sold by March 1987. (2)	
	GAMBIA UTILITIES CORP.	Utilities	Fragmentation.		- Gas retailing activity of GUC to be spun off and sold by way of a private placement. (2)	
	GAMBIA AIRWAYS LTD.	Airlines	Private sale/New investment/ Management contract.		- Decision awaits findings of a review of agreements between government and BRITISH CALEDONIAN AIRWAYS. (2)	
	GAMTAN LTD.	Livestock Board	Private sale.		- Government to sell shares to private Gambian entrepreneurs. (2)	
	GAMBIA COMMERCIAL AND DEVELOPMENT BANK (GCOB)	Bank	Public offering.		- GCDB has been incorporated under Companies Act as prelude to opening of its share capital to domestic and foreign equity participation with World Bank assistance. (2)	
	GAMBIA NATIONAL INSURANCE CORPORATION (GNIC)	Insurance Company	Public offering.		- Transformed into a limited liability company and share capital to be opened to domestic private participation by June, 1987. (2)	
	GAMBIA PUBLIC TRANSPORT CORPORATION (GPTC)	Transport	Public offering.		- Incorporated under Companies Act, discussions have been initiated with Federal Republic of Germany to ascertain support for opening share capital to private participation (relevant due to substantial German grant to GPTC). (2)	
	NATIONAL TRADING CORPORATION OF THE GAMBIA	Trading Company	Public offering.		- To be transformed into a limited liability company and share capital to be opened to domestic private participation by June, 1987. (2)	
	UNDERWAY:	GAMBIA PRODUCE MARKETING BOARD (GPNB)	Marketing Board	Fragmentation/Private sale.		- Proposal to break-up GPNB and its activities hived-off. Activities to be privatized are rice milling, real estate holdings, construction, briquette making and possibly cotton ginnery.
		GPA SHIPYARD & FERRIES	Transport	Fragmentation/Leasing/ Sale of assets.		- Feed mill was sold to a private investor and soap factory operations and refrigeration maintenance sections have been discontinued. (2)
BOOK PUBLISHING & MATERIAL (Resource Unit of Department of Education)		Trading			- Among its many activities, the ferries and dockyard operations are to be spun off and sold by private placements. (2)	
BANJUL BREWERIES		Brewery	Private sale/Public offering.	Proceeds: Dn 0.4m	- Govt. holdings of @ 9% to be sold to employees or to hoteliers/ distributors if there is insufficient employee interest.	
COMPLETED:	KOMBO BEACH HOTEL	Hotel	Private sale.		- Government's holdings suffered diminution following a capital restructuring in 1984. Government shareholdings now at 3,990. (1)	
	SUNWING HOTEL	Hotel	Private sale.		- Government's previous efforts to sell shares of hotel faltered over price issue. Renewed efforts have been made to dispose of shares by June, 1988. (2)	
	ATLANTIC HOTEL	Hotel	Lease.		- Sale of shares via competitive bidding.	
	SENEGAMBIA BEACH HOTEL	Hotel	Private sale/New investment.		- A 10 years lease plus option to buy was given to a U.K. Hotel company.	
					- Share capital has been restructured resulting in reduced shareholding for government from 60-49%. Additional foreign private investors have subscribed in the equity of hotel. Further efforts at divestment to be made. (2)	
	NATIONAL STANDARD BANK CFAO (GAMBIA), LTD.	Bank	Public offering.		- Minority shareholdings sold.	
	SEAGULL COLD STORES [Fishing Company]	Cold Storage	Lease.		- Competitive bidding applied.	
	n.a.	Sawmill	Management/Employee buy-out. (3)		- Competitive bidding applied.	

(1) Divestiture and Rationalization Plan Under the Economic Recovery Programme (9/86).

(2) Divestiture Strategy - Action Plan (9/86).

(3) NIB, the Gambia.

PRIVATIZATION TECHNIQUES						
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS	
GERMANY, FEDERAL REPUBLIC OF						
PLANNED:	DEUTSCHE PFANDBRIEFANSTALT	Mortgage Company	Public offering.		- Privatization scheduled in 1988.	
	DSL (Deutsche Siedlungs Und Landesrentenbank)	Bank	Public offering.	Proceeds: DM 400m (estimation)	- A holding company will be created whose only asset will be DSL Bank. - Sale of half of DSL Bank is scheduled for 1988.	
COMPLETED:	VIAG AG	Aluminum/Energy	Public offering.	Proceeds: DM 580m (1986)	- 40% of VIAG was sold in 1986 and the remainder of its holding would be sold in 1988.	
	VEBA AG	Energy/Chemicals	Public offering.	Latest Proceeds: DM 2.5m (1987)	- VEBA is a conglomerate holding shares in 465 enterprises. - In early 1984, Government cut back its existing holding in VEBA from about 43% to 30% and in March, 1987, the remaining shares were sold at home and abroad.	
	VOLKSWAGENWERK, AG	Car Manufacturing	Public offering.	Latest Proceeds: DM 1.5b (1987)	- Government sold its remaining holding of 16% of VW's capital.	
	IVG AG	Property/Transport	Public offering.	Proceeds: DM 45.9m (1986)	- 45% was sold in 1986 amounting to DM 45.9m out of a total of DM 110m share capital. - IVG is responsible for crude oil reserve of government and is also active in transport and defense. (1)	
	LUFTHANSA AG	Airline	Public offering/New investment.	Capital: DM 900m (1985)	- In August, 1987 LUFTHANSA increased its capital with the Government contributing only in part to the capital increase. By doing so, the Government reduced its share in the voting capital of LUFTHANSA from 91% to about 76%. - LUFTHANSA increased its capital through the issue of regular shares of DM 900m in addition to DM 1.2B. The Government's participation in the capital increase was only to the extent of loans outstanding. Its portion of the share capital was reduced from 74% to 65% while its portion of voting capital fell from 85% to 72%.	
	DEUTCH VERKEHRS KREDITBANK AG (DVKB)	Bank	Public offering.	Proceeds: DM 18.7m (1988)	- In March, 1988 Government sold 25% for a nominal amount of DM 18.7m out of DM 75m share capital of DVKB.	

GHANA

PLANNED:

- The planned privatizations listed here are extracted from an "Invitation to interested investors" published by the Government of Ghana.

- The preamble of the notice indicates, in part, that:
 "Ghana presently has no less than 181 State-owned Enterprises (SOEs) which are either wholly-owned State-owned, or in which Government holds majority shares. In addition, there are 54 enterprises in which government is a minority shareholder. Almost each one of these enterprises is in need of recapitalisation and rehabilitation in order to achieve improved viability. To undertake the refunding of all these enterprises alone in the face of the many other competing demands, the government will have to resort to additional large scale external borrowing. This will obviously worsen the national debt situation and introduce additional hardship on the people. To avert this situation the government has decided to mobilise available non-governmental resources for this purpose by inviting interested legal entities to join it in operating these enterprises. The invitation for equity participation constitutes the government's divestiture programme. Through the participation scheme, the Government hopes to mobilise resources to strengthen the SOEs selected for the programme while we disburse budgetary resources to support the many strategic State-owned enterprises, which government wishes to continue to own wholly."

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	STATE FISHING CORPORATION	Fishing, cold storage	New Private Investment.		
	GHANA SUGAR ESTATES LTD.	Sugar, distilled spirit.	New Private Investment.		
	FARMS IN THE STATE FARMS CORPORATION GROUP	Agriculture	New Private Investment.		
	FOOD PRODUCTION CORP.	Food Crop Farming	New Private Investment.		
	BAST FIBRE DEV. BOARD	Bast fibre prod.	New Private Investment.		
	SOME HOTELS IN THE STATE HOTELS GROUP	Hotel, catering	New Private Investment.		
	TEMA SHIPYARD AND DRYDOCK CORPORATION	Shipbuilding, dry-docking	New Private Investment.		
	TWO WORLDS MANUFACTURING COMPANY	Paints, allied surface coatings	New Private Investment.		
	NEDPLAN (GH) LTD.	Coach building	New Private Investment.		
	WILLOWBROOK (GH) LTD.	Buses/coaches assembling.	New Private Investment.		
	VICTORY INDUSTRIES	Artificial leather	New Private Investment.		
	GHAMOT ENTERPRISES LTD.	Timber	New Private Investment.		
	NIC SOAPS AND DETERGENTS	Soaps, detergents	New Private Investment.		
	NIC METAL FABRICATION	Metal fabrication	New Private Investment.		
	NIC FARMS	Agro industries	New Private Investment.		
	GEA PACKAGING	Packaging	New Private Investment.		
	KWAHU DAIRY FARMS	Cattle ranching, diary products	New Private Investment.		
	GHAMOT TEXTILES	Textiles	New Private Investment.		
	SAVA FARMS	Food crop farming	New Private Investment.		
	GHAMOT MOTOR ENGINEERING CO., LTD.	Vehicle assembling	New Private Investment.		
	GEA AND ACCESSORIES	Import, export	New Private Investment.		
	GIHOC MOSQUITO COIL	Mosquito repellent	New Private Investment.		
	GIHOC VEGETABLE OIL MILLS CO., LTD.	Vegetable oil	New Private Investment.		
	GIHOC MOTORS AND MACHINE SHOP LTD.	Fabrication of machine parts	New Private Investment.		
	GIHOC PAPER PRODUCTS AND PRINTING CO., LTD.	Printing, paper products	New Private Investment.		
	OVERSEAS KNITWEAR FABRIC LTD.	Textiles	New Private Investment.		
	FAMEKWA TRADING CO. LTD.	Distributive trade	New Private Investment.		
	METALLICO LIMITED	Metal forming	New Private Investment.		
	DL STEEL (GH) LTD.	Steel structural fabrication	New Private Investment.		
	LABADI PLEASURE BEACH COMPLEX	Hotel, catering	New Private Investment.		
	STATE COMPANIES IN THE MINING SECTOR	Mining (gold, diamond, bauxite manganese etc.)	New Private Investment.		
COMPLETED:	GHANA SUGAR ESTATES,LTD.	Agro-business	Management contract/Private sale/Joint venture. (2)		- A Management & Subscription Agreement was signed w/ NVA INTL, N.V. in 1978. (1)
	STATEGOLD MINING CORP. OF GHANA	Mining	Management contract.	Sales: Cd 113m (1982)	- A Project Management Agreement equivalent to a Management Contract was signed with CANADA-GHANA MINING GROUP (CGM) in 1985. (1)
	VOLTA ALUMINUM COMPANY	Aluminum	Management contract.		- Contract awarded to KAISER ALUMINUM SERVICES (USA). (1)
	FULGURIT ASBESTOS	Asbestos			- Government holds indirect minority shares.
	WESTERN CASTINGS	Castings			- Government holds indirect minority (25%) shares.
	GHACEM LTD.	Cement	Management contract.	Sales: Cd 418m (1983)	- Improved management experienced by signing of contract with NORCEM of

PRIVATIZATION COUNTRY	TECHNIQUES ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	GHANA NATIONAL TRADING CORP. (GNTC)	General Trade	Management contract.	Sales: Cd 1.7B (1984)	Norway. - Management team headed by a retired Unilever executive turned GNTC from bankruptcy to modest profitability in 1983.

(1) Management Contracts (op. cit.)					
GRENADA					

PLANNED:	GRENLEC	Electricity	Private sale. (3)		
UNDERWAY:	GRENADA BANK OF COMMERCE	Commercial Bank	Public offering.		- Government is in process of valuing and preparing prospectus for its privatization. (3)
	NATIONAL COMMERCIAL BANK	Commercial Bank	Public offering.		- Government is in process of valuing and preparing prospectus for its privatization. (3)
COMPLETED:	GRENADA BEACH HOTEL	Hotel	Lease.		- Only large hotel, it was leased to a private developer who agreed to rehabilitate it at a cost of \$6-14m (1) lease for 99 years. (2)

(1) Divestiture in Developing Countries (op. cit.)					
(2) Divestiture of SOEs in LDCs (op. cit.)					
(3) Grenada Privatization - Center for Privatization (2/87).					
GUINEA					

					- Government's stated policy is to divest public sector entirely of the manufacturing SOEs. Its approach has been to solicit bids from private (foreign and local) parties on the SOEs as going concerns within a market economy as defined by, among others, the new investment code.
					- Objective of the government is not for the private sector to take over existing SOEs, but create new private-controlled companies.
UNDERWAY:	COMPLEXE TEXTILE SANDOYA	Textiles	Private sale.	Workforce: 532 (1984)	- To be taken over by UCO/SCHAEFFER (France/Belgium). Agreement calls for "societe d'economie mixte" although percentage of shares not yet determined by Government.
	ENIPHARGUI	Pharmaceuticals	Private sale.	Sales: Sy 35m (1984)	- Interest was expressed by BERNARD TOOPIE group.
	SOGUIREP	Chemicals	Private sale.	Sales: Sy 3.2m (1984)	- Offer was received from VALERY (France). Second offer by RASA is being prepared.
	SOCIETE GUINEENNE DES PLASTIQUES (SOGUIPLAST)	Plastics	Private sale.	Sales: Sy 14.4m (1984)	- Technical assistance to be financed by EEC will be linked to a possible take-over.
	USINE DE BOISSONS FOULAYA		Private sale.		- Interest was expressed by STELLA ARTOIS (Belgium).
	SALGUIDIA		Joint venture.		- No offers received and most likely will stay in present form with interests shared by Government of Guinea and Libya.
	HUILERIE DE DABOLA	Agri-business		Sales: Sy 0.8m (1984)	
	USINE DE MEUBLES DE SONFONIA	Manufacturing	Sale of assets.	Workforce: 75 (1984)	- Bids being received/offers made.
COMPLETED:	BONAGUI	Soft Drinks	Private sale.	Sale Price: 6Fr 85m (1987)	- Taken over entirely by the private sector. 70% was purchased by OVERSEAS/COCA COLA (Belgium/USA) and 30% by private Guineans.
	ENTA ALLUMETTES	Tobacco/Cigars	Private sale.		- Taken over by SOTROPOL (Ivory Coast). New monopoly rights granted.
	USINE D'OXYGENE ACETYLENE	Oxygen/Acetylene	Private sale.		- Taken over by SHABAN BROTHERS LTD (Lebanon).
	BRIQUETTERIE DE KANKAN	Bricks	Private sale.	Sale Price: 6Fr 285m (1987)	- Taken over entirely by SIDAF (Guinea).
	SONACAG CARREAUX	Building Materials	Private sale.	Workforce: 60 (1984)	- Taken over by AUDEMARD/EGCEC (France), that has 51% equity share in the company. The Government retains a 30% share, and a private party a 19% share.
	GARI KINDIA	Agri-business	Sale of assets.		
	PROJECTS MARAIS-SALANTS	Agri-business	Sale of assets.		
	PROJECT SUCRERIE BANIAN	Agri-business	Sale of assets.		
	PORT OF CONAKRY	Port activities	Private sale/Lease.		- Run by four SOEs: PAC responsible for port handling operations;

PRIVATIZATION TECHNIQUES	COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
						ENTRAT, for custom clearing/moving of goods; SNG, for brokerage services; and SOMIDRAT for dredging of port channels.
		AIRPORT OF CONAKRY	Airport	Management contract.		- Approach was to strip PAC of its handling operations and along with responsibilities of three other SOEs, privatize these to establish private companies to take over assets and responsibilities of SOEs. - In 1986 Transport Ministry obtained consulting services to organize and institutionalize private interests to supply various services. - Operated by a service company technically supported by AEROPORTS DE PARIS. The service company has taken over all debts of the airport although government is obligated to guarantee loans to the service company in case of deficit operations.
		ENTA TABAC	Cigarettes	Private sale.	Sale Price: GFr 186m (1987)	- Taken over by CRAITA/ROTHMANS (France/UK). Government retained 20% while 29% went to private Guinean investors and 51% to foreigners.
		USDA	Farm Implements	Private sale.	Sale Price: GFr 28m (1987)	- Sold entirely to foreign (75%) and local (25%) investors.
		REEM-GUINEE	Oxygen/Acetylene	Private sale.	Sale Price: GFr 420m (1987)	- Sold entirely to foreign (80%) and local (20%) investors.
		SIPAG	Bread	Private sale.	Sale Price: GFr 31m (1987)	- 51% taken over by UNIBRA (Belgium). 39% were sold to local investors while government retained 10%.
		SOPAG	Essential Oils	Private sale.	Sale Price: GFr 980m (1987)	- 51% sold to foreign investors and 39% to local investors while the government retained 10%. Was granted new monopoly rights.
		SOMIAG	Stone Aggregates	Private sale.	Sale Price: GFr 682m (1987)	- Government retained 30% while 51% went to foreign investors and 19% to local investors.
		IMPRIMERIE DE LA REPUBLIQUE	Printing Office	Private sale.	Sale Price: GFr 20m (1987)	- Taken over entirely by IBRAHIMA SORY TOURE N'FAMARA CAMARA (Guinea).
		SIPECO	Paints/Pesticides	Private sale.	Sale Price: GFr 68m (1987)	- 66% of SIPECO was purchased by SOBEREF (France), 24% by local investors and 10% was retained by government. Was granted new monopoly rights.
		SOPRAG	Matches	Private sale.	Sale Price: GFr 235m (1987)	- 41% was sold to foreign investors, 49% to private Guineans and 10% was retained by government.
		SOBRAGUI (Societe de Brasserie de Guinee)	Brewery	Private sale.	Sale Price: GFr 250m (1987)	- 51% was purchased by UNIBRA (Belgium) whose purchase price was reportedly 50% lower than a previous offer of BGI (France). - 34% was purchased by private Guineans and 15% was retained by government.
		USINE JUS DE FRUIT KANKAN	Fruit Juice	Private sale.	Sale Price: GFr 23m (1987)	- Taken over by VANGELATOS/EL H. MORIBA. 100% was sold to private Guineans.
		SCIERIE DE N'ZEREKORE	Lumber	Private sale.	Value/Transfer Price: GFr 367m (1987)	- 49% was purchased by a foreign investor while government retained 51%.
		GUITEX	Cotton Textile	Lease/Private sale.		- Assets of GUITEX were leased from the government. 60% of equity was sold to foreign partner while government retained 40%. - Bidding is taking place for a "Contrat d'Affermage"
		NATIONAL WATER DISTRIBUTION SYSTEM	Water distribution	Lease		
		SOPROCIMENT	Building materials	Private sale.	Sales: Sy 162m (1984)	- Taken over by a Belgian company in early 1988.
		CONSERVERIE MAMOU	Agri-business	Private sale.	Workforce: 33 (1984)	- Privatized in 1987.
		USINE DE THE (MACENTA)	Tea	Private Sale.	Sales: Sy 2m (1985)	- Privatized in 1987.
		SOPEC	Chemicals	Private sale.	Sales: Sy 7m (1984)	
		QUININE DE SERDOU	Agri-business	Private sale.	Sales: Sy 23m (1984)	
		SOCIETE GUINEENNE DE FABRICATION (SOGUIFAB)		Private sale.	Sales: Sy 57m (1984)	
		BRIQUETERIE DE KOBAYA		Sale of assets.		
		CERAMIQUE DE MATOTO		Sale of assets.		
		HUILERIE DE KASSA	Agri-business	Sale of assets.	Workforce: 20(1984)	
		SOMOVA		Sale of assets.		
		IGAT		Sale of assets.		
		USINES MODERNES DE CONAKRY		Sale of assets.	Sales: Sy 1.6m(1984)	

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	SOFAB		Sale of assets.		
	USINE DE PANNEAUX DE (SEREDOU)		Sale of assets.		
	SUKOBA	Agri-business	Sale of assets.	Sales: \$y 13.4m(1984)	
	GARI FARANAH	Agri-business	Sale of assets.	Workforce: 117(1984)	
GULF STATES					
PLANNED:	GULF AIR	Regional Airline.	Private sale.	Profits: \$116m	- Negotiated sale of 49% to nationals of owning countries: Qatar, Oman, UAE and Bahrain.
HONDURAS					
PLANNED:	CONADI	Holding Company			- In 1984 Government announced intentions to sell several loss-making subsidiaries of CONADI. In September 1985, Legislative Assembly approved law authorizing such sales.
	CONTROLLING:				
	SISTEMAS INTERNACIONALES DE LA CONSTRUCCION	Wall Panel Fabrication	Private sale.		- Full privatization.
	PACARSA	Paper Mill	Sale of assets.		- 100% of the assets for sale.
	AZUCARERA YOJOA	Sugar Mill	Private sale.		- 52% of the shares belonging to CONADI is for sale.
	MEJORES ALIMENTOS	Food Processing	Sale of assets.		- 100% of the assets for sale.
	AGRICOLA DE HONDURAS	Tomato Growers			
	PLANT DE PRODUCTOS LACTOS SULA	Dairy Products	Private sale.		- For sale is 92% of the shares owned by CONADI and BANADESA.
	INDUSTRIA NACIONAL DEL ACERO	Steel Mill	Sale of assets.		- 100% of the assets for sale.
	ACEROS INDUSTRIALES	Steel Mill	Sale of assets.		- 100% of the assets for sale.
	HOTEL DESATUR	Hotel			
	INDUSTRIA CEMENTERO HONDURENA S.A. DE C.V.	Cement	Private sale.		- CONADI's 80% share holding for sale.
	AZUCARERA CENTRAL	Sugar Mill	Private sale.		- CONADI's 79% share holding for sale.
	FUNDICIONES CENTRO- AMERICANOS				
	DESARROLLOS TURISTAS DE TELA S.A.	Hotel and Villas	Private sale.		- CONADI's 55% share holding for sale.
	HOTELERA YOJOA	Hotel/Services	Sale of assets.		- For sale is 100% of assets.
	RIDER:				
	COMDEFOR	Holding compny			- Several companies held by COMDEFOR are also to be privatised.
COMPLETED:	METALES Y ALUMINOS S.A. (METALSA)	Kitchen Utensils	Private sale.	Sale Price: \$120,000 (1987)	- Sold through direct negotiation to private investors in November, 1987. All shares were sold (100% state participation). (2)
	FUNDICIONES CENTRO- AMERICANOS, S.A.		Private sale.	Sale Price: \$ 1.0m (1987)	- Sold to private US investor in January 1988. Funds are being obtained in a debt/equity swap which is not yet finalized. 100% reduction in state participation. (2)

(1) Divestiture of SOEs in LDCs (op. cit.)

(2) Center for Privatization, U.S.A.

ICELAND

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
COMPLETED:	ICELANDAIR	Airline	Management Buy-Out.		- In 1985 ICELANDAIR management bought back 20% of its equity held by the government.
INDONESIA					
PLANNED:	PT DJAKARTA LLOYD GARUDA	Shipping Company Airline			- The Government is undertaking a review of the financial performance of all public enterprises, to identify potential candidates for rehabilitation, merger or divestiture.
COMPLETED:	n.a.	Mining	Lease.		- Is being considered for a partial sale by Government.
	n.a.	Telecommunications	Lease.		- Government entered into lease agreements with: P.T. Intl. Nickel, Indonesia (Canada); P.T. Broken Hill Proprietary, Indonesia (Australia); Riotinto Bethlehem Service (UK); P.T. Kennecott, Indonesia (USA); P.T. Tropic Endeavour, Indonesia (Australia); P.T. Pacific Nickel (Australia), Indonesia Nickel Development Company, Ltd. (Japan); & P.T. Balieu Valley Minerals (Australia) between 1968-1971. (1)
	PT KRAKATAU STEEL	Steel	Fragmentation.	Profits: Rp 45.3B (1986)	- Government entered into lease agreements with INTERNATIONAL TELEPHONE and TELEGRAPH CORP. (USA). (1) - Company became an autonomous entity. Steel was spun-off as a separate activity.

(1) Management Contracts (op-cit).					
ISRAEL					
PLANNED:	ISRAEL CHEMICALS BEZEK	Chemicals Telecommunication	Public offering. Public offering.		- Two American firms were appointed consultants to prepare proposals for privatization of various corporations including those mentioned below and were asked to underwrite shares to be sold on international markets.
UNDERWAY:	PAZ PETROLEUM CORP.	Trading	Private sale.		- Sold in 1988 to Australian investors.
COMPLETED:	HAIFA CHEMICALS ZION CABLES	Chemicals Cables	Private sale. Private sale.	Proceeds: \$12m (1986)	- Sold in 1986 to U.S. investors. - Sold in 1986 to a South American group and a leading Israeli conglomerate, CLAL INDUSTRIES.
IRAQ					
PLANNED:	IRAQI AIRWAYS	Airline	Public offering.		- Government has managed to sell off dozens of fairly small enterprises in the agricultural and service sector.
UNDERWAY:	n.a.	State farms			- Is being restructured prior to sale of about 50% of its shares.
COMPLETED:	n.a.	Supermarkets	Private sale.		
	n.a.	Petrol stations	Private sale.		
	n.a.	Car maintenance Centers	Private sale.		
ITALY					

- New regulations of CONSOB, the Italian stock exchange commission, demand that companies sell a minimum of 25% of their shares to the					

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
					<p>public as a condition of stock exchange quotation. Newly listed or would be listed stocks are expected to comply while already quoted stocks have three years to adjust.</p> <p>- The following privatization transactions are indicative only as EFIM and ENI have sold holdings in more companies than listed here.</p> <p>- The table does not include entities other than companies. For instance, minority holdings in public entities such as certain public banking institutions are omitted.</p> <p>- Information on IRI group transactions can be found in Volume II of this report.</p>
PLANNED:	MEDIOBANCA (IRI)	Investment Bank	Private sale.		- Three commercial banks controlling MEDIOBANCA are: BCI, CREDITO ITALIANO and BANCO DI ROMA, all controlled by IRI. IRI owns 56% of MEDIOBANCA and wants to reduce its stake to 25%.
	ENICHEM AUGUSTA (ENI)	Chemical	Public offering		- It is envisaged to offer 25% of the capital stock. Placement to be effected through a consortium of MEDIOBANCA and SOFID.
UNDERWAY:	SME (SOCIETA' MERIDIONALE FINANZIARIA) (IRI)	Food	Private sale/Public offering. (2)	Sale Price: It. L 497B-	- Sale of SME to Carlo De Benedetti's INDUSTRIE BUITONI PERUGINA has not proceeded due to litigation.
	SIDALM (SOCIETA ITALIANA DOLCIARIO ALIMENTARE MILANO) (IRI)	Food	Private sale.	Sale Price: It. L 497B-	- Subsidiary of IRI, the state industrial holding company. Under terms of sale to BUITONI, MEDIOBANCA and ISTITUTO MOBILIARE ITALIANO (IMI) would have paid IRI a further L 100B for minority equity shares on top of L 397B (\$ 201m) to be paid by De Benedetti for SME and SIDALM, another IRI food subsidiary. IRI's share has been decreased from 72% to 64% in 1985. (2)
	SAN GIORGIO ELETTRO-DOMESTICI (IRI)	Domestic Appliances	Private sale.	Sale Price: It. L 12.4-	- IRI agreed to sell this subsidiary along with SME to De Benedetti's BUITONI for L 397B (\$ 201m) and a further L 1B for minority equity stakes to be paid by MEDIOBANCA and IMI.
	STET (IRI)	Telecommunications	Public offering.	Proceeds: It. L 950B	- Sale to OCEAN GROUP. SOFIN subsidiary privatized in 1984. (4)
COMPLETED:					- IRI's share has decreased from 83% to 64% in December, 1985. (2) 4.7% of shares were placed abroad.
IRI GROUP:	BCI (BANCA COMMERCIALE ITALIANA)	Bank	Public offering.	Proceeds It. L 555B (1985)	- Government reduced its stake further from 76% to 60% in 1985. (2)
	CREDITO ITALIANO	Bank	Public offering.		- 6% of BCI shares was placed in the Euromarket and a further 5% of shares was placed in the domestic market.
	BANCO DI SANTO SPIRITO	Bank	Public offering.		- Bank is proposing to extend privatization with sale of up to 17% of its equity. A further reduction of BCI's holdings would have the effect of privatizing MEDIOBANCA which is 20% owned by BCI.
	BANCA CENTRO SUD	Bank	Private sale.	Sale Price: \$ 160m	- IRI's share has decreased from 77% to 59% in 1986. (5)
	DALMINE		Public offering.		- Owned by IRI, 32% is now privately held.
	ALITALIA	National Airline	Public offering.	Proceeds: It. L 590B (1985)	- In May, 1985 BANCO DI ROMA sold its 74% share to CITIBANK. IRI's share has decreased from 55% to 52% in December, 1985. (2)
	ALFA ROMEO	Car Manufacturer	Private sale.	Sales: \$ 1.2B (1985)	- IRI's share has decreased from 94% to 72% in December, 1985. (2)
					- 50m preferred shares were placed abroad. Initially 10% of its equity was sold to the public in the stock market as part of the program to place at least twice as much in private hands. (3)
					- Sold to FIAT, S.p.A. ALFA ROMEO was controlled by IRI-FINMECCANICA. Two proposals considered were FORD MOTOR COMPANY's (\$ 90m cash for an initial 19.5% interest to be increased to 51% in three years) and FIAT's (investment of \$ 3.57B over five years to improve image of ALFA and merger of ALFA with FIAT's Lancia division).
					- FIAT's winning bid called for acquiring 100% of ALFA immediately. Five trillion lire (\$ 3.7B) were invested in the new company that unites ALFA with FIAT's Lancia luxury car division.

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	SIP (SOCIETA ITALIANA PER L'ESERCIZIO TELEFONICO)	Telecommunication	Public offering.	Amount Offered: \$ 75m (1985)	<ul style="list-style-type: none"> - Offering of 35% of shares to Italian and foreign investors representing only partial privatisation. Government holds 86% and plans to reduce it to 51%. (1) - About \$ 600m is expected over 1986-89 from sale. - Controlled by IRI-STET group. - 120m shares will be offered at L2,700 (\$1.42) each with an option to buy additional savings share at the same price. Of the shares, 70m will be reserved for public offering in Italy and 50m will be reserved for foreign institutional investors. An additional 30m will be offered by MEDIOBANCA. - IRI's share has decreased from 81% to 54% in December, 1985. (2)
	CREDITO FONDIARIO AERITALIA	Financial Service Aerospace	Public offering. Public offering.		<ul style="list-style-type: none"> - 35% of shares offered to the public. - Shares offered represent Government's minority stake.
	SIRTI	Telecommunication Installation	Public offering.	Proceeds: It. L 200B	<ul style="list-style-type: none"> - 40% of its shares was offered on the Milan bourse. 52m shares were sold in June, 1985. - State reduced its holdings from 88% to 48%. - 95% owned by IRI-STET group, 3% is held by PIRELLI and 2% by CREAT TYRE and CABLES.
	SELENIA AUTOSTRADE ANSALDO TRASPORTI ITALCABLE	Electronics Road Construction Electromechanics Telecommunication	Public offering. Public offering. Public offering. Public offering.		<ul style="list-style-type: none"> - Government's stake in this intercontinental telecommunications carrier was reduced to less than 51% as of June, 1986. (4)
	CEMENTIR	Building Materials	Public offering/Private sale.		<ul style="list-style-type: none"> - IRI's share has decreased from 67% to 50% in December, 1985. (2) - Subsidiary of IRI-FINSIDER state steel group. - In April 1987, the loss-making FINSIDER asked PARIBAS (French merchant bank) to handle the disposal of its 51% shareholding in CEMENTIR. An offer has been made in June, 1987 by a consortium consisting of the cement companies controlled by the AGNELLI, FERRUZZI and PESENTI groups.
	SEIAF PROMEDO SUD ALFACAVI TERMOMECCANICA FOND. MONTORSO NAPOLGAS UMBRA-CUSCINETTI CBF ITALSNACK SWEET MARK SAFOS DUCATI ANSALDO MOTORI SOFILE ITRIGAS SAIMP ACCIAIERIE DEL TIRRENO	High-tech Company	Private sale/Joint venture.	<ul style="list-style-type: none"> Workforce: 63 Workforce: 1,280 Workforce: 75 Workforce: 572 Workforce: 160 Workforce: 65 Workforce: 197 Workforce: 30 Workforce: 169 Workforce: 405 Workforce: 784 Workforce: 411 Workforce: 401 Workforce: 181 	<ul style="list-style-type: none"> - Partnership involves IBM and IRI subsidiary, ELSAG. - Privatized in 1981. (4) - Subsidiary of SME, it was privatized in 1981. (4) - Subsidiary of IRI FINMECCANICA, it was privatized in 1981. (4) - Subsidiary of IRI FINMECCANICA, it was privatized in 1981. (4) - SME subsidiary privatized in 1982. (4) - IRI FINMECCANICA subsidiary privatized in 1983. (4) - IRI FINMECCANICA subsidiary privatized in 1983. (4) - SOFIN subsidiary privatized in 1983. (4) - SOFIN subsidiary privatized in 1983. (4) - SOFIN subsidiary privatized in 1984. (4) - IRI FINMECCANICA subsidiary privatized in 1985. (4) - IRI FINMECCANICA subsidiary privatized in 1985. (4) - SME subsidiary privatized in 1982. (4) - IRI FINCANTIERI subsidiary privatized in 1985. (4) - STET subsidiary privatized in 1986. (4) - IRI FINSIDER subsidiary privatized in 1986. (4)
	RIVORA NUI COSEA	Oxygen and Gas	Private sale. (4) Employee buy-out. (4) Private sale. (4)		
ENI GROUP:	LANEROSI	Textile	Private sale.	Sale price : It. L 168-	Owned by ENI, was sold to the MARZOTTO group. Purchaser was required to make various undertakings on the future operations, employment, and management of the enterprise.

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	SAIPEN	Oil and Gas	Public offering/New Investment	Proceeds: Lt. L 2588	- Capital increase by successful sale issue on the bourse and the Euromarket of 20% of government's share.
	IMEG	Marsile	Private sale.		
	MCM	Textile	Private Sale.		
	OTHER	Textile Companies	Private Sale.		
	IMMOBILIARE METANOPOLI	Real Estate	Private Sale.		
	NUOVO PIGNONE (ENI)	Engineering Eqpt.	Public offering.	Proceeds: II 91.88	- ENI is to sell 18% of stake in PIGNONE, representing second major recent act of partial privatization by ENI.
EFIM GROUP:					
	TERME DI RECOARO		Private sale. (5)		
	COLOMBANI-LUSUCO		Private sale. (5)		
	TMI-TRIMARIN		Private sale. (5)		
	ALCOT		Private sale. (5)		
	PANAFIN		Private sale. (5)		
	AGRI ALCO		Private sale. (5)		

(1) Divestiture of SOEs in LDCs (op. cit.)					
(2) Financial Aspects of Privatisation of Public Enterprises: Case Study of Italy (5/86).					
(3) Privatization Worldwide - Adam Smith Institute (1986).					
(4) Italy Case Study (Volume II).					
(5) Privatization in Italy, The International Lawyer, 1988 (F. Vigliano).					
JAMAICA					

					- Jamaica's approach to privatization is to classify SOEs into three groups: Type A, which are clear candidates for divestiture in 3-5 years; Type B, which are strategic and will not be divested; and Type C for which there is no clear consensus. (1)
					- A special Secretariat has been established within the NATIONAL INVESTMENT BANK of Jamaica to carry out valuation exercises and arrange for sale or lease of SOEs. 44 companies have been listed and action has been taken on half of these, although these are not the most significant enterprises. Government intends to transfer shares of SOEs to the NATIONAL INVESTMENT BANK, which would hold shares in a subsidiary company. The Bank would then offer shares to the public, thus effecting divestiture over a gradual period.
					- Furthermore, a tentative list of 47 enterprises to be divested has been compiled. If program is completed, 50% of all public enterprises would have been privatized by March, 1988.
PLANNED:	NATIONAL TOOL AND DIE MERCHANT MARINE	Manufacturing Shipping	Private sale. Private sale.		- Company owns two ships.
	PETROLEUM COMPANY OF JAMAICA	Petroleum Marketing	Public offering.		
UNDERWAY:	HIGHGATE FOODS, LTD.	Food	Private sale.	Expected Proceeds: J\$ 0.7m (1987)	- Sale was pending Cabinet decision.
	BATH FOUNDATION HOTEL/ MILK RIVER BATH	Hotels	Lease.	Expected Rental: J\$ 0.2m (1988)	- Lease is pending improved offers through Hotel Divestment Committee. Agreement is anticipated after March 31, 1988.
	KINGSTON INDUSTRIAL WORKS, LTD.	Foundry	Public offering.		- Offering will take place after March 31, 1988.
	KINGSTON DRY DOCK	Port Facilities	Private sale.	Proceeds: J\$ 1m (1988)	- Sale is pending authority to proceed.
COMPLETED:	JAMAICAN BROADCASTING COMPANY (JBC)	Radio Broadcasting	Lease/Sale of assets/ Public offering.		- The license and ownership of one radio company is to be sold, while nationwide licensing is planned for others. Government will continue

PRIVATIZATION TECHNIQUES

COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
					to operate some government-controlled broadcasting companies. - Government will also grant license for a commercial TV operation who will lease from it, TV transmitters. Public TV will remain with the Government. - A subsidiary of JBC, RADIO JAMAICA CORPORATION's 25% state ownership will be sold via public offering. No foreign ownership is being considered. - Although no final structure of the broadcast media has yet been determined, in the longer term, it is planned that the full TV service be leased to the private sector (3) with the Government expected to retain a service for cultural and other programs. - JDS still exists as a legal entity and retains some regulatory functions, but it no longer operates buses. Primary routes were auctioned to private operators (1) who leased JDS buses. (4)
	JAMAICA OMNIBUS SERVICE (JOS)	Bus Services	Lease.		- Offer for 51% of the issued share capital. - NCB was incorporated under Companies Act. 26.7m ordinary shares at \$2.95/share were offered to the public. (2)
	N.C.B. GROUP LTD. (GROUP)	Commercial Bank	Public offering.	Amount of Offer: J\$ 90m (1986)	- GROUP's subsidiaries are: National Commercial Bank Ltd., National Commercial Mortgage and Trust Ltd., West Indies Trust Co. Ltd., Carp Corp. Ltd., NCB (Investments) Ltd., and NCB Data Co. Ltd. - Ordinary shares not included in offer for sale will not be eligible to be voted while they remain in government's hands. About 13% of shares are reserved under an Employee Share Scheme. (2) - Shares to be acquired only by Jamaicans. (2) - Offering was 2.7 times subscribed and 30,000 applications from ordinary Jamaicans were received. (2) - Remaining 49% to be sold subsequently.
	NATIONAL HOTEL AND PROPERTIES	Hotels	Lease/Private sale.	Proceeds: J\$ 49m (for one hotel sold)	- Government managed to turn over 6 of 14 hotels to private management in over a year, after which the privatization process slowed. (4) - One hotel of 12 has been sold and two are at an advanced stage of negotiation (7) with estimated proceeds of sale at J\$ 32.5m. - Various factors explain the above: the world recession, poor condition of the properties and the terms under which properties are being sold (Government's emphasis on long-term leasing over purchase). (4)
	NATIONAL SUGAR COMPANY (NSC)	Sugar Enterprises	Management contract.	Contract Cost: \$ 7.2m	- As holding company for the public sugar industry, NSC negotiated with UK firm, TATE and LYLE (who formerly ran the industry) a ten year agreement in June, 1984 for the management of the Frome, Monymusk and Bernard Lodge factories and facilities. The agreement calls for 123 man-years of service in Jamaica beginning October 1985. - Management contract of PORT AUTHORITY is being revised.
	PORT AUTHORITY CARIBBEAN CEMENT COMPANY	Ports Cement	Management contract. Public offering.	Proceeds: J\$ 140m (1987)	- Sale of 78% by public share offering.
	VERSAIR	Catering Company	Private sale.		- In 1981, Government announced that a consortium of companies had purchased VERSAIR representing mix of local, regional and foreign capital: GRACE, KENNEDY AND COMPANY (Jamaica), GODDARD COMPANY (Barbados), and MARRIOTT COMPANY (U.S.A.). (4)
	CORNWALL DAIRY DEVELOPMENT CO., LTD.	Dairy Products	Lease.	Lease Rental: J\$ 0.6m (1987)	
	ZERO PROCESSING AND STORAGE, LTD.	Cold Storage	Private sale.	Proceeds: J\$ 4m (1987)	
	RURAL ICE AND COLD STORAGE, LTD.	Cold Storage	Private sale.	Proceeds: J\$ 0.5m (1987)	
	HANDOVER SPICES, LTD.	Food	Private sale.	Proceeds: J\$ 0.1m (1987)	
	JAMAICA OXYGEN AND ACETYLENE, LTD./JAMAICA	Chemicals	Private sale.	Proceeds: J\$ 2m (1987)	

PRIVATIZATION TECHNIQUES						
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS	
	CARBONICS, LTD.					
	JAMAICA GYPSUM AND QUARRIES, LTD.	Mining	Private sale.	Proceeds: J\$ 3m (1988)		
	NATIONAL HOTEL SUPPLIES, LTD.	Trading	Private sale.	Proceeds: J\$ 2.3m (1987)		
	WEST INDIES PULP AND PAPER, LTD.	Pulp and Paper	Private sale.	Proceeds: J\$ 38.1m (1988)	- Of the total proceeds, Government will not derive any cash directly from sale but will be relieved of debt repayments totalling J\$ 33.1m and will be issued with convertible debentures of J\$ 5m.	
	TRANS-JAMAICA AIRLINES, LTD.	Airlines	Private sale.	Proceeds: J\$ 4m (1988)	- Sold to foreign and local private investors.	
	SERGE ISLAND DAIRIES, LTD.	Dairy Products	Private sale.	Proceeds: J\$ 1.8m (1987)		
	JAMAICA FISHERIES, LTD.	Fishing	Lease.	Lease Rentals: J\$ 0.3m (1988)		
	HELLSHIRE FISH FARM, LTD.	Fishing	Private sale/Lease.	Proceeds and Lease: J\$ 0.3m (1987)		
	GRAY'S INN PROPERTIES	Tourism	Lease.	Lease Rentals: J\$ 0.4m (1987)		
	COCOA INDUSTRY BOARD	Marketing Board	Private sale.			
	COTTON POLYESTER COMPANY	Textile Mills	Private sale.			
	ARIGUANABO MILLS	Textile Mills	Private sale.			
	NATIONAL CASSAVA PRODUCTS, LTD.	Food	Private sale.	Proceeds: J\$ 2m (1988)		
	PALISADDES BEACH COMPLEX	Tourism	Lease.	Lease Rentals: J\$.02m (1988)		
	AGRICULTURAL MECHANICAL SERVICES	Workshop	Private sale.	Proceeds: J\$ 7m (1988)		
	FORT CLARENCE BEACH	Tourism	Lease.	Lease Rentals: J\$ 0.1m (1988)		
	PORT ANTONIO MARINA	Tourism	Lease.	Lease Rentals: J\$.04m (1987)		
	JAMAICA FROZEN FOODS, LTD.	Food	Private sale.	Proceeds: J\$ 9.5m (1988)		
	MARTINS GROUP/TRAVEL SERVICE	Tourism	Private sale.	Proceeds: J\$ 5.7m (1988)		
	BANANA COMPANY	Boxing Plant	Private sale.			
	BANANA MARKETING COMPANY	Marketing	Fragmentation/Private sale.		- The entire Banana Marketing Board has been fragmented and separate companies are to be sold. Marketing would be put under joint venture with UNITED BRANDS.	
	JAMINTEL	Telephone and Telecommunication	Private sale.	Proceeds: J\$ 291.5m (1987)	- The two telephone companies in Jamaica are JAMAICA TELEPHONE CO. for domestic (94% state-owned) and JAMINTEL (51% state-owned and 49% owned by CABLE and WIRELESS) for overseas communications. - Government created a holding company (TELECOM COMPANY OF JAMAICA) with CABLE and WIRELESS owning 39%. CABLE and WIRELESS is to increase its capital investment in the new holding company to increase ownership share to 51%. New issued capital is placed at J\$ 1B. - For sale in the holding company is a further 29% to CABLE.	

(1) Divestiture in Developing Countries (op. cit.)
(2) N.C.B. Group Ltd. 1986 Offer for Sale/Prospectus.
(3) Internal sources
(4) State Shrinking: A Comparative Inquiry into Privatization (W. Glade).

JAPAN

- Commission on Administrative Reform which sought to implement

1
33
1

PRIVATIZATION TECHNIQUES

COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
					Government's privatization policy recommended merger/liquidation of seven SOEs and privatization of 23 SOEs. (1) - Various measures have been planned to rationalize public corporations. Corporations under the Economic Planning, Science and Technology, Environment and National Land Agencies, the Ministries of Foreign Affairs, Finance, Energy, Health and Welfare, Agriculture, Forestry and Fishes, International Trade and Industry, Transport, Post and Telecommunications, Labor, Construction, and Home Affairs are to be restructured with some of its services reduced and transferred to the private sector. (1)
PLANNED:	TEITO RAPID TRANSIT AUTHORITY	Subway Operator		Capital: Y 5.8B (1987)	- Schedule and modalities for privatization have not yet been decided.
UNDERWAY:	JAPAN TOBACCO AND SALT PUBLIC CORP.	Tobacco/Salt	Fragmentation	Revenues: Y 2,686B (1985)	- Formation of a new private company, JAPAN TOBACCO, INC. (JTI). - Change of status from public to private sector type of organization. JTI will remain under Government jurisdiction. Operating plans will be subject to approval by Ministry of Finance. JTI remains a monopoly on domestic leaf buying and processing but not on distribution of cigarettes. - 100% of ownership shares remain in the hands of Government with no immediate plans to sell to private sector. - Government is expected to retain two thirds holding of JTI even after privatization. - Reason for change of status was more political than financial: foreign, particularly US companies were urging Government to open up domestic cigarette market.
	OKINAWA ELECTRIC POWER COMPANY	Power Company	Private sale.	Capital: Y 7.4B (1987)	- 100% state owned. - Government has agreed to sell shares it holds after 1987. It was originally planned to be merged into Kyushu Electric Power Company but as it eliminated its losses at end of 1986, Council has agreed to its privatization.
COMPLETED:	TOHOKU DISTRICT DEVELOPMENT COMPANY	Cement	Private sale.	Capital: Y 2.5B (1987)	- Government sold all 3.1m shares as part of privatization efforts through competitive bidding in three stages in October, 1987.
	JAPAN NATIONAL RAILWAYS (JNR)	Railways	Fragmentation/Public offering/Lease.	Loss: Y 1,850B (1985)	- JNR has been divided into six separate operating companies and one freight company, major part of which has been sold to private sector. - Shares of JNR are not to be sold to the public unless profits are made. - JNR's six operating companies were split: 1 each for Hokkaido, Shikoku and Kyushu and three for northern, central and southern regions of Honshu, the largest island. Since three Honshu networks are expected to be profitable, each will be asked to assume some of JNR's debts. Since networks on other islands will operate at a loss, they are to be supported by interest from a special fund. High-speed Shinkansen lines are to be leased to three companies operating on Honshu. Operations of these companies have started in April, 1987.
	NIPPON TELEGRAPH AND TELEPHONE (NTT)	Telegraph and Telephone	Fragmentation/Public offering.	Revenues: Y 5,100B (1985)	- Fragmentation has been completed, public offering is still underway. - Government still owns 75% of shares. - NTT is now a private company in legal terms. Government has created two kinds of company which can provide telecommunication services. Class 1 carriers (NTT) own their own circuit but not Class 2. - NTT is being converted by stages into a joint stock company whose shares will eventually be quoted at Tokyo Stock Exchange. Government will remain major shareholder even after privatisation, holding a third of NTT's shares after flotation. It is expected to sell half its stake over five years. Foreigners will not be able to bid but ruling may be amended soon. Further tranche would be floated in 1988.

PRIVATIZATION TECHNIQUES

COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	JAPAN AIR LINES (JAL)	Airlines	Public offering.	Revenues: Y 824.9B (1986)	- Though still state-owned, its employees have the right to strike and negotiate wages. - Since April 1985, it has gone into joint venture with IBM Japan in value added network (VAN) services. - Offering of 35% state's stake took place in December, 1987.
	ELECTRIC POWER DEVELOPMENT COMPANY	Power Company	Private sale.	Capital: Y 70.6B	- Government sold part of its 72% share to private electric companies in February, 1987.

(1) Privatization (ADB Conference).

JORDAN

PLANNED:	ALIA, THE ROYAL JORDANIAN AIRLINE	Industrial Holding Company	Fragmentation/Public offering.	Profit: JD 1.8B (1985)	- owns wholly or partly various subsidiaries which include: travel agency, airport hotel, Amman duty-free shops, an aviation training center, an aircraft maintenance facility, an air cargo company, an air taxi charter service, air acrobatics team, a boutique, an airline consultancy firm and the Royal Jordanian Airline. - Under the corporate reorganization plan, the Royal Jordanian will be spun off and privatized under the new name ROYAL JORDANIAN. - Government plans to sell its shares gradually to private investors in the next few years. By the end of the year it plans to sell 30% of its shares to the public and 10% to employees. The next year another 20-30% will be sold to Jordanian and other Arab investors with government maintaining 10-15% and the balance being offered to international investors. - ALIA is negotiating with several international companies to sell them and then lease back its fleet of 8 Lockheed L 1011 Tristars and 3 Boeing 727 aircraft. - Options for restructuring TCC entail setting up of TCC as a share corporation (with the help of consultants, British Telconsult). 100% state owned, full privatization is foreseen but with a government right to veto certain types of decisions. - Government's objective in privatizing PTC include: exploit fully the resources of privately-owned and commercially motivated operation, surrender one direct operating interest in public transport because involvement in PTC inhibits effort to organize and bring effective control to the whole public transport sector, create impartial expertise in the demand for public transport and satisfy these demands, and end subsidization. - Government felt it could not effectively use its investment in an exemplary manner and should withdraw from competition in the public transport sector.
	JORDAN TELECOMMUNICATIONS CORPORATION (TCC)	Telecommunications	Public offering.		
	PUBLIC TRANSPORT CORP. (PTC)	Public Transport			
	PORT OF AQABA	Port			

KENYA

- In June, 1983 a Task Force on Divestiture was created supervised by the Parastatal Advisory Committee. The Task Force drafted a new State Corporation Act to authorize the divestiture process, but Act was not submitted to Parliament. Since creation of the Task Force, three SOEs have gone up for sale, but it is not clear whether they had direct linkages to the Task Force.
- Intended privatization had no effect so far. Government's ultimate objective is less privatization than indigenisation of companies controlled by foreigners and local Asians and Europeans.

1
35
1

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
UNDERWAY:	UPLANDS BACON FACTORY (UBF)	Meat Processing	Private sale.		- UBF has debts due to high operating expenses. Divestiture was confirmed by govt. UBF was advertised for sale in EEC as one of investment opportunities available in Kenya. So far there has been no results with offers reportedly being rejected by government.
COMPLETED:	N/A KENYA MEAT COMMISSION	Textile and Sugar Meat Commission	Management contract. Management contract.		- Government has engaged expatriate management under contract to restore profitability of the Commission. (1) - Taken over by the AGRICULTURAL DEVELOPMENT CORPORATION which will have a 40% share, and a group of livestock cooperative societies which will own the remaining 60% share. The company is renamed KENYA MEAT CORPORATION.

(1) Public Enterprise Demand for Management in Sub-Saharan Africa - IFC (1986).					
KOREA, REPUBLIC OF					

PLANNED:	KOREA EXCHANGE BANK	Commercial Bank	Public offering/Private sale.	Networth: \$ 883.9m (1987)	- In 1980, Government adopted view that economic centralization should be reduced through greater reliance on market mechanisms. In line with this, privatization of SOE became a major concern and SOEs were classified according to government's rationale for its ownership. SOEs were classified under basic motives (natural monopolies), developmental motives (where privatization is not necessary and can be decided on case by case basis), power and control motives (as in commercial banks where privatization is required). (1) - To adopt a basic policy for the privatization of SOEs, the Public Enterprise Privatization Committee was set up in April, 1987. It has chosen 11 SOEs for total or partial divestiture and seven others for realignment of their functions. - To be privatized by end of 1989 for the same reason as the Korea Stock Exchange. It is to be privatized of Government's 3% share. Also subject to disposal are \$ 520m (98%) worth of KEB shares held by Bank of Korea.
	KOREAN ELECTRIC POWER COMPANY (KEPCO)	Power Company	Public offering.	Networth: \$ 4.0B (1987)	- KEPCO will only be partially privatized (30%) because of its importance to the national economy. Government will keep control of remaining 70% for a considerable period.
	KOREAN TELECOMMUNICATIONS AUTHORITY (KTA)	Telecommunication	Public offering.	Networth: \$ 2.6B (1987)	- To be privatized up to 49% only due to importance to the national economy. Government will keep control of remaining 51% for considerable period.
	NATIONAL TEXTBOOK COMPANY	Textbook Supply	Public offering/Private sale.	Networth: \$ 22.9m (1987)	- Government's 50% share to be fully privatized.
	KOREA APPRAISAL BOARD	Government Agency	Public offering/Private sale.	Networth: \$ 9.6m (1987)	- Government's 50% share to be fully privatized.
	KOREA TECHNOLOGY DEVELOPMENT CORPORATION	Research and Development	Public offering/Private sale.	Networth: \$ 48.4m (1987)	- Government's 25% share to be fully privatized.
	KOREA MONOPOLY CORP.	Government Agency	Public offering.	Networth: \$ 2.1B (1987)	- To be partially privatized up to 49% of Government's 100% share.
	INDUSTRIAL BANK OF KOREA (SMALL AND MEDIUM INDUSTRY BANK)	Commercial Bank	Public offering.	Networth: \$ 328.6m (1987)	- To be partially privatized up to 49% of Government's 100% share.
	CITIZENS NATIONAL BANK	Commercial Bank	Public offering/Private sale.	Networth: \$ 144.3m (1987)	- To be partially privatized up to 22% of Government's 73% share.
COMPLETED:	Several commercial banks	Commercial Banks	Private sale/Joint venture.		- Between 1982-83, Government divested itself of all nationwide commercial banks. To prevent ownership control by single group, restrictions were placed on maximum equity holding and votings rights.

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	KOREA OIL COMPANY	Oil Company	Private sale.		Two new joint venture banks have been authorized and established in 1982. (1)
	KOREA HEAVY INDUSTRY	Heavy Industry	Private sale. (1)		- Sold to SUNKYONG GROUP in 1982.
	KOREAN AIR LINES	Airline	Private sale.		- Sold to HANJIN GROUP in 1980.
	DAE-WOO HEAVY INDUSTRIES	Heavy Industry			
	KOREA STOCK EXCHANGE	Stock Exchange	Public offering/Private sale.	Networth: \$ 27.1m (1987)	- Selected for privatization because its original objectives have been already fulfilled, because it has lost its reason to remain as an SOE as a result of changes in the economic environment and because its business competes directly with the private sector. It is to be fully privatized of its 68% government share by end of 1989.
	POHANG IRON AND STEEL COMPANY (POSCO)	Iron and Steel	Public offering.	Networth: \$ 2.1B (1987)	- To be privatized up to 13% only due to importance to the national economy. Government will keep control of its remaining 30% share for considerable period. Also subject to disposal are \$ 128m of POSCO shares held by Korea Development Bank. - Through partial divestiture, \$ 206m worth of stocks of the Government and the Korean Development Bank will be sold, distributed among its employees, lower income group and the general public on a 20:75:5 ratio.

(1) ADB Conference Paper (1/85).					
LIBERIA					

					- Objective of privatization of SOEs is to improve their operational efficiency and productive competence, as well as reduce their dependence upon government subsidy.
					- Government has established a nine-member privatization commission. Bureau of State Enterprise is the Secretariat of the commission and shall receive all applications from interested parties.
					- In cases where privatization is not feasible, Government has established institutional arrangements to oversee management of these enterprises.
PLANNED:	MONROVIA TRANSIT AUTHORITY	Public Transport			- Full privatization is planned.
	AIR LIBERIA	Airline	Private sale.		- Full privatization is planned.
	HOTEL AFRICA	Hotel	Private sale.		- Full privatization is planned.
	DUCOR PALACE HOTEL	Hotel	Private sale.		- Full privatization is planned.
	LIBERIAN ELECTRICITY CORPORATION	Electricity			- Partial privatization is planned.
	WATER AND SEWER CORP.	Utilities			- Partial privatization is planned.
	TELECOMMUNICATIONS CORP.	Telecommunication			- Partial privatization is planned.
	NATIONAL PORT AUTHORITY	Port			- Partial privatization is planned.
	LIBERIA PRODUCE MARKETING CORPORATION	Produce Marketing	Private sale.		- Partial privatization is planned.
	MESURADO GROUP OF COMPANIES		Private sale.		- Partial privatization is planned.
UNDERWAY:	LIBERIAN PETROLEUM REFINING COMPANY	Petroleum Refining	Private sale/Joint venture/Management contract.	Sale price: \$ 9m (1987)	- Contract signed with LINKOIL INTERNATIONAL INC. (US company based in Dallas) in September 1987. - LINKOIL will take over management and operation of the company on a joint venture basis; Liberian Government holds a 40% stake and LINKOIL 60%. The new operation will be known as LIBERIA-LINKOIL JOINT VENTURE CORPORATION.
COMPLETED:	NATIONAL IRON ORE COMPANY, LTD.	Mining	Management contract.		- A Management and Technical Services Agreement equivalent to a Management Contract was signed with MET-CHEM CANADA, INC. in 1982. (1)

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	LIBERIAN IRON AND STEEL CORPORATION	Iron and Steel	Management contract.		- Contract awarded to a Japanese consortia, AMAX LIBERIA CORP. (1)
(1) Management Contracts (op. cit.)					
MALAWI					
UNDERWAY:					
	MALAWI DEVELOPMENT CORPORATION	Holding Company	Fragmentation.		- Several SOEs in agro industry, textiles sector reportedly being processed. - Share swapping and sale of subsidiaries.
COMPLETED:	AIR MALAWI	Airlines	Management contract.		
MALAYSIA					
PLANNED:	KERETAPI TANAH MELAYU	Railways	Private sale.	Sale Price: M\$ 1.0m	- Government is prepared to parcel out parts of network for private sector. - So far no private buyer has indicated any serious interest. - Distribution will remain under government of Selangor. - Privatization is delayed.
	SELANGOR WATER PRODUCTION FACILITIES	Utility			
	CARGO PORT OF PENANG	Port Facilities			
	PETRONAS	Oil Company			- Partial privatization being considered. (2)
	HICOM	Heavy Industries			
	NATIONAL ELECTRICITY BOARD	Electric Power			
	PERMADOLAN BUMIPUTRA SABAH	Investment Company			
	SABAH RUBBER FUND BOARD	Rubber Board			
	SABAH LAND DEVELOPMENT BOARD	Land Board			
	SABAH PLANTATIONS	Estate	Management contract.		- Government is considering putting up 6 palm oil mills under private management.
	KORPORASI PEMBANGUNAN DESI	Rural Development Corporation			
	NIPPON PAINT (SABAH)	Paints	Private sale.		- Company is 51% owned by publicly-owned SABAH ECONOMIC DEVELOPMENT CORPORATION (SEDCO).
	SABAH FLOUR MILLS	Flour and Feed	Private sale.		- Company is 44% owned by publicly-owned SEDCO.
	n.a.	Tiles	Private sale.	Sale Price: M\$ 27m	- Govt. intends to sell 49% portion of its joint venture share with US INTERKILM CORPORATION.
	CEMENT MANUFACTURERS SARAWAK	Cement	Private sale.		- Government to go on 50-50 joint venture.
	TOWN AND HOUSING DEVELOPMENT AUTHORITY	Housing Authority	Private sale.		- Government to go on 50-50 joint venture.
	SABAH URBAN DEVELOPMENT CORPORATION		Private sale.		- Government to go on 50-50 joint venture.
	SABAH GAS				
	MELAKA PORT	Port Facilities			
	SECURITY PRINTING DEPT.	Printing Office			
	NORTH-SOUTH EXPRESS ROAD	Highways	Private sale.		- Construction and operation of the remaining portions of the road by a private consortium has been criticized by the major opposition party, which has engaged litigation for the proposed award of the contract to an UMNO-engineering firm. Partly as a result of this, privatization proposal has become increasingly unattractive to local firm's overseas partners.
UNDERWAY:	PORT PENANG	Container Terminal		Sale Price: M\$ 350m	- North container terminal at Butterworth to be sold.
	JABATAN TELEKOM NEGARA	Telephone, Telex	Public offering.	Assets: @ M\$ 6.2B	- A transfer of staff, assets and liabilities of JTN to a new public

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	(JTN)	and communication facilities			limited company is underway. - Employees new status may cause some problems. Government thinks of funneling part of equity to a "Bumiputra Telecoms Trust". - Privatisation of JTN involved several stages: formation of a wholly-owned government company to take over JTN's assets with divestiture to the public likely to take place after a five year period of track record. Government will seek control of equity distribution so that no single interest will hold majority. - Various issues involved in privatising JTN: valuation of JTN's assets, change in its financial accounting systems, future status of its 28,000 workers, subsidies and telephone charges. - First phase of privatization consisted of the creation in 1986 of a new company, SYARIKAT TELECOM MALAYSIA, a wholly owned government company which will receive a license to run the telecommunications network. The next step is to offer shares to the private sector. (5) - Reason for privatizing is not only to reduce public sector burden but also avoid having the telecommunication system be overtaken by private telecommunication satellite development. - See Volume II for details.
COMPLETED:	MALAYSIAN INTL. SHIPPING CORPORATION (MISC)	Shipping	Public offering. (4)		
	PORT KELANG CONTAINER SERVICES (PK)	Container Services	Fragmentation/Private sale/Lease. (4)	Sale Price: M\$ 700m	- See Volume II for details.
	MALAYSIAN AIRLINE SYSTEM (MAS)	Airline	Public offering. (4)	Profit: \$ 44.8m (1985)	- See Volume II for details.
	[GENERAL HOSPITAL]	Hospital	Private sale.		- Sold to a consortium of private doctors.
	AEROSPACE INDUSTRIAL MALAYSIA (AIM)/RMAF AIRCRAFT OVERHAULING DEPOT	Aircraft Maintenance and Repair	Private sale/Joint venture/Management contract.		- AIM's three partners are: the government, MAS and United Motor Works, a public engineering group. The privatization scheme called for the formation of a partly private company, 51% to be owned by AIM and 49% by LOCKHEED SERVICES INTERNATIONAL. - Agreement also called for a contract management with the American firm who will also maintain planes of the Malaysian Airforce.
	NORTH KELANG STRAITS BYPASS	Private Toll Road	Private sale (1)/Management contract.		- Road between Port Kelang. Toll charges were introduced for users and is operated, managed and maintained by SHAPADU SDN BHD., a private company. (3)
	K.L. KEPONG INTERCHANGE	Private Toll Road	Management contract.		- New road developed by a private contractor who has been given the right to collect toll.
	SPORTS TOTO	Lottery	Private sale.		- Divested to the private sector.
	RECREATIONAL FACILITIES AT THE NATIONAL PARK	Park Facilities	Lease.		
	LABUAN WATER SUPPLY	Water Supply	Management contract.		- Construction and operation of the municipal water supply system at Labuan given to a private contractor.

- (1) Divestiture of SOEs in LDCs (op. cit.)
(2) Privatization Worldwide - Adam Smith Institute (1986).
(3) Privatization - Methods, Policies and Procedures (ADB).
(4) Malaysia Case Study (Volume II).

MALI

PLANNED:	SEPOM	Vegetable Oil	Private sale.		- Already a joint venture with private shareholders. It has been merged with HUICOMA as a first step in its rationalization. (2)
	SEMA	Equipment	Private sale/Joint venture.	Sales: CFAF 86m	- Already a joint venture with private shareholders. (2)
	EMAMA	Maintenance Co.	Private sale/Joint venture.	Sales: CFAF 18m	- Already a joint venture with private shareholders. (2)
	MALIAN TEXTILE COMPANY (COMATEX)	Textiles	Private sale/Joint venture.	Sales: CFAF 2.7B	- Diagnostic studies to be completed before government decision.
	SOCIMA	Cement		Workforce: 426 (1984)	- Diagnostic studies to be completed before government decision. (2)

PRIVATIZATION TECHNIQUES						
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS	
	SEPAMA	Groundnut		Sales: CFAF 2.9B	- Diagnostic studies to be completed before government decision. (2) - A joint venture with HOBUM AFRIKA (W. Germany). (2)	
UNDERWAY:	SOMIEX	Trading	Private sale.	Sales: CFAF 41.2B	- Retail outlets were sold to private entrepreneurs and monopolies on imports and trade were reduced from seven to three items. (2)	
COMPLETED:	TEXTILE INDUSTRY OF MALI (ITEMA)	Textiles	Private sale/Joint venture. (1)	Profits: \$350,000 (1983)	- Previous joint venture. It is now further privatized with Malian shareholders.	
	AIR MALI	Airline	Lease.	Sales: CFAF 3.5B	- Government dissolved AIR MALI and leased route to other airlines. Airplane leased to Argentina and currently asking for bids for local and regional routes via joint venture with private partners.	
	GRAND HOTEL	Hotel	Management contract.	Sales: CFAF 443m	- In 1983 government contracted the services of SOCIETE D'AMENAGEMENT TOURISTIQUE INTERNATIONALE (SODATI) under a five year management contract in return for annual payments of 3% of sales revenue. (2)	
	MALIAN TANNING COMPANY (TAMALI)	Tannery	Private sale/Management Contract.	Sales: CFAF 70m	- Government reached agreement with a Chinese company in 1984 for management in exchange for a guaranteed off-take of hides. (2)	
	UCEMA	Ceramics	Management contract			

(1) Divestiture in Developing Countries (op. cit.)

(2) Public Enterprise Demand for Management in Sub-Saharan Africa - IFC (6/86).

MAURITANIA

UNDERWAY:	SMTH	Hotel	Sale of assets/Liquidation. (2)		
	SNC	Textiles	Sale of assets/Liquidation. (2)		
	M'POURIE STATE FARM	State Farm	Private sale.		- Being sold to peasant organizations over a five year period starting in 1985. (3)
COMPLETED:	ONC	Cinema	Private sale.		- Sold in 1984. (3)
	n.a.	Food/Sugar	Management contract.		- Contract with LANG ENGINEERING (U.S.A.) since 1973. (1)
	PROJECT SUCRE	Sugar	Sale of assets.		- Refining unit closed and processing plants are to be privatized. (2)
	PHARMARIM	Pharmaceutical distribution.	Liquidation/Sale of assets/ Employee buy out.		
	SOMIR	Petroleum refinery	Sale of assets.		- Joint venture with Algerian private interests with domestic marketing arrangements.

(1) Management Contracts (op. cit.)

(2) Divestiture in Developing Countries (op. cit.)

MEXICO

					- The Mexican Government has announced that it intends to reduce the number of its parastatals from 1,155 in December 1982 to 200 by the end of 1988. So far, the number apparently has been reduced to between 600 and 700. Not all have been privatized; the methods of reduction have included selling them, closing them, merging them and transferring them to state and local governments.
					- Not included in the list are small SOEs including shipyard and sugar refineries acquired by Mexican private investors.
PLANNED:	CDNASUPD	Staple Foods			
	FERTIMEX	Fertilizer			
	SICARTSA	Steel Works			
	PIPSA	Newsprint			

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
UNDERWAY:	MEXICANA DE AVIACION	Airline	Private sale.		- Government is to sell its majority stake of 60%; the deadline for bids was June 30, 1987.
	DIESEL NACIONAL	Truck Making	Private sale.		- Sale of controlling interest to CHRYSLER and NAVISTAR authorized.
	SIDERMEX	Steel	Private sale.		- Japan's KORE STEEL acquiring control of this joint venture in which it had been the Government's minority partner.
	PRESIDENTE HOTEL	Hotel Chain	Private sale.		- Progress of sale of this flagship of government's tourism interests has been slow.
	AEROMEXICO	Airline	Sale of assets.		- AEROMEXICO's uneconomic routes are to be cancelled and 28 jets are to be put up for sale. In April 1988, its employees went on strike and were terminated. Three days later the Government declared AEROMEXICO bankrupt.
COMPLETED:	BANCO NACIONAL DE MEXICO (BANAMEX)	Commercial Bank	Public offering/Private sale.	Proceeds: \$ 40m (1987)	- 34% was sold in February 1987, 12% reserved for employees and 17% for a select list of major banks customers.
	BANCO DE COMERCIO (BANCOMER)	Commercial Bank	Public offering/Private sale.	Proceeds: \$ 38m (1987)	- 23% stake was sold in February 1987.
	BANCA SERFIN	Commercial bank	Public offering/Private sale.	Proceeds: \$ 25.4m (1987)	- 34% stake was sold in March 1987 almost solely among employees and clients.
	NACIONAL HOTELERA	Hotel Chain	Private sale.	Sale Price: M\$ 27.28	- Chain sold in October 1985 (1) to a private Mexican investment group backed by two state banks as minority partners. (2)
	RENAULT DE MEXICO	Car Manufacture	Private sale.		- Sold to RENAULT of France. (1)
	VEHICULOS DE AUTOMOTIVOS MEXICANES	Car Manufacture	Private sale.		- Sold to RENAULT of France. (1)
	TELEPHONE COMPANY OF MEXICO	Telephone			- Privatized in March 1984. (2)
	GARCI-CRESPO	Soft Drinks			
	n.a.	Bicycle Factory			
	COMPANIA MINERA DE CANANEA	Copper	Private sale.		- Sale of a majority stake to GRUPO PROTEXA via debt equity swap. PRO-TEXA bought \$ 910m of government foreign debt at a discount on the secondary market at a cost of about \$ 450m. It then used the \$ 910m asset it owned to buy CANANEA, Mexico's biggest and one of the 10 largest copper mines. Purchaser obtained commercial bank financing for its investment.

(1) Some Recent Experience with Privatization (IMF).

(2) Privatization Worldwide - Adam Smith Institute (1986).

MOROCCO

					- H.M. Hassan II's address of April 8, 1988 to Legislature announces proposals for future privatizations; a negative list will indicate sectors not to be divested.
COMPLETED:	Several Hotels	Hotels	Lease/Management contract.		- Management of several hotels belonging to the MOROCCAN TOURIST OFFICE were awarded to professionals of Moroccan hotel trade.
	SONAMER	Fisheries	Private sale.		- Subsidiary of ONP.
	ASMAK	Fisheries	Private sale.		- Subsidiary of ONP.
	INTERPORT	Fisheries	Private sale.		- Subsidiary of ONP.
	NATIONAL FISHERIES OFFICE (ONP)	Fisheries	Lease.		- Boats belonging to ONP subsidiary THONAPECHE were leased to a Spanish company; two other boats were leased to private Moroccan concerns.
	BENI MELLAL SUGAR COMPANY	Sugar	Private sale.		- Beet producers participated in capital.
	NATIONAL SUGAR COMPANY OF BEHT	Sugar	Private sale.		- Beet producers participated in capital.
	SUGAR COMPANY OF DOUKKALA	Sugar	Private sale.		- Beet producers and other investors participated in capital.
	COSUMAR	Sugar	Private sale.		
	SOCIETE NOUVELLE DES CONDUITES D'EAU (SNCE)	Civil Works	Private sale.		

PRIVATIZATION TECHNIQUES	COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
		n.a.	Urban Transport			
MOZAMBIQUE						
	UNDERWAY:	n.a.	Agricultural Estates	Lease/Concession arrangement/ Private sale/Joint venture.	Project Cost: \$ 16m	- Privatization of several failed estates by rehabilitating farms under new structure and management with financing from IFC. - Taken over by LOMACO, a new joint venture company, majority-owned by LONRMO (multinational company) and minority Government ownership to grow cotton, vegetable and maize for the local market. - The granting of farms to LOMACO was under a concession agreement; Government contributed the land valued at \$ 3.5m to the project.
NEPAL						
	PLANNED:	ROYAL NEPAL AIR	Airline			- Plan to sell off 20% of shares of airline after changing its legal framework.
		BALAJU TEXTILE	Textile	Private sale.		- Plan to sell off 100%.
		HETUNDA LEATHER	Leather	Private sale.		- Plan to sell off 100%.
		HIMAL CEMENT	Cement	Private sale.		- 49% of HIMAL to be sold with a 6% cap on individual share purchase.
		NEPAL TEA DEVELOPMENT CORPORATION (NTDC)	Tea Production and Distribution	Private sale.		- 49% of NTDC to be sold with a 6% cap on individual share purchase after breaking up NTDC into four smaller firms.
		HERRISIDIH BRICK AND TILE FACTORY	Tiles	Private sale.		- 49% of the company to be sold.
NETHERLANDS						
	PLANNED:	HOOGOVENS	Steel	Public offering.	Proceeds: Dfl. 10.8 (1985)	- In 1987 Government retained 14% of the shares, nominal worth Dfl. 54 million. More shares are considered to be sold.
		VRED&STEIN	Car Tires	Private sale.	Sales: Dfl. 164 (1986)	- State still owns 49% of the shares. More shares are considered to be sold.
		STAATSDRUKKERIJ EN UITGEVERIJ	State Printing			- Government department to be transformed in enterprise with government's participation.
		PTT	Postal and Tele-communication serv.			- Government department to be transformed in enterprise with government's participation.
		RIJKSINKOOP BUREAU (RIB)	Procurement Agent			- Government department to be transformed in enterprise with government's participation.
		DUTCH STATE MINES (DSM)	Chemicals			- Fully owned by State, nominal worth end 1987 Dfl. 700 million. Decision for sale of shares is under consideration.
		SCHIPHOL AIRPORT				- In study for privatization or sale of (part of) government holdings.
		EUROMETAAL				- In study for privatization or sale of (part of) government holdings.
		SUBSIDIARIES OF DUTCH RAILWAY				- In study for privatization or sale of (part of) government holdings.
		VUILAFVOER MAATSCHAPPIJ (VAM)				- In study for privatization or sale of (part of) government holdings.
		POSTBANK				- In study for privatization or sale of (part of) government holdings.
	COMPLETED:	KLM	Airline	Private Sale. Public Offering.	Sales: Dfl. 77.7(1983) Proceeds: Dfl. 154.7 (1986)	- Last issue reduced Government holdings from 55% to 39%. In March 1986, 12 million new shares were offered. Government retained positions in supervisory Board and has an option to buy back 18 million preferential shares.
		GERO	Cutlery	Private Sale.	Sales: Dfl. 5.624 (1986)	- Government owned originally 76%.
		STICHTING INDUSTRIEEL GARANTIEFONDS	Financial Trust	Private Sale.	Sales in 1987 Proceeds not published	

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	NMB	Bank	Public Offering.	Final proceeds not yet available.	- Government holdings gradually reduced from 35% to 7%.

(1) ABN Economic Review.					
(2) Offering Prospectus of 1986.					
NEW ZEALAND					

PLANNED:	NEW ZEALAND AIRPORTS	Airports	Fragmentation.		- Privatization arrangement which will replace present system of joint venture between local bodies and government, will begin with the creation of limited liability companies.
UNDERWAY:	AIR NEW ZEALAND DEVELOPMENT FINANCE CORPORATION	Airline Financial group	Public offering. Public offering.		- Government wants to sell 25% of the group. - Government wants to sell 20% of the group.
COMPLETED:	BANK OF NEW ZEALAND	Bank	Private sale.		- 13% of equity was sold to private investors in early 1987. - Government reduced its role in the Bank by forcing it to resort to the private sector for a capital injection.
	PETROLEUM CORPORATION OF NEW ZEALAND (PETROCORP)	Oil Company	Public offering/Private sale.		- Government plans to reduce its stake to 41%. 15% have already been sold to a private investor and 15% to the public.
	NEW ZEALAND STEEL	Steel	Private sale.		- Government has agreed to sell remaining shares to BRITISH GAS. - Total private sale by tender. It was sold to a private New Zealand firm, EQUITY CORPORATION.
NIGER					

					- Government has formally decided to maintain only 25 SOEs and to privatize partially or fully 22 SOE and to liquidate any of latter for which divestiture proves impossible. Government has prepared action programs that defines specific steps and timetable for implementation of rehabilitation, privatization, and liquidation programs for individual SOEs. (3) - Privatization of selected SOEs started in January, 1985. (3)
PLANNED:	VETOPHAR (PROJECT DE PHARMACIE VETERINAIRE)	Veterinary Drug Distribution	Private sale.	Net Loss: FCFA 18m (1983)	- Evaluation team suggested informally that private owner might be found only if firm is restructured. Full privatization is planned. (1) - Government intends to integrate operations with Ministry of Animal Resources or merge with a new EPIC.
	SONUCI (SOC. NIGERIEENNE D'URBANISME ET DE CONSTRUCTION IMOBILIERE)	Construction	Private sale.	Net Income: FCFA 4m (1983)	- To be sold partially to a semi-public buyer, LEYMA (insurance company) or to private parties.
	SONIEN (SOC. NIGERIEENNE POUR LES ENERGIES Nouvelles)	Solar Energy	Private sale.		- Consultants recommended joint venture with Nigerian government, turning over management to private hands or privatisation of ownership but with no results to date.
	UAB (USINE D'ALIMENTS DU BETAIL)	Animal Feed	Private sale.	Workforce: 40 (1982)	
	SNC (SOC. NIGERIEENNE DE CIMENTERIE)	Cement	Private sale.	Net Loss: FCFA 470m (1983)	- Partial privatization is planned. (1) - IDA has recommended liquidation since SNC is not viable even if restructured.
	SNT (SOC. NATIONALE DE TELEVISION)	TV Installation/Repair	Private sale.	Net Profit: FCFA 7m (1983)	- Full privatization possible only if buyers receive guaranty of payment (via contract or subsidy) for public service fund.
	LABOCEL AIR NIGER	Airline	Management contract/Sale of	Net Loss: FCFA 324m	- Stopped operations in early 1985 to May 1986, when it reopened scaled-

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
			assets.	(1983)	down operations under a Management Contract. - Government to decide on a viable long-term solution, including liquidation as a condition for IDA tranching loan.
UNDERWAY:	CNCA (CAISSE NATIONALE DE CREDIT AGRICOLE)	Agriculture Credit	Sale of assets.	Net Profit: FCFA 259m (1983)	
	UNCC (UNION NATIONALE DE COOPERATION ET DE CREDIT)	Finance Company	Sale of assets.		
	SONIFAME (SOCIETE NIGERIENNE DE FABRICATION METALLIQUE)	Metals	Sale of assets. (4)		
	SICONIGER (SOC. INDUSTRIELLE ET COMMERCIALE)	Groundnut Oil	Private sale.	Net Income: FCFA 2m (1983)	- Currently under majority private ownership. In 1983, SICONIGER became "indigenized" with 31% of govt. stocks sold to Nigeriens. - 100% state divestiture is underway. (4) - Full privatization is underway either via sale or liquidation.
	CENTRALE APPROVISION SMTN (SOC. NATIONALE DE TRANSPORT DU NIGER)	Input Supply Urban Transport	Private sale. Private sale.	Net Profit: FCFA 425m (1983)	- Government intends to seek foreign investors after giving priority to nationals. Partial privatization is underway. - Largest enterprise on the government's privatization list. (4)
	OLANI (OFFICE DU LAIT DU NIGER)	Milk Processing	Private sale.	Net Income: FCFA 37m (1983)	- Outsiders are urging full privatisation while government wants partial privatization.
	SONARA (COMMERCIALISATION DE L'ARACHIDE)	Groundnut/Niebe Marketing/Real Estate.	Private sale.	Net Income: FCFA 67m (1983)	- Government intends a partial privatization and to seek foreign investors after giving priority to nationals.
	SONICERAM (SOC. NIGERIENNE DE CERAMIQUE)	Bricks	Private sale.	Net Loss: FCFA 180m (1983)	- Options opened to the Government are outright sale or leasing. Firm is not functioning.
	SONERAN (SOCIETE NATIONALE D'EXPLOITATION ET RECHERCHES ANIMALE)	Animal Research			- Full privatization is underway.
COMPLETED:	SONIPRIM		Sale of assets. (4)		
	CMAN (CENTRE DES METIERS D'ART DU NIGER)	Arts and Crafts	Private sale.	Net Loss: FCFA 30m (1983)	- Transformed into a cooperative. - As of September 1986, CMAN was fully privatized via sale to UNC (Union Nationale des Cooperatives).
	SOPAC (SOC. DE PAPEIRS ET CAHIERA)	Paper	Private sale.	Net Loss: FCFA 65m (1983)	- Existing partners bought out SOPAC.
	SONIDEP (DISTRIBUTION DES PRODUITS PETROLIERS)	Petroleum Distribution	Fragmentation/Private sale/Lease/Management contract.	Net Profit: FCFA 709m (1983)	- Some of the gas stations leased to private operators have been sold. - Distribution arm has been spun-off & fully privatised. - SONIDEP performs three functions: procurement, distribution and storage of reserves of petroleum. Procurement function has been liberalized allowing traders to procure oil products, retailing was privatized in 1986 through leasing and the government has expressed a desire to sign a management contract for its storage of supply function. (4)
	SOTRAMIL	Millet Processing	Private sale.	Net Loss: FCFA 38m (1983)	- The noodles/biscuit operation were sold to private parties. (1) - As of September 1986, SOTRAMIL has been fully privatised.
	SONITEXIL (SOC. NIGERIENNE DE TEXTILES)	Textiles	Private sale.	Net Profit: FCFA 520m (1983)	- As of December 1986 government's minority shareholding (39%) have been bought by partners. (1) - SONITEXIL has been partially privatised as of September 1986.
	LEYMA	Insurance	Private sale/Joint venture	Net Profit: FCFA 139m (1983)	- Acquired by joint venture of DEVELOPMENT BANK OF NIGERIA and Nigerien interests. LEYMA was partly privatised as of September 1986.
	RINI (RIZ DU NIGER)	Rice Milling	Private sale.	Net Loss: FCFA 150m (1983)	- Spun into two companies: operating (facility holding company) and management with effect of retaining ownership of three rice mills to government but marketing to be placed in private hands. - RINI was partially privatised as of September 1986.
	NITRA (NIGER TRANSIT)	Freight Forwarding	Private sale.	Net Loss: FCFA 200m (1983)	- Sale of remaining government's 30% share to existing Nigerien partners. NITRA was fully privatised as of September 1986.
	SNCP (SOC. NATIONALE DES CUIRS ET PEAUX)	Hides and Skins	Private sale.	Net Loss: FCFA 120m (1983)	- Sold to private majority partners. Private party wanted a monopoly but government rejected it. (1) 100% state divestiture. (4)

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	SONHOTEL (SOC. NATIONALE D'HOTELLERIE)	Hotel Holding Company	Private sale/Management Contract/Lease.	Net Loss: FCFA 346m (1983)	- Of the five hotels it owns, some were already privatised via sale and shifting to management contracts for others. They have agreed to sell Agadez Air property to a private Nigerien. - Govt. has decided to turnover management of other unprivatised hotels to private hotel firms on lease arrangements.
	INN (IMPRIMERIE NATIONALE DU NIGER)	Printing Office	Private sale.	Net Loss: FCFA 93m (1983)	- Existing partners bought out government share.
	SPEGH (SOC. PROPRIETAIRE ET EXPLOITANTE DE L'HOTEL GAWEYE)	Hotel	Management contract.	Net Loss: FCFA 42m (1983)	- Problem with management. Hotel is currently being managed by private hotel firm (UTH). (1) - As of December 1986, Government has decided to retain ownership but contract out management or lease assets to private businessmen.
	SNGTN	Civil Works	Fragmentation/Sale of assets.		- Government liquidated SNGTN and sold its assets or part of it to private parties. (2)
	SONITAN	Tannery	Private sale.	Net Income: FCFA 8m (1983)	- Full privatization is completed. (4)

- (1) Privatization in Niger (E. Berg).
(2) Legal Framework Governing Public Enterprises in Developing Countries (C. Vuylsteke).
(3) Divestiture of SOEs in LDCs (op. cit.)
(4) Public Enterprise Demand for Management in Sub-Saharan Africa - IFC (1986).

NIGERIA

					- Privatization announced in budget speeches. - Privatization planned at both federal and state levels. - Possible candidates include a large number of individual and financial SOEs. - The planned privatization listed below are extracted from Decree No. 25 of July 5, 1988 which sets out the modalities of privatization and contains in schedule the targetted enterprises.
PLANNED:	FEDERAL MORTGAGE BANK OF NIGERIA	Banking			- Presently 100% Federal Government owned; at least 30% to be privatized.
	NIGERIAN INDUSTRIAL DEV. BANK LIMITED	Banking			- Presently 100% Federal Government owned; at least 30% to be privatized.
	NIGERIAN BANK FOR COMMERCE AND INDUSTRY LTD.	Banking			- Presently 100% Federal Government owned; at least 30% to be privatized.
	FEDERAL SAVINGS BANK	Banking			- Presently 100% Federal Government owned; at least 30% to be privatized.
	UNIPETROL	Oil Marketing Co.			- Presently 100% Federal Government owned; at least 60% to be privatized.
	NATIONAL OIL AND CHEMICAL CO., LTD.	Oil Marketing Co.			- Presently 60% Federal Government owned; at least 60% to be privatized.
	AFRICAN PETROLEUM LTD.	Oil Marketing Co.			- Presently 80% Federal Government owned; at least 40% to be privatized.
	JOs STEEL ROLLING MILL	Steel Rolling Mill			- 100% Federal Government owned; at least 60% to be privatized.
	KATSINA STEEL ROLLING MILL	Steel Rolling Mill			- 100% Federal Government owned; at least 60% to be privatized.
	OSHOGBO STEEL ROLLING MILL	Steel Rolling Mill			- 100% Federal Government owned; at least 60% to be privatized.
	NIGERIA AIRWAYS LTD.	Airline			- Presently 100% Fed. Government owned; at least 60% to be privatized.
	NIGERIA NATIONAL SHIPPING LINE LTD.	Airline			- Presently 100% Fed. Government owned; at least 60% to be privatized.
	NIGERIAN SUPER PHOSPHATE FERTILIZER CO., LTD.	Fertilizer			- Presently 100% Fed. Government owned; at least 60% to be privatized.
	NATIONAL FERTILIZER CO. NIGERIA LTD.	Fertilizer			- Presently 70% Federal Government owned; at least 60% to be privatized.
	NIGERIA NATIONAL PAPER	Paper Mill			- Presently 64.03% Federal Government owned; at least 60% to be

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	MANUFACTURING CO., LTD.				privatized.
	NIGERIA NEWS PRINT	Paper Mill			- Presently 100% Federal Government owned. Maximum Federal Government participation after privatization - 40%.
	MANUFACTURING CO., LTD.				
	NIGERIA PAPER MILLS LTD.	Paper Mill			- Presently 100% Federal Government owned. Maximum Federal Government participation after privatization - 40%.
	SAVANNAH SUGAR CO., LTD.	Sugar Company			- Presently 75.4% Federal Government owned; at least 60% to be privatized.
	SUNTI SUGAR CO., LTD.	Sugar Company			
	LAWAJI SUGAR CO., LTD.	Sugar Company			
	ASHAKA CEMENT CO., LTD.	Cement Company			
	BENUE CEMENT CO., LTD.	Cement Company			
	CALABAR CEMENT CO., LTD.	Cement Company			
	CEMENT CO. OF NORTHERN NIGERIA LIMITED	Cement Company			
	NIGERIA CEMENT CO. LTD. NKALAGU	Cement Company			
	ANAMBRA MOTOR	Automobile and truck company			
	MANUFACTURING CO., LTD.				- Presently 100% Federal Government owned. To be fully privatized.
	LEYLAND NIGERIA LIMITED	Automobile and truck company			- Presently 100% Federal Government owned. To be fully privatized.
	NIGERIA TRUCK	Automobile and truck company			- Presently 100% Federal Government owned. To be fully privatized.
	MANUFACTURING CO., LTD.				
	PEUGEOT AUTOMOBILE OF NIGERIA LIMITED	Automobile and truck company			- Presently 100% Federal Government owned. To be fully privatized.
	VOLKSWAGEN OF NIGERIA LTD.	Automobile and truck company			- Presently 100% Federal Government owned. To be fully privatized.
	STEYR NIGERIA LTD.	Automobile and truck company			- Presently 100% Federal Government owned. To be fully privatized.
	NIGERIA HOTELS LIMITED	Tourism			- Presently 100% Federal Government owned. To be fully privatized.
	DURBAR HOTEL LIMITED	Tourism			- Presently 100% Federal Government owned. To be fully privatized.
	ABA TEXTILE MILLS	Textile			- Presently 100% Federal Government owned. To be fully privatized.
	CENTRAL WATER TRANSP. CO., LIMITED	Transport			- Presently 100% Federal Government owned. To be fully privatized.
	NATIONAL CARGO HANDLING LIMITED	Transport			- Presently 100% Federal Government owned. To be fully privatized.
	NIGERIAN DAIRIES CO., LTD.	Agriculture			- Presently 100% Federal Government owned. To be fully privatized.
	NIGERIAN NATIONAL FISH CO., LIMITED	Fishery			- Presently 100% Federal Government owned. To be fully privatized.
	NIGERIAN FOOD CO., LTD.	Food			- Presently 100% Federal Government owned. To be fully privatized.
	NATIONAL GRAINS PROD. CO., LIMITED	Agriculture			- Presently 100% Federal Government owned. To be fully privatized.
	NATIONAL POULTRY PROD. CO., LIMITED	Agriculture			- Presently 100% Federal Government owned. To be fully privatized.
	NATIONAL ROOT CROPS PROD. CO. LTD AND OTHER SUCH FOOD PROD. COMPANIES	Agri-business			- Presently 100% Federal Government owned. To be fully privatized.
	NIGERIAN NATIONAL SHRIMPS CO., LIMITED	Fishery			- Presently 100% Federal Government owned. To be fully privatized.
	NEW NIGERIAN SALT CO., LIMITED	Agriculture			- Presently 100% Federal Government owned. To be fully privatized.
	NATIONAL FRUIT CO., LTD.	Agriculture			- Presently 100% Federal Government owned. To be fully privatized.
	NATIONAL SALT CO., LTD. IJOKO	Agriculture			- Presently 100% Federal Government owned. To be fully privatized.
	SPECMILL NIGERIA LTD.	Agriculture			- Presently 100% Federal Government owned. To be fully privatized.
	SOUTH-EAST RUMANIAN WOOD	Forestry			- Presently 100% Federal Government owned. To be fully privatized.

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	INDUSTRIES LTD. CALABAR				
	SOUTH-EAST RUMANIAN WOOD INDUSTRIES LTD. ONDO	Forestry			- Presently 100% Federal Government owned. To be fully privatized.
	NIGERIAN YEAST AND ALCOHOL CO., LTD. BACITA	Brewery			- Presently 100% Federal Government owned. To be fully privatized.
	NIGERIAN FILM CORPORATION	Film distribution			- Presently 100% Federal Government owned. To be fully privatized.
	NATIONAL FREIGHT CO., LTD.	Transport			- Presently 100% Federal Government owned. To be fully privatized.
	NATIONAL ANIMAL FOOD CO. LTD. PORT-HARCOURT	Food			- Presently 100% Federal Government owned. To be fully privatized.
	OPOBO BOAT YARD				- Presently 100% Federal Government owned. To be fully privatized.
	MADARA DAIRY CO., LTD. VOM.	Agricultural			- Presently 100% Federal Government owned. To be fully privatized.
	ORE/IROLE OIL PALM CO. LTD. ONDO	Agricultural			- Presently 100% Federal Government owned. To be fully privatized.
	OKOMO OIL PALM CO., LTD. BENDEL	Agricultural			- Presently 100% Federal Government owned. To be fully privatized.
	NATIONAL LIVESTOCK PRODUCTION LTD.	Agricultural			- Presently 100% Federal Government owned. To be fully privatized.
	ROAD CONSTRUCTION CO. OF NIGERIA LTD.	Public works			- Presently 100% Federal Government owned. To be fully privatized.
	NATIONAL FILM DIST. CO., LTD.	Film Distribution			- Presently 100% Federal Government owned. To be fully privatized.
	NIGERIAN RANCHES CO., LTD. KADUNA				- Presently 100% Federal Government owned. To be fully privatized.
	IMPRESSIT BAKOLORI NIGERIA LIMITED				- Presently 100% Federal Government owned. To be fully privatized.
	NORTH BREWERIES LTD. RANO	Brewery			- Presently 100% Federal Government owned. To be fully privatized.
	NIGERIAN BEVERAGES PROD. CO., LIMITED	Brewery			- Presently 100% Federal Government owned. To be fully privatized.
	WEST AFRICAN DISTILLERIES LIMITED				- Presently 100% Federal Government owned. To be fully privatized.
	NIGERIA ENGINEERING CONST. CO., LTD.	Engineering			- Presently 100% Federal Government owned. To be fully privatized.
	TOURIST CO. OF NIGERIA LTD. (OWNERS OF FEDERAL PALACE HOTELS)	Tourism			- Presently 100% Federal Government owned. To be fully privatized.
	ELECTRICITY METERS CO., LTD. ZARIA	Manufacturing			- Presently 100% Federal Government owned. To be fully privatized.
	AMERICAN INT'L INSURANCE CO., LIMITED	Finance			- Presently 100% Federal Government owned. To be fully privatized.
	GUINEA INSURANCE CO., LTD.	Finance			- Presently 100% Federal Government owned. To be fully privatized.
	SUN INSURANCE CO., LTD.	Finance			- Presently 100% Federal Government owned. To be fully privatized.
	UNITED NIGERIA INSURANCE CO., LIMITED	Finance			- Presently 100% Federal Government owned. To be fully privatized.
	UNITED NIGERIA LIFE INSURANCE LIMITED	Finance			- Presently 100% Federal Government owned. To be fully privatized.
	NIGER INSURANCE CO., LTD.	Finance			- Presently 100% Federal Government owned. To be fully privatized.
	MERCURY ASSURANCE CO., LIMITED	Finance			- Presently 100% Federal Government owned. To be fully privatized.
	CRUSADER INSURANCE CO. LIMITED	Finance			- Presently 100% Federal Government owned. To be fully privatized.
	ROYAL EXCHANGE CO. LTD.	Finance			- Presently 100% Federal Government owned. To be fully privatized.
	NEM INSURANCE CO. LTD.	Finance			- Presently 100% Federal Government owned. To be fully privatized.
	LAW UNION AND ROCK INSURANCE CO., LTD.	Finance			- Presently 100% Federal Government owned. To be fully privatized.
	PRESTIGE ASSURANCE CO.	Finance			- Presently 100% Federal Government owned. To be fully privatized.

PRIVATIZATION TECHNIQUES						
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS	
	LIMITED					
	BRITISH AMERICAN INSURANCE CO., LTD.	Finance			- Presently 100% Federal Government owned.	To be fully privatized.
	WEST AFRICAN INSURANCE PROVINCIAL CO. LTD.	Finance			- Presently 100% Federal Government owned.	To be fully privatized.
	MANCHOK CATTLE RANCH	Agriculture			- Presently 100% Federal Government owned.	To be fully privatized.
	MOKWA CATTLE RANCH	Agriculture			- Presently 100% Federal Government owned.	To be fully privatized.
	POULTRY PROD. UNITA IN JOS, LLORIN AND KADUNA	Agriculture			- Presently 100% Federal Government owned.	To be fully privatized.
	KADUNA ABATTOIR AND KADUNA COLD MEAT MARKET	Food			- Presently 100% Federal Government owned.	To be fully privatized.
	BAUCHI MEAT FACTORY AND GALAMBI CATTLE RANCH	Food			- Presently 100% Federal Government owned.	To be fully privatized.
	MINNA PIG FARM	Food			- Presently 100% Federal Government owned.	To be fully privatized.
	KANO ABATTOIR CO., LTD.	Food			- Presently 100% Federal Government owned.	To be fully privatized.
	UMUAHIA PIG FARM	Food			- Presently 100% Federal Government owned.	To be fully privatized.
	GIANT COLD STORE, KANO	Cold storage			- Presently 100% Federal Government owned.	To be fully privatized.
	AYIP-EKU OIL PALM CO. LTD.	Agriculture			- Presently 100% Federal Government owned.	To be fully privatized.
	HIECHIDWA OIL PALM CO. LIMITED	Agriculture			- Presently 100% Federal Government owned.	To be fully privatized.
	SOKOTO INTEGRATED LIVE-STOCK CO., LTD.	Agriculture			- Presently 100% Federal Government owned.	To be fully privatized.
	MOTOR ENGINEERING SERVICES CO., LIMITED	Engineering			- Presently 100% Federal Government owned.	To be fully privatized.
	FLOUR MILLS OF NIGERIA LIMITED	Food			- Presently 100% Federal Government owned.	To be fully privatized.
	NIGERIAN YEAST ALCOHOL MFG. CO., LTD.	Brewery			- Presently 100% Federal Government owned.	To be fully privatized.
	NICHEMTEX INDUSTRIES LTD.				- Presently 100% Federal Government owned.	To be fully privatized.
COMPLETED:					- [Divestiture action with respect to two Federal Government owned and some State Government owned companies.]	
OMAN						
COMPLETED:	OMAN FLOUR MILLS	Flour Mill	Public offering.			
	OMAN CEMENT COMPANY	Cement	Public offering.			
	OMAN REFINERY COMPANY	Oil Refinery	Public offering.			
	n.a.	Copper	Public offering.			
PAKISTAN						
					- The decision to start with disinvestment was first announced in the 1985/1986 Budget speech.	
					- Government announced SOEs would be privatized gradually and in part through stock market offerings. Government will not relinquish control. (1)	
PLANNED:	PAKISTAN AUTOMOBILE CORPORATION	Automobile Plants		Assets: Rs 2.71B (1983)		
	BANNU SUGAR MILLS LTD.	Sugar Mills				
	PAK-SAUDI FERTILIZER CO.	Fertilizer	Public offering.			
UNDERWAY:	PAKISTAN INTERNATIONAL AIRWAYS (PIA)	Airline	Public offering.		- IFC's Capital Markets Group is currently involved in the privatization of PIA as underwriter for the sale of the PIA's capital. (2)	
	Sui Northern Gas	Gas				
	Sui Gas Transmission Co.	Gas				

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	BELLA ENGINEERING				- PACO units. Have been listed on the Karachi Stock Exchange as presently 100 percent government owned.
	PAK SUZUKI MOTORS AND MILLAT TRACTORS HARNAI WOOLEN				- PIDC unit. Listed on the Karachi Stock Exchange as presently 100 percent government owned.
	ZEAL PAK CEMENT				- State Cement Corporation unit. Listed on the Karachi Stock Exchange as presently 100 percent government owned.
	METROPOLITAN STEEL AND PAKISTAN ENGINEERING NATIONAL REFINERY				- SEC unit. Listed on the Karachi Stock Exchange as presently 100 percent government owned. - State Petroleum Refining and Petroleum Chemical. Listed on the Karachi Stock Exchange as presently 100 percent government owned.
	PAKISTAN TELEPHONES				- Listed on Karachi Stock Exchange as presently 100 percent government owned.
COMPLETED:	REPUBLIC MOTORS	Automobile plants			- Pakistan Automobile Corporation has disinvested. Republic Motors which not reports under the name Hino-Pak.

(1) Divestiture of SOEs in LDCs (op. cit.)

(2) The Restructuring of Large SOEs (Booz Allen and Hamilton Inc.).

PANAMA

PLANNED:	CITRICOS DE CHIRIQUI	Fruit plantation	Private sale.		
	EL ALANJE SUGAR MILL	Sugar mill	Sale of assets/Management contract		
	FELIPILO SUGAR MILL	Sale of assets			- Government announced privatization of the mill whose facilities were closed down in 1983. - Closed 1986; assets offered for sale in 1987.
UNDERWAY:	HOTEL PANAMA	Hotel/Real estate	Private sale.		
COMPLETED:	AERORPERLAS AIRLINE	Airline	Private sale.		
	LAS CABRAS SUGAR MILL	Sugar Mill	Private sale.		- Government placed SOE in the market in August 1986.
	ENDEMA	Equipment rental			- Government placed SOE in the market in August 1986.
	ENASEM	Seed producer	Sale of assets.		- Government closed SOE in August 1986.
	CONTADORA RESORT S.A.	Tourist Complex	Private sale (1)	Sale Price \$ 34m	- Sold to Japanese investors; complex cost the government \$ 54m. (2)

(1) Divestiture in Developing Countries (op. cit.)

(2) Divestiture of SOEs in LDCs (op. cit.)

PAPUA NEW GUINEA

- The Government encourages the private sector to participate actively in the privatization program by taking up equity holdings and management positions as SOEs come up for sale. The program is seen as important in providing more access to the private sector to grow as well as allowing Government to concentrate on doing better, things which are more traditionally Government's role.
- The National Executive Council in 1987 endorsed a general policy of privatization which over coming years will see a large number of the Government's 40 or so SOEs privatized. A step by step phased approach is being taken and currently eight SOEs are in the advanced stages of being privatized.
- Major studies will be implemented in 1988 to finalize next round of SOEs planned for privatization.

PRIVATIZATION TECHNIQUES						
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS	
PLANNED:	PAPUA NEW GUINEA BANKING CORPORATION	Banking				
	NAMBAMAN FINANCE COMPANY	Finance				
	INVESTMENT CORP. OF PNG	Finance				
	NATIONAL HOUSING COMMISSION	Housing Agency				
	MOTOR VEHICLES INSURANCE TRUST	Insurance				
	UNDERWAY:	NIUGINI INSURANCE CORP.	Insurance			
		NEW GUINEA MARINE PRODUCTS PTY, LTD.	Fishing			
		PNG FOREST PRODUCTS, LTD.	Agriculture			
		STETTIN BAY LUMBER CO.	Lumber Products			
		PNG SHIPPING CORP.	Shipping			- Privatization has been finalized in principle.
NATIONAL PLANTATION MANAGEMENT AGENCY		Agriculture				
NATIONAL FOREST PRODUCTS KAGAMUGA NATIONAL PRODUCTS PTY, LTD.		Agriculture				
COMPLETED:	AIR NIUGINI	Airline	Public offering.		- Government has sold shares to the public while retaining majority control.	

PERU

- Peru's "Programa Trienal" outlines the proposed divestiture program. It states that about a third of the SOEs are to be sold or transferred "because of their nature and objectives" to the private sector while another third are to be merged or liquidated because they are no longer viable. Many of these SOEs, according to the program, will need restructuring prior to sale.
- CONADE has the task of implementing Government's privatization program.
- About 22 SOEs in the gas distribution, Agro-industry, cement, paper, chemical, steel, textiles, metalwork, and engineering, are considered for privatization. Mostly private sales; new investment sought in Aeroperu (airline), i.e. capital increase through public placement of shares.
- In May, 1988 a new Government took over in Peru and uncertain information is available on program.

PHILIPPINES

- The institutional framework for handling privatization consisting principally of the Committee on Privatization (COP) and the Asset Privatization Trust (APT), is described in Volume I of the report. Portfolio of privatization includes on the one hand, multibillion peso Non-Performing Assets (NPAs) acquired by state-owned development banks, being offered for re-privatizations, including numerous companies and individual assets. APT catalogues of NPAs are published. These are not SOEs in the terms of this report, and are essentially reprivatizations. Another portfolio of SOEs to be privatized includes some financial and mostly non-financial governments corporations (GCs) created by the State and by State holdings. In the aggregate, they represent 134 SOEs, with total assets in excess of PP 126 B, total liabilities of about PP 111 B and employment of about 51,500.

PRIVATIZATION TECHNIQUES		ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
COUNTRY	ENTERPRISE				
PLANNED AND UNDERWAY:	[About 134 SOEs]	[Sectors include financial inter-mediation, agriculture, business, tourism, ground and air transport, urban mass transit, port activities, chemicals, equip., manufacturing, fibers, oil and gas, marine, electricity and water, etc.]	[Mostly public offerings and private sales.]	Total assets approximately PP 126 B	- Action initiated or advanced on several SOEs.
COMPLETED:	[In excess of 50 NPAs were sold]	[Including financial companies (bank and holding corporation) and hotel]	[Private sales]		
	[5 SOEs]	[include small size SOEs]	[Private sales]		
PORTUGAL					
					- Most industries and financial institutions nationalized after 1974 will be gradually sold to private companies and individual investors.
PLANNED:	SETENAVE	Shipyards	Private sale.		- To be restructured prior to privatization.
	n.a.	Post Office			
	n.a.	Telephone Company			
	n.a.	Transport			
	n.a.	Rail Transport			
	AIR PORTUGAL	Airline			
	ELECTRICIDADE DE PORTUGAL	Electric Utility			- Classified as a problem company and will undergo financial restructuring prior to privatization.
	QUINIGAL	Fertilizer			- Classified as a problem company and will undergo financial restructuring prior to privatization.
	SIDERURGIA NACIONAL	Steel			- Classified as a problem company and will undergo financial restructuring prior to privatization.
	n.a.	Brewery			- Initially, to be partially privatized without further restructuring.
	n.a.	Tobacco			- Initially, to be partially privatized without further restructuring.
	n.a.	Cement			- Initially, to be partially privatized without further restructuring.
	n.a.	Pulp and Paper			- Initially, to be partially privatized without further restructuring.
UNDERWAY:	UBP	Bank			- Conversion of UBP and three more state banks into public limited companies is regarded as discreet move towards privatization.
RWANDA					
COMPLETED:	USINE D'ALLUMETTES	Matches	Sale of assets.		- Sold to Swedish company, SWEDISH MATCH, in which Rwandese government became shareholder.

PRIVATIZATION TECHNIQUES						
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS	
SAO TOME E PRINCIPE						

COMPLETED:	BELA VISTA ESTATE	Cocoa Plantation	Management contract.		- Contract awarded to FRANCISCO MANTERO of Portugal.	
	UBA BUDD ESTATE	Cocoa Plantation	Management contract.		- Contract awarded to SOCFINCO of France.	
SENEGAL						

					- Government has categorized the public enterprises which results in some 30 companies in 7 sectors being targeted for full or partial privatization: state will divest itself totally from 17 firms and partially from 13 others. An additional 5 are being liquidated.	
					- An implementation program has been proposed by the Government's working group in order to value shares of these companies and to issue shares to the general public using the banking system as intermediary.	
					- A law lists SOEs (mostly societies d'Economie Mixte) to be privatized fully and those to be privatized partially.	
PLANNED:	SEGI		Sale of assets.			
	BSK	Bank	Private sale.		- Full privatization is planned. (3)	
	SAFCOP	Fishery	Private sale. (3)		- Full privatization is planned.	
	SOTEXKA (SOCIETE TEXTILE DE KAOLACK)	Textile	Private sale. (3)		- Full privatization is planned.	
	SISAC (SOCIETE INDUSTRIELLE DU SAC)	Sack Manufacture	Private sale. (3)	Revenues: \$ 0.3m (1984)	- Full privatization is planned.	
	BERLIET-SGL (SOCIETE SENEGALAISE DES AUTOS)	Automobiles	Private sale.	Revenues: CFA 2.5B (1983)	- Full privatization is planned. Berliet France owns 70% of the company. (3)	
	SAFAL	Machines	Private sale. (3)		- Full privatization is planned.	
	HAMG	Construction	Private sale. (3)		- Full privatization is planned.	
	SENHOTEL	Hotel	Private sale. (3)		- Full privatization is planned.	
	SPHU TERANGA	Hotel	Private sale. (3)	Revenues: CFA 1.9B (1984)	- Full privatization is planned.	
	VACAP (VACANCES CAP SKIRRING)	Hotel	Private sale. (3)	Revenues: \$ 4.0m (1984)	- Full privatization is planned.	
	SAIH NSGOR	Hotel	Private sale. (3)	Revenues: \$ 6.0m (1984)	- Full privatization is planned.	
	SGHCV	Hotel	Private sale. (3)		- Full privatization is planned.	
	SPT	Services	Private sale. (3)	Revenues: CFA 380m (1984)	- Full privatization is planned.	
	SODEHME	Services	Private sale. (3)	Revenues: CFA 170m (1984)	- Full privatization is planned.	
	SIDEC	Cinema/Films	Private sale. (3)		- Full privatization is planned.	
	SNPC	Services	Private sale. (3)		- Full privatization is planned.	
	SOSEPRA	Handicrafts	Private sale. (3)	Revenues: CFA 131m (1984)	- Full privatization is planned.	
	BICIS (BANQUE INTERNATIONALE POUR LE COMMERCE)	Bank	Private sale/Joint venture. (3)	Revenues: CFA 9.2B (1984)	- Partial privatization is planned.	
	BIAO-SENEGAL	Bank	Private sale/Joint venture. (3)		- Partial privatization is planned.	
	USB (UNION SENEGALAISE DE BANQUES)	Bank	Private sale/Joint venture. (3)	Revenues: CFA 8.7B (1984)	- Partial privatization is planned.	
	BNDS (BANQUE NATIONALE DE DEVELOPPEMENT)	Bank	Private sale/Joint venture. (3)	Revenues: CFA 11.2B (1984)	- Partial privatization is planned.	
	SONASA (SOCIETE NATIONALE DE GARANTIE)	Bank	Private sale/Joint venture. (3)	Revenues: CFA 1.0B (1984)	- Partial privatization is planned.	
	SERAS	Hides and Skins Distribution		Revenues: \$ 4.7m (1984)	- Formerly owned by the French trading company, CFAO. (3)	

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	SALINS DU S.S. (SOCIETE NOUVELLE DE SALINS)	Marine Salt			- Partial privatization is planned.
	DAKAR-MARINE	Ship Repair	Private sale/Joint venture.	(3) Revenues: \$ 7.5 (1984)	- Partial privatization is planned.
	SINAES DAGUERR	Construction	Private sale/Joint venture.	(3)	- Partial privatization is planned.
	SAPCO	Hotel	Private sale/Joint venture.	(3) Revenues: CFA 86m (1984)	- Partial privatization is planned.
	SICAP (SOCIETE IMMOBILIERE DU CAP VERT)	Housing	Private sale/Joint venture.	(3) Revenues: CFA 2.9B (1984)	- Partial privatization is planned.
	SONED	Services	Private sale/Joint venture.	(3) Revenues: CFA 349m (1984)	- Partial privatization is planned.
	SODIDA	Services	Private sale/Joint venture.	(3) Revenues: CFA 32m (1984)	- Partial privatization is planned.
	BUD	Market Gardening	Sale of assets/Liquidation.		
	SNPT	Tourism	Sale of assets/Liquidation.		
UNDERWAY:	ONCAD	Marketing Agency	Sale of assets/Liquidation.		
	SSE	Printing	Sale of assets.		
COMPLETED:	SIV	Textiles	Private sale.		- Transferred to private owners. (2)
	SISCOMA	Farm Implements	Private sale.		- Transferred to private owners. (2)
	SNCS	Fish Processing	Private sale. (2)		
	n.a.	Agri-business.	Management contract. (1)		- Contract with COMPAGNIE SUCRIERE SENEGALAISE (France) in 1980. (1)
	n.a.	Housing	Management contract. (1)		- Contract with MODERN HOUSING PANOMO in 1972. (1)
	COMPAGNIE SENEGALAISE DE NAVIGATION MARITIME (COSENAM)	Shipping	Private sale.		- Government sold some 38% share in COSENAM in February to a local shipping company, EXPRESS NAVIGATION which now becomes COSENAM's largest shareholder. Government reduced its stake from 72% to 34%.

(1) Management Contracts (op. cit.)					
(2) Divestiture in Developing Countries (op. cit.)					
(3) Public Enterprise Demand for Management in Sub-Saharan Africa (op. cit.)					
SIERRA LEONE					

COMPLETED:	NATIONAL PALM OIL LTD.	Palm Oil	Public offering/Private sale.		- Ownership after privatization: 32.5% (Government), 5% (Bank of Sierra Leone), 2.5% (SIERRA LEONE PRODUCE MARKETING GROUP), 45% (GREENFIELDS AGRICULTURAL AND INDUSTRIAL DEVELOPMENT CORPORATION LTD), 15% (general public of Sierra Leone).
	n.a.	Hotel	Lease. (1)		

(1) Divestiture in Developing Countries (op. cit.)					
SINGAPORE					

PLANNED:	SINGAPORE SHIPBUILDING AND ENGINEERING	Shipbuilding and Repair			
	HOTEL PREMIER	Hotel			
	DBS LAND	Real Estate	Public offering.	Paid Capital: S\$ 586m (1986)	- Potential for listing but may have to wait until it has financially recovered. Subsidiary of TEMASEK, 49% to be divested. (2)
	ACMA ELECTRICAL INDUSTRIES, LTD.	Appliances	Public offering.	Paid Capital: S\$ 24m (1986)	- TEMASEK owns 12% and the POST OFFICE SAVINGS BANK, 10%. Both stakes are to be divested. (2)
	CHEMICAL INDUSTRIES, LTD.	Chemicals	Public offering.	Paid Capital: S\$ 15m (1986)	- TEMASEK subsidiary, it is willing to sell its entire 23% stake; (2) CHEMICAL's stock is already quoted in the Exchange.

PRIVATIZATION TECHNIQUES						
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS	
	SEMBAWANG SHIPYARD, LTD.	Shiprepair and Shipbuilding	Public offering.	Paid Capital: S\$ 150m (1986)	- TEMASEK is to reduce its stake from 74% to 30%, divesting of 44% of its share. (2)	
	TELECOMMUNICATION AUTHORITY (TELECOMS)	Telecommunication	Public offering.	Total Assets: S\$ 3.6B (1986)	- Divestment of 25% of shares is planned. - One of seven statutory boards considered for partial privatization. Apart from privatizing ownership, the board may offer scope for privatization of production and liberalization. (2)	
	PUBLIC UTILITIES BOARD (PUB)	Water, Gas and Electricity Distribution	Fragmentation.	Total Assets: S\$ 4.9B (1986)	- Divestment of 25% of shares is planned. - One of seven statutory boards considered for partial privatization. Apart from privatizing ownership, the board may offer scope for privatization of production and liberalization. (2) - Major issues before privatization are whether electricity and gas should be privatized separately, whether there should be three separate regulating authorities and how overheads can be kept low when the three departments function independently. (2)	
	SINGAPORE BROADCASTING CORPORATION (SBC)	Radio and TV Broadcasting		Total Assets: S\$ 221m (1986)	- One of seven statutory boards considered for partial privatization. Privatization of SBC is one of the most sensitive with attractiveness being doubtful so long as SBC has to give away time slots for public service. (2)	
	SINGAPORE OFFSHORE PETROLEUM SERVICES	Servicing and Oil Exploration	Public offering.	Paid Capital: S\$ 1m (1986)	- TEMASEK's 33% holdings will be completely sold. - Has good record of earnings and has paid dividends consistently. (2)	
	JURONG SHIPYARD LTD	Shipping and Engineering	Public offering.	Paid Capital: S\$ 96m (1986)	- Owned by TEMASEK (43%), a major Japanese investor (IHI) and a small group of shareholders (4%). TEMASEK's holdings to be sold. (2)	
	CHANGI INTERNATIONAL AIRPORT SERVICES PTE (CIAS)	Airport Terminal Services	Public offering.	Paid Capital: S\$ 30m (1986)	- PSA is to reduce its stake from 49% to 21%. (2) - PSA owns 70% of CIAS, the remaining 30% is owned by six airlines. It provides ground services in direct competition with Singapore Airport Terminal Services. (2)	
	SINGAPORE POOLS PTE	Gaming	Public offering.	Paid Capital: S\$ 1m (1986)	- 100% owned by TEMASEK, total privatization is foreseen.	
	YAOHAN SINGAPORE PTE	Retail Store	Public offering.	Paid Capital: S\$ 18m (1986)	- Owned by TEMASEK (15%), DBS (13%), others (9%) and 62% by YAOHAN JAPAN. TEMASEK's shares will be sold. (2)	
	MMSU INSURANCE PTE, LTD.	Insurance	Public offering.	Paid Capital: S\$ 15m (1986)	- Indirectly held by TEMASEK, through 60% ownership by KEPPEL, 49% to be divested. (2) - Potential for listing but may have to wait until it has recovered from the recession. (2)	
	SEMBAWANG TOWING COMPANY (PTE), LTD.	Towing Service	Public offering.	Paid Capital: S\$ 5m (1986)	- Indirectly held by TEMASEK through SEMBAWANG and PSA, 49% is to be divested. Potential for listing but may have to wait until it has recovered from the recession. (2)	
	SINGAPORE AIRPORT TERMINAL SERVICES PTE	Airport Terminal Services	Public offering.	Paid Capital: S\$ 100m (1986)	- Indirectly held by TEMASEK through SIA, 49% to be divested. (2) - Potential for listing but may have to wait until it has recovered from the recession. (2)	
	SHING LOONG FINANCE LTD	Financial Service	Public offering.	Paid Capital: S\$ 16m (1986)	- Indirectly held by TEMASEK through KEPPEL, 49% to be divested. (2) - Potential for listing but may have to wait until it has recovered from the recession. (2)	
	SINGAPORE AVIATION AND GENERAL INSURANCE COMPANY (PTE), LTD.	Insurance	Public offering.	Paid Capital: S\$ 7m (1986)	- Indirectly held by TEMASEK through SIA, 49% to be divested. (2) - Potential for listing but may have to wait until it has recovered from the recession. (2)	
	CONTAINER WAREHOUSING AND TRANSPORTATION INTERNATIONAL DEVELOPMENT AND CONSULTANCY CORP.	Warehousing	Public offering.	Paid Capital: S\$ 6m (1986)	- Potential for listing but may have to wait until it has recovered from the recession. 49% of the company to be divested. (2)	
		Engineering Consultancy	Management/Employee buy-out.	Paid Capital: S\$ 1.5m (1986)	- Has experience in planning and building airports and hospitals. Plan is to partially divest MND HOLDINGS to management and staff. MND is to divest 49% of its stake bringing state holdings to 51%. (2)	
	SBC ENTERPRISES	Media Services	Public offering	Paid Capital: S\$ 0.2m (1986)	- 100% subsidiary of SBC, performing commercial operations of SBC. 49% of SBC is to be divested bringing its holdings to 51%. (2)	
	SPECS CONSULTANTS	Engineering Consultancy	Management/Employee buy-out.	Equity: S\$ 7.4m (1986)	- Subsidiary of PSA, its main role is to sell PSA's port expertise. 49% of SPECS is to be divested reducing PSA's holdings to 51%. (2)	
	HITACHI ELECTRONIC	TV Manufacturing	Public offering.	Paid Capital: S\$ 30m	- TEMASEK and the ECONOMIC DEVELOPMENT BOARD each owns 15% with both	

PRIVATIZATION TECHNIQUES						
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS	
	DEVICES (NEDS)			(1986)	intending to sell all its shares. (2)	
	GATX TERMINALS, LTD.	Bulk Liquid Handling	Public offering.	Paid Capital: S\$ 11m (1986)	- Share to be initially offered for sale to existing shareholders. 50% of GATX to be divested. (2)	
	SHENG-LI Group	Defense Industries	Public offering.	Paid Capital: S\$ 187m (1986)	- Some of SHENG-LI's subsidiaries appear attractive candidates for privatization but the implications of their flotation need to be examined to ensure that sensitive operations are not compromised. (2) - Among the SHENG-LI companies recommended for further study prior to privatization are: Allied Ordnance, SAFE Enterprises, Singapore Aircraft Industries, Singapore Food Industries, Singapore Shipbuilding and Engineering and Singapore Technology Corporation. (2)	
	COMMERCIAL AND INDUSTRIAL SECURITY CORP. (CISCO)	Security Service		Total Assets: S\$ 49m (1986)	- One of seven statutory boards considered for partial privatization. Provides security services and is the largest auxiliary police force working closely with the Singapore Police Force. Privatization of CISCO is not being pursued at the moment. (2)	
	DBS FINANCE, LTD.	Financial Service	Public offering.	Paid Capital: S\$ 36m (1986)	- Potential for listing but may have to wait until it has recovered from the recession. Subsidiary of TEMASEK, 49% to be divested. (2)	
	SINGAPORE AIRPORT BUS SERVICE, LTD.	Taxi Service	Public offering.	Paid Capital: S\$ 5m (1986)	- Share to be initially offered for sale to existing shareholders. 31% is to be divested. (2)	
	SEMPAWANG SALVAGE COMPANY	Ocean Towing and Salvage	Public offering.	Paid Capital: S\$ 19m (1986)	- Subsidiary of TEMASEK, its share is to be initially offered for sale to existing shareholders. The plan is to sell entire 50% stake. (2)	
	VAN OMMEREN TERMINAL	Liquid Storage	Public offering.	Paid Capital: S\$ 2.2m (1986)	- Subsidiary of TEMASEK, its share is to be initially offered for sale to existing shareholders. The plan is to divest TEMASEK and other Government holdings (PSA, INTRACO and DBS) of 34%. (2)	
	SUZUE-PSA COLD STORAGE	Cold Storage	Public offering.	Paid Capital: S\$ 5m (1986)	- Share to be initially offered for sale to existing shareholders. 51% share of PSA to be divested. (2)	
	CONSTRUCTION TECHNOLOGY, LTD. (CONTECH)	Construction	Private sale/Management buy-out.	Paid Capital: S\$ 5m (1986)	- Founded to set the pace for private contractors handling HDB construction jobs. Since Construction Board is now responsible for promotion of new building technology CONTECH is no longer essential. Plan is to sell CONTECH to other construction companies or its management. CONTECH is a subsidiary of MND HOLDINGS. Entire 100% to be divested. (2)	
	JURONG ENVIRONMENTAL ENGINEERING, LTD.	Environmental Engineering		Paid Capital: S\$ 1m (1986)	- Set up by JURONG TOWN CORP., providing consultancy in clean-room construction and energy auditing. Total sale is planned. (2)	
	URBAN REDEVELOPMENT AUTHORITY	Carpark Management				
	JURONG TOWN CORPORATION (JTC)	Industrial Management	Fragmentation.	Total Assets: S\$ 2.88 (1986)	- One of seven statutory boards considered for partial privatization. - JTC's core activities are leasing industrial sites, construction, sale and lease of factory buildings, provision of port and bulk handling facilities and provision of engineering and logistics back-up for the offshore oil industry. (2) - JTC has already farmed out many activities to the private sector like construction, maintenance, cleaning and security of industrial estates. It is further prepared to dispose of its warehouses when the property market recovers. The container handling activity is not privatizable unless it can compete with PSA. Privatization Committee recommends that JTC privatization not be pursued for the moment. (2)	
	CIVIL AVIATION AUTHORITY OF SINGAPORE (CAAS)	Airport Service	Fragmentation/Public offering.	Total Assets: S\$ 3.38 (1986)	- One of seven statutory boards considered for partial privatization. Main functions are air traffic control, regulation of air safety, air traffic rights negotiation, airport fire service and airport management. In its management operation, CAAS has already privatized all commercial activities: ground services and flight catering to SATS CIAS, oil companies provide aviation fuel to airlines and private companies operate shops and restaurants. The other functions are regulatory and administrative and are deemed unsuitable for privatization. Plan is to further privatize CAAS by selling shares of CHANGI AIRPORT to the public. Without reorganization, it is unlikely that CAAS will attract investors. (2)	

PRIVATIZATION TECHNIQUES		ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
COUNTRY	ENTERPRISE				
UNDERWAY:	YULIACO LTD				- Divestment of 25% of shares planned.
	MITSUBISHI SINGAPORE HEAVY INDUSTRIES	Ship/Rig Building	Private sale.		- MITSUBISHI HEAVY INDUSTRIES of Japan has reached tentative agreement to buy 44% shares held by government and 5% state-owned DBS.
	MASS RAPID TRANSIT CORPORATION	Transport	Public offering/Sale of assets/ Management contract.	Capital: \$ 125m (1986)	- In June, 1986 Government announced its decision to have MRTC work towards formation of a private company to run the transit system. (2) Singaporeans and foreigners will be invited to buy shares in a new company, the SINGAPORE MASS RAPID TRANSIT LTD (SMRT), which will own and operate the urban underground railway (starting in December 1987). Privatization will take place in 1992 when rail system will be fully operational. - MRTC would transfer management and the railway assets to SMRT but the Government would keep a golden share. - The public will be allowed to participate in MRTC's ownership through the use of Central Provident Fund savings and listing the the Stock Exchange. Even after the privatization, construction of new MRT lines will continue to be the responsibility of the MRTC with its operations being kept distinct from construction of future lines. (2)
COMPLETED:	RANK HOVIS MCDUGALL NEPTUNE ORIENT LINES (NOL)	Food Processing Shipping	Public offering.		- TEMASEK sold 45% of its share. (1) - TEMASEK sold shares in 1981 (1) and will still reduce its stake from 62% to 30%. (2) - NOL is treated as a national carrier in one country and as such cannot change tariffs as expeditiously as others not classified as national carriers, thereby NOL is competing at a disadvantage. One of the conditions for removing the national carrier label is the reduction of Government's stake to 30% or less.
	SINGAPORE INTERNATIONAL AIR (SIA)	Airline	Public offering.	Paid Capital: S\$ 620m (1986)	- TEMASEK owns 63% and foreigners own 20% of SIA. Since SIA would have no problem with landing rights so long as citizens and Government own no less than 51%, foreign ownership can be allowed to increase so long as it does not exceed 49%. TEMASEK is to sell 33% of its stake. (2) - Several public offerings via international equity issues have been made. TEMASEK's stake is presently 63% to be reduced to 30%. (2) - When Government disposed of shares of SIA, it was done in tranches and gave shareholders an undertaking that there will be a minimum interval between tranches. It was announced that for one year TEMASEK would not sell more SIA shares. (2)
	DEVELOPMENT BANK OF SINGAPORE (DBS)	Banking	Public offering.	Paid Capital: S\$ 291m (1986)	- TEMASEK sold shares of DBS in the 1970s, retaining 48% of shares, but wants to reduce it to 30%. (2) - DBS is a leading local bank that is not dominated by family or special interests groups. Plan is to divest 18% of TEMASEK shares through public offerings or dilution through issue of new shares. (2)
	KEPPEL CORPORATION, LTD.	Shiprepair, Rig Building, etc.	Public offering.	Paid Capital: S\$ 235m (1986)	- TEMASEK sold shares of this SOE in the 1970s but wants to reduce its stake from 68% to 30%. 38% is to be divested. (2)
	INTRACO LIMITED	Trading Firm	Public offering.	Paid Capital: S\$ 75m (1986)	- A TEMASEK subsidiary, it sold shares of INTRACO in the 1970's. TEMASEK is willing to sell all of its 27% stake. (2) - Recently, a public company made an open bid for majority control of INTRACO but did not succeed. INTRACO is undergoing reorganization and consolidation prior to sale. (2)
	UNITED INDUSTRIAL CORPORATION, LTD. (UIC)	Detergent and Property Company	Public offering.	Paid Capital: S\$ 159m (1986)	- TEMASEK subsidiary, government sold its 16.5% stake; UIC stock had market listing prior to sale. Sold as blocks in the London market. - Objective was for UIC to withdraw from commercial activities which no longer needed to be undertaken by the public sector. (2)
	NATIONAL IRON AND STEEL MILLS (NISM)	Iron and Steel	Public offering.	Paid Capital: S\$ 64m (1986)	- TEMASEK subsidiary, it sold its 19.7% stake; NISM stock had market listing prior to sale. Sold as blocks in the London market. - Divestment was so arranged that DBS BANK succeeded TEMASEK as the dominant shareholder in NISM. (2)

1
56
1

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	DOMTY AVIATION SERVICES	Aircraft Maintenance		Paid Capital: S\$ 4m (1986)	- TEMASEK sold its 6% shareholding in the company. (2)
	SINGAPORE NATIONAL PRINTERS, LTD.	Printing and Publishing	Public offering	Paid Capital: S\$ 6m (1986)	- 100% owned by TEMASEK, it was listed in February, 1987, with TEMASEK retaining a 63% stake. Recommendation was to allow public to own up to 49% in the first phase of privatization and 100% in the long run. (2)
	RESOURCES DEVELOPMENT CORPORATION (RDC)	Quarrying and Construction	Public offering.	Paid Capital: S\$ 9m (1986)	- MND HOLDINGS to reduce its stake to 30%. - Listing of RDC in the exchange in January, 1987, with MND HOLDINGS retaining a 30% stake only served to widen the Singapore stock market through the secondary distribution of government-owned shares. (2) - RDC's construction business has long been subject of private sector criticism. (2)
	EDUCATIONAL PUBLICATION BUREAU, LTD.	Publishing	Public offering. (2)	Paid Capital: S\$ 1.6m (1986)	- Entire 100% share of the Ministry of Education have been sold. (2)
	SETSCO SERVICES, LTD.	Engineering Consultancy	Public offering. (2)	Paid Capital: S\$ 1m (1986)	- 100% stake of JTC have been divested. (2)
	SINGAPORE AIRPORT DUTY-FREE EMPORIUM (SADE)	Duty-free Emporium	Public offering.	Paid Capital: S\$ 1.5m (1986)	- Joint owners of SADE are SIA (80%) and TEMASEK (20%). On recommendation of Privatization Committee, TEMASEK sold its stake to SIA. (2)
	PORT OF SINGAPORE AUTHORITY (PSA)	Government Agency	Fragmentation/Lease.	Total Assets: S\$ 3.4B (1986)	- PSA is a steady money-earner and even managed to thrive the 1982 world-wide recession. It dominates the Southeast's container trade. - Divestment of 25% of shares. - One of seven statutory boards considered for partial privatization. Apart from privatizing ownership, the board may offer scope for privatization of production and liberalization. (2) - PSA is involved in regulatory activities, infrastructure development, cargo handling and ancillary support activities. PSA has already privatized parts of cargo handling and support activities. About half of its conventional berth are leased to shipping agents and will lease more when demand exists. PSA does not intend to privatize crucial services as pilotage, water supply and port security but is prepared to privatize tug towage, bunkering, sloop reception, ferry services and exhibition facilities under its ancillary services. (2)

(1) Divestiture of SOEs in LDCs (op. cit.)

(2) Report of the Public Sector Divestment Committee (2/87).

SOMALIA

COMPLETED:	n.a.	State Farms	Lease.		- Farms are being leased to private farmers.
	n.a.	Fishing	Private sale/Joint venture.		- Joint industrial fishing ventures were set up in 1984 in response to privatization program of Government.

Source: Divestiture of SOEs in LDCs (op. cit.)

SPAIN

PLANNED:	IBERIA AIR	Airline	Private sale. (2)		- See Vol. II for a case study on Spain.
	REPSOL	Energy Holding Company	Public offering.	Sales: Ptas 1,309B (1985)	- Government plans to have INH incorporated as a public limited company to offer the public up to 50% of its share in several tranches
	HYTASA	Textiles			
	IMEPIEL	Shoe Manufacturing			
	MERCORSA	Agri-business			
	TRANSMEDITERRANEA	Shipping	Public offering.		- Selling 49% of equity at Stock Exchange.
	ALDEASA	Retailing	Public offering.		- To be sold at Stock Exchange and sell 49% of equity. (1)
COMPLETED:	[GESA]	Electricity/Gas	Public offering.		- 38% of GESA's shares is being offered for sale at the Madrid Stock Exchange, reducing state participation to 56%.

COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
					- GESA is controlled by INI (INSTITUTO NACIONAL DE INDUSTRIA), the state industrial holding company.
	RUMASA GROUP: (not all inclusive)				- See Volume II. (3)
	HOTASA	Hotel Chain	Private sale.		- See Volume II. (3)
	GALERIAS PRECIADOS S.A.	Department Store	Private sale.		- See Volume II. (3)
	MANTEQUERIAS LEONESAS	Food Retailing	Private sale.	Sale Price: \$ 4.2m	- See Volume II. (3)
	LOEWE	Fashion Leather	Private sale.		- See Volume II. (3)
	Sherry Companies	Sherry Producer	Private sale.		- See Volume II. (3)
	Hispano Alemana Const.	Bldg. and Const. Co	Private sale.		- See Volume II.
	Banco Atlantico Group	Banks	Private sale.		- See Volume II.
	Fenix Penangular	Insurance	Private sale.		- See Volume II.
	Garvey	Sherry Producer	Private sale.		- See Volume II.
	Ibernaves	Shipping	Private sale.		- See Volume II.
	INI GROUP:				
	ENASA	Trucks	Private sale.		- See Volume II. (3)
	POSTAS DE NAVARRA		Sale of assets.		
	CSB	Ball Bearings	Sale of assets.		- See Volume II. (3)
	TEXTILE TARAZONA	Textiles	Private sale.		- See Volume II. (3)
	MARSAN	Tourism	Private sale.		- See Volume II. (3)
	ENTURSA	Catering	Private sale.		- See Volume II. (3)
	CESQUISA	Pharmaceuticals	Private sale.		- See Volume II. (3)
	INGENASA	Biotechnology	Private sale.		- See Volume II. (3)
	LA LUZ	Meat Processing	Private sale.		- See Volume II. (3)
	IGFISA	Frozen Food	Private sale.		- See Volume II. (3)
	FRIGSA	Food Distribution	Private sale.		- See Volume II. (3)
	INDUGASA				
	INISA				
	SECOINSA	Computers	Asset swap/Private sale.		- See Volume II. (3)
	TELEFONICA	Telecommunications	Private sale.		- See Volume II. (3)
	SKF	Ball Bearings	Private sale.		- Lack of technology and economies of scale made INI decide to sell 100% equity to SKF AKTIEBOLAGET (Sweden), the parent company. (1)
	SEAT (SOCIEDAD ESPANOLA DE AUTOMOVILES TURISMO)	Car Manufacturing	Private sale.	Assets: \$ 2.2B (1984)	- See Volume II. (3)
	EMPRESA NACIONAL DE ELECTRICIDAD (ENDESA)	Electric Utility	Public offering.		- Offering of 20.4% stake of INI.
	[ENSERSA]	Fertilizers	Public offering.		- Minority shares were offered with objective to reduce state ownership to 51%. (1)
	[ENCE]	Pulp and Paper	Public offering.		- Minority shares were offered with objective to reduce state ownership to 51%. (1)
	[INISEL]	High Technology	Public offering.		- Minority shares were offered with objective to reduce state ownership to 51%. (1)
	[SAN CARLOS]	Goods	Private sale.		- Sold in 1987 to a Danish group.
	PATRIMONIO GROUP:				
	[TORRES DE JEREZ]	Real estate	Private sale.	Sale Price: \$ 75.0m	- Sold to HERON INTERNATIONAL (UK). (1)
	[BANCO ATLANTICO GROUP]	Bank	Private sale.	Sale Price: \$ 35.0m	- Sold to ARAB BANKING CORP. (Libya), BANCO EXTERIOR and BANCO ARABE ESPANOL. (1)
	[FENIX PENINGULAR]	Insurance	Private sale.	Sale Price: \$ 11.0m	- Sold to ASSURANCES DE FRANCE. (1)
	[GARVEY]	Sherry Wines	Private sale.	Sale Price: \$ 5.0m	- Sold to COOP GROUP AG (Germany). (1)
	[IBERNAVES]	Shipping	Private sale.	Sale Price: \$ 2.0m	- Sold to NORDIC INTERNATIONAL NAVIGATION. (1)
	[HISPANO ALEMANA]	Construction	Private sale.	Sale Price: \$ 6.0m	- Sold to TRANSWORLD CONSTRUCTION (Germany). (1)
	[HILATURAS BOSSYPIMUM]	Textiles			
	[WATER DISTRIBUTION SYSTEMS]	Water distribution	Management contract lease.		- Water distribution systems in several municipalities are handled by private companies under management contracts and "contrats d'

PRIVATIZATION TECHNIQUES						
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR		COMMENTS
						affermage* (and concessions).
						(1) Privatization in Europe, Case of Spain (G. De La Dehesa). (2) Privatization Worldwide - Adam Smith Institute (1986). (3) Case Study Volume II.
	SRI LANKA					
						- A case study on Sri Lanka is included in Vol. II. - Draft legislation is underway for conversion of public corporations and BOBUs (Government-Owned Business Undertakings) into joint stock companies. Legislation has been passed on first reading.
PLANNED:	SRI LANKAN TELECOMMUNICATIONS DEPARTMENT (SLTD)	Telecommunications	Private sale/Joint venture/ Management Contract.	Revenues: Rs 1.12B (1984)		
	BRITISH CEYLON CORP. STATE TRADING CORPORATION	Coconut Oil Mill Trading	Lease. Private sale.			- Includes STATE TRADING GENERAL, TRACTORS, TEXTILES and CONSOLIDATED EXPORTS. Committee on Privatization proposed that these corporations be converted into export-import trading houses. (4) - Privatization exercise classified it as profitable and can then be partly or wholly sold. (4) - Companies originated from bilateral trading arrangements. (4) - Government intends to set up LANKA CHEMICALS from operations of PARANTHAN to be made up of SALT PARANTHAN and PAPER CORPORATIONS. Equity base would be private (49%) and governments's (51%). (5) - ADB is assisting LECD in its Institutional Strategy Study to address the role of government in power distribution and the desirability, benefits and disadvantages of private sector involvement. (6) - See Volume II.
	PARANTHAN CHEMICALS CORPORATION	Chemicals	Private sale.			
	LANKA ELECTRICITY COMPANY (LECO)	Electric Power				
	STATE RUBBER MANUFACTURING CORPORATION	Rubber	Sale of shares.			
	NATIONAL MILK BOARD	Milk and Dairy	Lease/Sale of shares.	Workforce (1986) 1,600-		See Volume II.
COMPLETED:	AIR LANKA	Airline	Management contract.			- Converted into a joint stock company with equity participation to be

PRIVATIZATION TECHNIQUES

COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
					opened to private and foreign investors. (2) - AIR LANKA (formerly AIR CEYLON) is managed by SINGAPORE AIRLINES. - Preliminary negotiations have been initiated by the government with SAS to reorganize AIR LANKA. SAS is reported to have recommended that government shareholdings should be reduced to 40%. If SAS is to undertake a recovery operation, it is expected to insist on nominating
	NATIONAL TEXTILE CORP.				
	- Thulhiriya	Textiles	Management contract.	Workforce 3,700	- See Volume II.
	- Pugoda	Textiles	Management contract.	Workforce 2,600	- See Volume II.
	- Veyangoda	Textiles	Management contract.	Workforce 1,982	- See Volume II.
	GOBU TILE FACTORIES				
	- Vijaya Tile Works	Tiles	Private sale of assets.		- See Volume II.
	- Shaw Industries	Tiles	Private sale of assets.		- See Volume II.
	- Noorani Tile Works	Tiles	Private sale of assets.	Workforce 500	- See Volume II.
	CME HOLDING COMPANY				
	- Computer Services	Computer services	Joint-venture/New private investment	Workforce 45	- See Volume II.
	- CME Printers Ltd.	Printing	Joint-venture/Sale of shares	Workforce 170	- See Volume II.
	- Lanka Milk Foods	Dry milk packaging	Joint-venture/Private sale of shares.	Workforce 380	- See Volume II.
	CEMENT CORPORATION (CCC)	Cement	Management contract.	Revenues: Rs 749.5m (1985)	- LANKA CEMENT, a subsidiary jointly owned by CCC (67%) and by public and private shareholders (33%) has been created. - CCC has a profit sharing management agreement with BLUE CIRCLE. - Formed by CCC and external shareholders, it is trading at a loss even before depreciation and expensive loans. It has a Profit Sharing Management Support Contract with BLUE CIRCLE. (3)
	LANKA CEMENT LTD.	Cement	Management contract.		

- (1) Divestiture in Developing Countries (op. cit.)
 (2) Privatization (ADB Conference).
 (3) Sri Lanka Case Study - Volume II.
 (4) Sri Lanka Report on Privatization (D. Heald).
 (5) Interview with Mr. De Mel, President, Paranthan Chemicals (11/86).
 (6) ADB Proposed Projects and Operations (1987).

SWEDEN

PLANNED:	SWEDISH STEEL AB	Steel	Public offering.		
UNDERWAY:	PROCORDIA	Holding Company	Public offering/New investment/ Private sale.	Profit: \$ 113m (1985)	- Controls companies operating in pharmaceuticals, chemicals, catering and tobacco industries. - Is to raise \$ 165m in new equity, reducing State's shareholding to 81%; 40% is to be subscribed by four Swedish institutions, 20% is reserved for workholders and 40% for private investors.
	KABIVITRUM AB OF STOCKHOLM	Pharmaceuticals	Private sale/Joint venture.		- Cooperation venture have been approved by boards of KABIVITRUM and FERMENTA AB of STANGNAS (Swedish fine chemicals company). - PROCORDIA controls KABIVITRUM. - Transaction includes sale of KABIVITRUM's subsidiary, KABIGEN AB (genetic engineering).
COMPLETED:	LUXOR PK BANKEN	Electronics Bank	Private sale. Public offering.		- Sale to NOKIA of Finland. - 15% of PK BANKEN was placed in the stock market in 1984.

TAIWAN

 - Land-to-the-Tiller (LTTT) Act of 1953 mentioned four SOE divested:

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
THAILAND					
PLANNED:	PORT AUTHORITY OF THAILAND	Port	Management contract/Private sale/Lease.		<ul style="list-style-type: none"> - Presently conducting a study for privatizing: port facilities of Sattahip, deep-sea ports at Laem Chabang and Map Ta Put ports, Songkha and Phuket ports and other domestic ports. (2) - Options being considered include management contract, private sale via tenders from port facility users, granting of private treaty grants for exclusive users and leasing. - No single approach could apply to all ports because of their differing characteristics and degrees of development. A pilot privatization scheme for Sattahip on a modified turnkey basis has been proposed. (2)
	BANGKOK BUS COMPANY	Bus Operation			
	BANGKOK MASS TRANSIT AUTHORITY	Public Transport			
	ELECTRICITY GENERATING AUTHORITY OF THAILAND	Power	Public offering.		
UNDERWAY:	KRUNG THAI BANK	Commercial bank			<ul style="list-style-type: none"> - The third largest commercial bank seems likely to be privatized.
	TELEPHONE ORGANIZATION OF THAILAND	Telephone	Private sale.		<ul style="list-style-type: none"> - BELL CANADA, INTL.'s (BCI) proposed investment is worth more than \$400m. Majority holding would be with Thai companies and individuals. - Joint venture is for operation and expansion of Bangkok's telephone system. - SOE is to be sold to BCI with the new company to be formed via joint venture to be called TELESTAR.
	ERAWAN HOTEL	Hotel	Lease/Private sale/Joint venture.		<ul style="list-style-type: none"> - AMARIN PLAZA, the private developer has proposed to either lease hotel from government or to set up a new company in joint venture with government. The INDUSTRIAL BANK OF JAPAN has also made an offer for renovations of the hotel. (2) - Finance ministry (major shareholder) does not intend more renovations and has suggested that AMARIN's offer be considered. (2)
COMPLETED:	SOE ALUM FACTORY	Alum Factory	Lease/Private sale/Joint venture.		<ul style="list-style-type: none"> - PHAISARN was given leased rights to operate plant. (2) - Joint venture with THAI ACID INDUSTRY CO. and PHAISARN INDUSTRY in 1978. (1)
	THAI INTL. AIRLINES	Airline	Public offering.		
<p>(1) Divestiture in Developing Countries (op. cit.) (2) ADB, Privatization in Developing Countries: Experience of Thailand (P. Pakkasee).</p>					
TOGO					
PLANNED:	PROJECT ANANAS DE NOTSE	Pineapple			<ul style="list-style-type: none"> - See Volume II for a case study on Togo.
	CENTRE ARTISANAL D'AGAU- NYOGBO (CAAN)	Art and Crafts Center			<ul style="list-style-type: none"> - Assets of TOGO FRUIT. No relating debt of state. Still active. - CAAN is to be further analyzed regarding proposed action.
	OFFICE DES PRODUITS AGRICOLES DU TOGO (OPAT)	Export Board	Fragmentation.		<ul style="list-style-type: none"> - Some activities to be spun-off are HUILERIES TOGOLAISE and IOTO. - As part of its reorganization and restructuring plans, some of its operations will be spun off for privatization.
	HUILERIES TOGOLAISES	Groundnut Mill	Management contract.		<ul style="list-style-type: none"> - Most of OPAT is to remain a state enterprise. - Asset of OPAT. It has no state debts. - Government has received proposal from an experienced European company to merge and operate HUILERIES and IOTO.
	SOCIETE NATIONALE DES HUILERIES ET DE PALMERAIRES (SONAPH)	Palm Oil Mill			<ul style="list-style-type: none"> - To be restructured prior to privatisation.

PRIVATIZATION TECHNIQUES						
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS	
	NATIONAL PRINTING COMPANY (EDITOGO)	Printing	Fragmentation/Sale of assets.	Revenues: CFAF 657m (1985)	- Press reporting activities will be separated from printing activities prior to sale. Printing would be sold or subcontracted.	
	SONATAM CAISSE D'EPARGNE NATIONAL SHIPPING COMPANY (SOTONAM)	Shipping			- SOE to be analyzed for further specific action.	
	BAGUIDA POULTRY FARM (FAB)	Poultry			- SOE to be analyzed for further specific action.	
	TOGO DEVELOPMENT COMPANY (SOTED)	Services			- SOE to be analyzed for further specific action.	
	NATIONAL DATA PROCESSING (CENETI)	Data Processing			- SOE to be analyzed for further specific action.	
	TOGO CONSTRUCTION COMPANY (SITO)	Construction			- SOE to be analyzed for further specific action.	
	AGRICULTURE IMPLEMENTS COMPANY (UPROMA)	Farm Implements	Private sale.		- UPROMA will be converted into a mixed enterprise with private shareholders and state management.	
	FRUIT PRODUCTION COMPANY (TOGOFRUIT)	Fruit Production	Sale of assets.		- Previously closed, it is to be reclassified for privatization. TOGO-FRUIT is still being operated.	
	LE MOTEUR	Engines	Sale of assets.		- Previously closed, it is to be reclassified for privatization. LE MOTEUR is a possible restructuring candidate.	
	NATIONAL FOREST DEVELOPMENT COMPANY (ODEF)	Timber Development	Management contract.		- Government will consider favorably proposal to combining experienced management and eventual privatization.	
	NATIONAL COLD STORES (ONAF)	Cold Storage	Management contract.		- Government will consider favorably proposal to combining experienced management and eventual privatization.	
	NATIONAL INVESTMENT COMPANY (SNI)	Finance	Management contract.			
	TOGO DEVELOPMENT BANK (BTD)	Bank	Management contract.			
	NATIONAL LOTTERY (LOMATO)	Lottery	Management contract.			
	NATIONAL FISHING COMPANY	Fishing	Management contract.			
UNDERWAY:	TOGO RECORD COMPANY (OTODI)	Recording Studio	Sale of assets/Liquidation/Lease.		- Two companies made a bid for OTODI.	
	TOGO SALT MINING COMPANY (SALINTO)	Salt Mining	Sale of assets.	Revenues: CFAF 10m (1980)	- SOE to be analyzed for further specific action. SALINTO's management is under PROMOTEC, a private company who also owns 34%. - SALINTO received offers for purchase from BONELEC (Togolese/Beninese/Nigerian) and ALBER CONSULTANTS (German).	
	SOCIETE NATIONALE DE TRANSPORTS ROUTIERS	Bus operation	Private sale.	Revenues: CFA 495m (1985)	- Four interested parties have indicated their interests in acquiring TOGROUTE and their offers are being reviewed: Two initial offers were also received from a Swiss company and a local investor, TOGOTRANS. - Currently government is negotiating sale with a Danish company. - Government's initial capital was 60% with remaining shareholders divided as: 10% local entrepreneurs and 30% foreign (25% CAT, a RENAULT subsidiary and 5% SAGA).	
	SOCIETE TOGOLAISE DE GALVANISATION DE TOLES (SOTOTOLES)	Iron sheets	Private sale.	Revenues: CFA 1.7B (1985)	- No official proposals for purchase have been received although a number of foreign and local potential investors have expressed interest. - Government's initial share capital was 50%. Remaining 50% is owned by SOCINVEST and other foreign private shareholders. (1)	
COMPLETED:	SOCIETE TOGOLAISE DE MARBRES ET MEATERIAUX (SOTOMA)	Marble	New Investment	Revenues: CFAF 194m (1983)	- See Volume II.	
	INDUSTRIES DES OLEA-LINEUX DU TOGO (IOTO)	Cottonseed/Palm	Sale of assets.	Revenues: CFAF 742m (1982)	- See Volume II.	
	TOGO TEXTILE INDUSTRY (DATCHA) (ITT)	Textiles	Sale of assets.	Initial Equity: CFAF 540m	- See Volume II.	

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	TOGO TEXTILE COMPANY (KARA) (TOGOTEX)	Textiles	Sale of assets.	Initial Equity: CFAF 1.8B	- See Volume II.
	SOCIETE DETERGENTS DU TOGO (SODETO)	Oil Refining	Sale of assets/New Investment.	Revenues: \$ 2.0m (1983)	- See Volume II.
	DAIRY PRODUCTS COMPANY (SOPROLAIT)	Dairy	Lease.	Revenues: CFAF 174m (1982)	- See Volume II.
	SOCIETE NATIONALE DE SIDERURGIE (SNS)	Steel Mill	Lease.	US\$ Turnover: \$ 4.6m (1985)	- See Volume II.
	AGRICULTURE EQUIPMENT COMPANY (SOTEXMA)	Farm Equipment	Lease.	Revenues: CFAF 290m (1985)	- See Volume II.
	TOGO OIL REFINERY (STH)	Oil Refinery	Lease.	Revenues: CFAF 20.8B (1985)	- See Volume II.
	TOGO PLASTICS INDUSTRY (ITP)	Plastics	New investment.	US\$ Revenues: \$ 1.5m (1983)	- See Volume II.
	[SOCIETE TOGOLAISE DE CONFECTION (SOTCON)]	Clothes/Apparel	Lease/Sale of assets.		- Assets of SOTCON have been leased temporarily to an expatriate African entrepreneur pending liquidation of the original company and divestiture on a more enduring basis. Sale is the subject of negotiations with an American-based clothing retailer with no previous African operational experience. Other offers to acquire SOTCON were received from several Togolese and foreign parties.
	[HOTEL DE LA PAIX]	Hotel	Management contract.		
	[2 FEVRIER HOTEL]	Hotel	Management contract.	Revenues: CFAF 657m (1985)	
	[SARAKAWA HOTEL]	Hotel	Management contract.		
	[BENIN HOTEL]	Hotel	Management contract.		
	[TROPICANA HOTEL]	Hotel	Management contract.		
TRINIDAD AND TOBAGO					
PLANNED:	NATIONAL FISHERIES	Fishery	Private sale/Lease.	US\$ Loss: \$ 0.3m(1985)	
	TRINIDAD AND TOBAGO PRINTING AND PACKAGING	Printing/Packaging	Private sale.	US\$ Loss: \$ 1.7m(1985)	
	TRINIDAD CEMENT COMPANY	Cement	Private sale.		- SOE in a mature industry. Government to sell ownership (40%) and eventually to offer remaining 51%.
	TRINIDAD AND TOBAGO TELEPHONE COMPANY	Communications	Private sale.		- Government to sell off 49% to an appropriate foreign technical participant.
TUNISIA					
COMPLETED:	SITER	Textile	New investment.		- Subsidiary of SOGITEX (state holding). - Assistance of IFC through GRIP (Guaranteed Recovery of Investment principal).
	SITEX	Textile	New investment.		- Subsidiary of SOGITEX (state holding). - See Volume I for description of transaction concluded with IFC assistance. Capital increase to be followed by private sale and public offering of existing SOGITEX holdings.
	HOTEL ULYSSE DE DJERBA	Hotel	Private sale.		- Sold to a Tunisian-German group.
	HOTEL HANNIBAL	Hotel	Private sale.	Proceeds: TD\$ 12m	- Sale via public tender. It was sold to a local group. - Subsidiary of SOTIMACO
	MARBRERIE DE THALA	Marble Subsidiary	Sale of assets.		- Sold to a private group supported by a Tunisian-Saudi Arabian bank.
	FLUODAR	Mining	New investment/Private sale.		- After write down of losses and capital increase, final shareholding is: 45% (Government; reduction of ownership from 95%), 39% (ARMICO Arab Mining Company), 11% (IFC). This is a first step to privatization and Government intends to go further in divestiture when sufficient levels of profitability and efficiency will possibly attract private

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	HOTEL MIRAMAR SRT	Hotel Transport	Private sale. Fragmentation.	Proceeds: TD\$ 3.3m	local investors. - Sold to a local bank (BTKD). - Freight operations have been hived off and partially privatized.
TURKEY					
					- Government has created a Public Housing and Public Participation Administration (PPA) as instrument for privatization measures, under Law No. 3291 of 1986. - A law passed on February, 1984 encompasses provisions relative to: Issuing REVENUE SHARING CERTIFICATES (to enable real and judicial persons to share revenues of infrastructure facilities) for all types of infrastructure facilities owned by public sector agencies, by organizations (Public Economic Organizations [PEO] and SEEs) and by PEO's companies, plants and affiliated partnerships; Issuing STOCK CERTIFICATES of PEOs and SEEs (to enable real and judicial persons to hold shares in above facilities); ASSIGNMENT OF THEIR OPERATING LICENSES (right to operate facilities to real or judicial persons for specific periods and transfer right to market and distribute goods). - Several transactions are considered planned or underway, in respect of about 30 SOEs in sectors as diverse as tourism, telecommunications, tea processing, electricity, textiles, pulp and paper, motors, engineering, electronics, tiles, cement, mining, petro-chemicals, iron and steel, etc. - Reportedly being actively considered are: - It was decided to create new companies to embody distinct activities or functions of THY and to privatize these entities prior to THY. Separate activities include USAS (already in existence) and BHT (see below) as well as HAVAS. - Provides ground services, catering and busing at Turkish airports. - USAS has already been transferred to PPFA for privatization.
UNDERWAY:	TURKISH AIRLINES (THY)	Airline	Fragmentation	Assets: \$ 411m (1985)	
	UCAK SERVISI AS (USAS) BOGAZICI AIR TRANSPORTATION (BHT)	Airline services Air freight			
	IGSAS PETKIM	Fertilizer Petrochemicals	Public offering.	Profits: \$ 16.4m (1986)	- Has been transferred to the PPFA for privatization.
	SUMERBANK	Banking and Textiles	Public offering.	Workforce: 42,177 (1987)	- Has been transferred to the PPFA for privatization. - SUMERBANK operates more than 400 retail stores; also produces cement, steel, shoes, paper, carpets and ceramics. It also consist of a banking network of 44 branches.
	TURKIYE CIMENTO SANAYI T.A.S.	Cement		Workforce: 7,000 (1987)	- Operates 20 cement factories, five factories are to be privatized: Afyon, Ankara, Balikesir, Pinarhisar, and Soke. These cement factories have already been transferred to PPFA.
COMPLETED:	NETAS TELETAS	Telecommunication Telecom. equipment	Public offering. Public offering.	Sales TL 176 b	- Successful offering of minority shareholdings. - Successful offering of minority shareholdings. 40% of the TL 14 billion paid in capital of TELETAS was held by an SOE, PTT (Turkish Post Office) and transferred to the PPA (see above). The PPA decided to sell approximately 22% of the company's capital. - Sale was underwritten. Offering was over subscribed. Extensive distribution and publicity efforts were deployed.
UGANDA					
					- Government is considering to further fully divest 15 commercially-oriented non-industrial public enterprises and some 13 industrial

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
					public enterprises. UGANDA DEVELOPMENT CORP. is considering to fully divest or close some 10 enterprises and to reduce its majority ownership to a minority position in 17 enterprises.
PLANNED:	UGANDA MEAT PACKERS	Meat Packing	Private sale.		- Government strategy is to sell 100% of SOE to Ugandan nationals.
	UGANDA BAGS AND HESSIAN	Bags	Private sale.		
	ASSOCIATED MATCH COMPANY	Matches	Private sale.		
	CHILLINGTON TOOL COMPANY	Machine Tools	Private sale.		
	STEEL CORPORATION OF EAST AFRICA	Steel	Private sale.		
COMPLETED:	NATIONAL TEXTILE BOARD	Textile	Sale of assets.		- Government handed back to the MENTA GROUP on a joint venture basis 49% of its holdings in: SUGAR CORPORATION OF UGANDA, UGANDA ENGINEERING CORPORATION, CABLE CORPORATION, UGANDA TEA CORPORATION.
	MENTA GROUP		Re-privatizations/ Private sale/Joint venture.		- Government handed back 49% of STEEL CORPORATION OF EAST AFRICA (operated by the Group under a joint venture with the Government), 84% of MUKO TEXTILE LTD, 75% of ASSOCIATED MATCH COMPANY, and 100% of EMCO OIL REFINERY, MAHDVANI SOAP INDUSTRIES, MULBOX LTD, EAST AFRICAN GLASS WORKS, EAST AFRICAN STEEL PRODUCTS, UGANDA METAL INDUSTRIES, MILTYRES LTD, EMCO STEEL AND METAL CORPORATION.
	MADHVANI GROUP		Re-privatization/Joint venture.		- Government returned 100% ownership of all LONRHO companies to the Group: CONSOLIDATED PRINTERS, MOTOR MART UGANDA, EXPRESS UGANDA, UGANDA CHIBUKU and PRINTPACK LTD.
	LONRHO UGANDA LIMITED		Re-privatization.		- Government returned 70% of its holdings in BAT to the company, retaining 30%. Government receives a monthly revenue from BAT.
	BRITISH AMERICAN TOBACCO	Tobacco	Re-privatization.		- Government returned 100% of its holdings.
	BATA SHOES LTD	Shoes	Re-privatization.		- Government retained 51% of the share capital.
	MITCHELL COTTS LTD		Re-privatization/Joint venture.		
U.K.					
					- The UK privatizations are widely publicised. The reader is referred to "Privatization in the United Kingdom - Background Briefing," H.M. Treasury, for progress report and statements of objectives.
PLANNED:	ELECTRICITY	Power distribution			- Plans set out in "Privatising Electricity" (Cmd 322) for England and Wales, and "Privatisation of the Scottish Electricity Industry" (Cmd 327).
	12 Area boards in England and Wales				- Area Boards to be privatised as separate companies with obligation to supply control of the national grid, regulation and imposed standards of service (with compensation for failure to meet them).
	2 generating companies in England and Wales	Power generation			- Existing Central Electricity Generating Board to be split into two generating companies.
	2 Scottish boards	Power distribution and generation			- Easier access to the grid expected for new private generators providing competition in 80% of the costs of the industry; several power schemes - eg Thames Power - already announced.
	BRITISH STEEL CORPORATION (BSC)	Integrated Steel Maker		Assets: \$ 5.2B (1984)	- Sharp improvement in its profits and financial position. Government has announced intention of selling BSC as a whole to the private sector as soon as possible. Significant individual elements of BSC already sold as joint ventures with the private sector.
	WATER COMPANIES OF ENGLAND AND WALES	Water Distribution	Public offering.		- First of 10 water authorities could be listed on the stock market around 1990.
					- Restructuring of the industry envisaged. National River Authority is to take over environmental service, pollution control, flood defense, water conservation, resource planning, fisheries and navigation.
					- Remaining authorities will first be made public companies, then sold as entities, licensed to carry out utility functions.

PRIVATIZATION TECHNIQUES						
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR		COMMENTS
	CROWN SUPPLIERS	Furniture and transport.				<ul style="list-style-type: none"> - Government now has legislation to give authorities the necessary powers to prepare for privatization. - Government has announced intention to privatise. - Some parts of organisation with security implications will remain in public sector. - Samuel Montagu appointed to advise on method of sale.
	GENERAL PRACTICE FINANCE FINANCE CORPORATION	Mortgage lending to doctors.				<ul style="list-style-type: none"> - Government has introduced bill to turn corporation into Companies Act company prior to sale.
	ROVER GROUP	Vehicle manufacturer				<ul style="list-style-type: none"> - Conditional sale price St.150m. - British Aerospace have agreed to purchase Rover Group (RG), subject to European Commission and shareholders approval. - Terms of sale include Government St.800m. cash injection to reduce RG's indebtedness, carry forward of tax losses reduced from St. 1.6 b. to St.500 m., Government guarantees of RG's bank debts (St. 1.6 b.) withdrawn over period and BAe's agreement not to relinquish either Austin Rover or LandRover within 5 years.
	PROFESSIONAL AND EXECUTIVE REGISTER	Recruitment consulting	Private Sale/Management buy-out.			<ul style="list-style-type: none"> - Lloyds Bank are advising Government on feasibility and method of sale.
	SCOTTISH BUS GROUP		Fragmentation			<ul style="list-style-type: none"> - Intention announced of seeking early legislation to enable privatisation of SBG in about 10 units.
	LONDON BUS ENGINEERING		Private sale.			<ul style="list-style-type: none"> - Sale of Bus Engineering Ltd., which provides maintenance to the bus fleet of London Regional Transport, is expected to be completed in 1988-89. Its main property holding is being sold separately.
	NATIONAL GIROBANK		Trade sale.			<ul style="list-style-type: none"> - Girobank, the banking subsidiary of the Post Office, is to be privatised this autumn. Increased competition in banking sector being one objective, sale to one of major UK dealers not likely. Schroders advising Post Office, and Hambros advising Government.
	NATIONAL ENGINEERING LABORATORY	Research and Development				<ul style="list-style-type: none"> - Organisations with experience in research and development, including the laboratory's staff, have been invited to submit proposals by 22 July.
UNDERWAY:	BRITISH RAIL ENGINEERING LTD. (BREL)	Railway Equipment Manufacturing	Private sale.			<ul style="list-style-type: none"> - Heavy maintenance and new build works not formed into "BREL 88", which will be offered for sale in 1988. Routine maintenance will continue to be done by BR.
COMPLETED:	BRITISH TRANSPORT ADVERTISING LTD.	Advertising	Private sale.			
	UK PLANT BREEDING INSTITUTE - NATIONAL SEED DEVELOPMENT ORGANIZATION	Plant Breeding	Private sale.			<ul style="list-style-type: none"> - Sold to Unilever. - Government sold the units to a company already involved in agriculture supply industry and interested in building up its presence in seeds.
	ROYAL NAVAL DOCKYARDS	Dockyards	Management contract.			<ul style="list-style-type: none"> - Manager is a private company especially formed for the purpose.
	ROVER GROUP: LEYLAND BUS	Buses	Employee buy-out. (8)	Sale Price: St. 40.0m (1987)		<ul style="list-style-type: none"> - Management and employee consortium composed of 16% employees, 72% Bankers Trust and Royal Bank of Scotland and 10% Lancashire Enterprises purchased LEYLAND BUS. (7) Subsequently sold by management and employee consortium to Volvo of Sweden.
	UNIPART	Motor Parts	Employee buy-out. (8)	Sale Price: St. 30.0m (1987)		<ul style="list-style-type: none"> - Buy-out by UGC LTD. in 1987, a consortium formed by managers and employees. (6)
	BRITISH LEYLAND TRUCKS	Trucks	Private sale/Merger.	Total Debts: St. 750m		<ul style="list-style-type: none"> - Merger with DAF trucks (owned by the Dutch group DAF) with ROVER group retaining 40% of the new company, DAF BV. (8)
	DAB	Buses	Employee buy-out. (8)	Sale Price: St. 7.0m (1987)		
	ISTEL	Computer Services	Employee buy-out.	Sale Price: St. 26.0m (1987)		<ul style="list-style-type: none"> - Management buy-out by ISTEL GROUP LTD. with ROVER holding on to 25%. (8)
	SEALINK	Harbor and Ferry Operation	Private sale.	Sale Price: St. 66.0m (1984)		<ul style="list-style-type: none"> - SEALINK had 37 ships, on 24 routes, 10 harbor facilities, 10,000 employees and turnover of 265m sterling.

PRIVATIZATION TECHNIQUES

COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
					<ul style="list-style-type: none"> - Interested purchasers were European Ferries, P & O, Sea Containers, Trafalgar House and a consortium led by Charterhouse and including directors of SEALINK. - Purchased in July 1984 by BRITISH FERRIES, a subsidiary of SEA CONTAINERS. Government retained a golden share with required ships to remain under the British flag.
	ROLLS-ROYCE AERO ENGINE COMPANY	Aerospace Engines	Public offering.	Proceeds: St. 1.48 (1987)	<ul style="list-style-type: none"> - First stage of its privatization program was to re-register ROLLS-ROYCE as a public limited company and application to the court for confirmation of capital reduction. - Individual workers of ROLLS-ROYCE were offered shares worth around St. 600 under the privatization program. - 801m shares were offered representing all of issued share capital of which 635m were owned by the government and 166m were newly issued shares. Government retained a special share. (8)
	BRITISH AIRPORTS AUTHORITY (B.A.A.)	Airports	Public offering.	Turnover: St. 284.0m (1983)	<ul style="list-style-type: none"> - Privatization program began with creation of a single entity but with each airport (seven subsidiaries) to run as a separate company under the single holding company. - The next step of the program was to make B.A.A. a public limited company prior to flotation of 550m sterling worth of shares and eventual privatization. - BAA owns and operates airports in England and Scotland: Heathrow, Gatwick, Stansted, Glasgow, Edinburgh, Prestwick and Aberdeen. (8) - 500m shares representing all of the issued share capital were offered for sale. Up to 115m were offered by way of tender and the balance at fixed price. (8) - A special share was introduced in view of national interest.
	BRITISH AIRWAYS (BA)	Airline	Public offering.	Proceeds: St. 900m (1987)	<ul style="list-style-type: none"> - BA's privatization has demonstrated that waiting for new management to improve its performance can enhance its market value. BA was substantially restructured and profit earnings record improved prior to privatization. - BA reduced its workforce from 59,000 to 39,000 by the time it went to the private sector in February 1987. They were not fired but attractive voluntary retirement packages were offered. (11)
	BRITISH AIRWAYS HELICOPTERS	Helicopter Fleet	Private sale.	Sale Price: St. 13.5m (1986)	<ul style="list-style-type: none"> - Purchased by SDR HELICOPTERS which is jointly owned by Robert Maxwell, the Scottish Daily Record and the Sunday Mail. (8)
	ROYAL ORDNANCE (RO)	Arms and Munition	Private sale.		<ul style="list-style-type: none"> - Two sales were made: first on July 1986 to VICKERS who purchased the Leeds tank factory for St. 15.0m (proceeds retained by RO) and the second in April 1987 to BRITISH AEROSPACE who purchased the rest of RO for St. 190.0m. (8)
	NATIONAL BUS COMPANY (NBC)	Bus Operation	Employee buy-out/Fragmentation/ Private sale.	Sale Price: 8St.200m. (1987)	<ul style="list-style-type: none"> - In November 1986, government approved 1987 incentive scheme to 560 staff which includes a share of profit or equity in line with government's privatization effort. - Last of 70 NBC operating bus companies sold in March 1988, eight months ahead of statutory deadline. Main aim of promoting competition has been achieved. Out of 70 sales, 40 went to management/employee buy-outs, including National Express, country's largest operator of express coach services.
	CABLE AND WIRELESS	Telecommunication	Public offering.	Gross Proceeds: St. 830m (Since 1981)	<ul style="list-style-type: none"> - Consisted of various issues: First issue in 1981 for 133m shares (49%); second issue in 1983 for 100m shares (22%) and the third issue in 1985 for 159m shares (31%). (8)
	BRITISH SUGAR PLC (BS-PLC)	Sugar Refinery	Private sale.	Sale Price: St. 425m (1986)	<ul style="list-style-type: none"> - Winning bid to GRUPPO FERRUZZI (GF), an Italian food & farms group who bought 70% of BS-PLC. - Final sale represents end of long battle between GF and TATE AND LYLE, PLC to win control of BS-PLC with both acquiring stakes in S & W BERISFORD, PLC (commodity trading and processing group that owns

PRIVATIZATION TECHNIQUES

COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
BRITISH TELECOM		Telecommunication	Public offering.	Proceeds: St. 3.9B (1984)	<p>BS-PLC). GF acquired 24% while TATE & LYLE, 11%.</p> <ul style="list-style-type: none"> - BRITISH TELECOM is competing with MERCURY COMMUNICATIONS in a number of market sectors. (2) - Special schemes in marketing and advertising were used to entice telephone subscribers as part of government's strategy to prevent re-nationalization, e.g., telephone subscribers received vouchers offering a discount on telephone service if they bought shares of BRITISH TELECOM and payment of shares were spread over a period of time. (2) - Government granted only one firm license to compete with BRITISH TELECOM -- to MERCURY and announced that both would be protected from further competition for at least six years. (2) - First privatization of an entire statutory corporation. (3/4) - The telecommunications Act was passed in 1984. It provides for a new licencing system and sets up the required regulatory office. The license granted to BRITISH TELECOM is for 25 years subject to revision on 10 years notice. 50.2% of shares were offered on November 1984 with 6B ordinary shares to the public and one golden share held by government. Over 200,000 employees have taken up shares and were granted special terms. (3/4) - BRITISH TELECOM is placed under regulatory and other controls to comply with safeguards imposed by Act so as to ensure that it operates a public service in the public interest among which no shareholder is to be allowed to have an interest in more than 15% of BRITISH TELECOM's shares; the government can block changes to certain articles through the golden share. - Government has statutory powers to license operator. (3/4) - Sale of BRITISH TELECOM was not only the largest ever (until BRITISH GAS) and most successful public flotation in the world, it also lead to a revolution in the development of telecommunications in U.K. (10) - Most interesting changes are in the management structure and attitudes of BRITISH TELECOM itself. (9)
BRITISH GAS CORPORATION (86)	Gas		Public offering.	Equity: St. 5.4B (1986)	<ul style="list-style-type: none"> - As part of restructuring in view of privatization, government has injected into the company a debenture of St. 2.5b. to be paid in stages by 1992. - 4B shares were issued representing 97% with remaining 3% reserved for employees and share bonus. Government retained a special share and sufficient ordinary shares for loyalty bonus entitlements. (8) - Gas Act 1986 has been passed. A "Director General of Gas Supply" has been nominated and a Gas Consumers' Council established. The Act has provisions or authorizations to be given to "public gas suppliers" and sets out their rights and obligations. A new British Gas public limited company was incorporated under Companies Act 1985 before Gas Act was passed. (3/4) - British Gas' license sets regulatory regime for gas for a period of 25 years under the responsibility of the Director General.
BG's interest in ONSHORE OIL (Wythc Farm)	On-shore oil		Private sale.	Sale Price: St. 82.0m (1984)	<ul style="list-style-type: none"> - Sale agreement provided for further 130m sterling to be paid when production reaches 20,000 bd. Part of proceeds retained by BG (5) to meet costs and for liabilities. - Sold to DORSET BIDDING GROUP composed of Tricentral (17.5%), Premier Oil (12.5%), Carless (7.5%), Clyde Petroleum (7.5%) and British Coal (5%).
NATIONAL FREIGHT COMPANY	Road Haulage		Management/employee buy-out.	Sale Price: St. 6.5m (1987)	<ul style="list-style-type: none"> - 4/5 of equity were bought in February 1982 by company managers and workers who formed a management consortium (NATIONAL FREIGHT CONSORTIUM plc). (8) - St. 7.0m net proceeds were realized; St. 54.0m paid by purchaser less St. 47.0m paid via underfunded pension scheme by the government. (8)

I
8
I

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
					- Financially, it was not a good deal for the Government which received St. 7m for a company with net assets of St. 93m.
AMERSHAM INTERNATIONAL	Radio/Chemicals	Public offering.		Sale Price: St. 64.0m (1982)	- 100% of company was sold in February 1982 on fixed price offer. Government retained special share. (5)
BRITISH AEROSPACE	Aero-engineering	Public offering/New investment.		Proceeds: St. 701m (Since 1981)	- Offer was 24 times oversubscribed. (8)
BRITISH PETROLEUM	Petroleum	Public offering.			- Consisted of a sale by government's majority stake in 1981. Followed by sale of government's residual shareholding in 1985, combined with a new public equity issue by the company. A special share was then created to protect the national interest.
					- Consisted of various issues: 1977 issue of 67m shares represented 17% of issued share capital; 1979 issue of 80m shares represented 5% of issued share capital and 1983 sale of 130m shares represented 7%. Government retained 32%. (8)
BRITOIL	Oil Exploration	Public offering.		Gross Proceeds:	- Last tranche of BP sold in 1987 for St. 5.7b (not including rights issue increasing company's capital).
					- Tender offer of 51% reduced government's stake in BRITOIL to 49% when

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
				St. 998m (Since 1982)	51% of shares were sold at 2.15 sterling/share (£3) in November 1982. Government sold 49% in August 1985 on a fixed price offer retains special share to prevent unacceptable changes in control. (5)
	BRITISH RAIL HOTELS	Hotels	Fragmentation/Sale of assets/ Private sale.	Total Sale Price: St. 45.0m (1983)	- In the second stage of privatization, 48.9% was offered at a fixed price on July 1985 for St. 450m. - 10 hotels were sold under tender arrangements for 26m sterling; eight of the remainder were sold immediately by private treaty arising out of tender for 4.6m sterling (including two sold on short leases); two of the remaining three were sold for a total of 5.2m sterling. Remaining hotel was disposed under separate arrangements which were not disclosed.
	BRITISH RAIL HOVER-CRAFT LTD. (BRHL)	Hovercraft Service	Employee buy-out/Give-away.		- Total proceeds of sale were in excess of pre-tender valuation. - Merger of BRHL with a major competitor and significant efficiency gains; management has been allowed to buy out merged company. - Formerly owned jointly by BRITISH RAIL and a Swedish firm, each half transferred its share to a consortium for the sum of one pound sterling in February 1984, thus giving away a state operation to its employees. Newly privatized firm called HOVER SPEED is a privately-owned firm running on a commercial basis. (10)
	ASSOCIATED BRITISH PORTS	Ports	Public offering.		- Gross proceeds from sale amounted to St. 22m in the first offering in 1983 and St. 52m in the second offering in 1984. (8)
	ENTERPRISE OIL	North Sea Oil	Public offering.	Proceeds: St. 392m (1984)	- 51.5% of government stake was offered in 1983 and 48.5 in 1984. - 212m shares were offered representing all of issued share capital. (8)
	INTERNATIONAL AERADIO	Communication	Private sale.	Sale Price: St. 60.0m (1983)	- Government retained special share, which is redeemed at the end of 1988 except in special circumstances. (5) - Private sale to STANDARD TELEPHONE AND CABLE in March 1983 with proceeds retained by British Airways. (5)
	North Sea Oil Licences	Oil Licences	Private sale.		- AERADIO is a subsidiary of BRITISH AIRWAYS. 38 freeway service stations were sold off. (10) - Sale of special licensing rounds. Government holds auction for license blocks. Where this happens cash premia from auction are treated as privatization receipts. (5)
	JAGUAR	Luxury Cars	Public offering.	Proceeds: St. 294m (1984)	- 178m ordinary shares representing 99% of issued share capital was offered with remaining shares reserved for purchase by trustees of JAGUAR Employee Share Scheme. Government had a special share. (8) - JAGUAR is a subsidiary of BL. (5)
	BRITISH TECHNOLOGY GROUP HOLDINGS (BTG): INTERNATIONAL COMPUTERS LTD.	Computers	Private sale.		- 25% holding by BTG sold to institutional investors in December 1979. (5)

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	FAIREY	Specialized Engineering	Private sale.		- 100% holding sold to DOULTON, a subsidiary of S Pearson and Company in June 1980. (5)
	FERRANTI	Electric/Electronic Engineering	Private sale.		- In 1978 FERRANTI was introduced to the stock exchange and National Enterprise Board offered 2.7m of its ordinary stock to stockholders reducing holding from 63% to 50%. In 1980 remaining 50% was sold to institutional investors. (8)
	INMOS	Silicon Chip	Private sale.	Sale Price: St. 95.0m (1984)	- 75% BTG holding sold to THORN EMI in August 1984. (5)
	BRITISH SHIPBUILDERS: BROOKE MARINE LTD.	Shipbuilding	Management buy-out. (8)	Sale Price: St. 0.1m (1986)	
	YARROW SHIPBUILDERS LTD.	Shipbuilding	Private sale.	Sale Price: St. 34.0m (1985)	- Purchased by GEC. (8)
	VOSPER THORNYCROFT LTD.	Shipbuilding	Management buy-out. (8)	Sale Price: St. 18.5m (1985)	
	SWAN HUNTER SHIPBUILDERS LTD.	Shipbuilding	Management buy-out. (8)	Sale Price: St. 5.0m (1986)	
	HALL RUSSELL LTD.	Shipbuilding	Private sale.	Assets: St. 3.0m (1984)	- Purchased by ABERDEEN SHIPBUILDERS LTD. which was formed for the purchase of HALL RUSSELL. (8)
	VICKERS SHIPBUILDING AND ENGINEERING LTD.	Shipbuilding	Management buy-out.	Assets: St. 42.0m (1985)	- Sale included CAMMELL LAIRD yard. (8) - Purchased by VSEL CONSORTIUM plc, a management consortium of which 20% is employee capital, 80% is Lloyds Bank and institutional shareholders' capital and a further St. 40m unsecured loan placed by Hoare Govett. (8) - Gross proceeds is St. 60m plus deferred payments of St. 40m related to future profits. (8) - Sale of VICKERS in 1986 was interesting because it was awarded to the second highest bidder. Trafalgar House put in the top bid, but a consortium headed by management and participation of workforce, local banks and members of the communities where the ships were built, won the award. (10)
	SCOTT-LITHGOW	Shipbuilding	Private sale.		- Sold this biggest loss-maker yard to TRAFALGAR HOUSE. (10)
	BRITISH SHIPYARD REDHEAD	Shipyards	Employee buy-out.		- Sold to employees and included new methods of purchase, including special loans and extended payment sales. (6)

- (1) Public Money.
(2) ABM Economic Review.
(3) Privatization British Telecom (M. Jenkins).
(4) Privatization of British Telecom (J. Kay).
(5) Privatisation in the UK. H.M. Treasury, Background Briefing.
(6) Privatization Worldwide - Adam Smith Institute (1986).
(7) The Future of Privatization (M. Pirie and P. Young).
(8) Privatization The Facts - Price Waterhouse (1987).
(9) Privatization (A. Walters).
(10) U.K. Experience in Privatization (M. Pirie).

USA

- Mixed enterprises occupy a political and economic no-man's land in the US. 12 corporations affiliated with federal government are private-non-profit corporations (Corp. for Public Broadcasting, Legal Services Corp., National Park Foundation, National Home Ownership Foundation, Securities Investor Protection Corp. and the US Railway Ass.) and private for-profit corporations (Fannie Mae, Conrail, Comsat, Amtrak, Sallie Mae, and National Corporation for Housing Partnerships). (1)
- Administration's privatization campaign is part of the president's

PRIVATIZATION TECHNIQUES						
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS	
					<p>"Economic Bill of Rights" which calls for Congress "to prune judiciously from the government what which goes beyond the proper realm of the state."</p> <p>- President Reagan created in September 1987 the President's Commission on Privatization (12 members) to identify federal functions that would be carried out by private business. The Commission has received a broad mandate to explore areas where services could be more efficiently offered by the private sector. A particular attention to the social implications as well as the financial rewards will be given. Public housing, prisons and medical insurance are among the areas where a transfer or responsibility from Government to the private sector are considered by the Commission, among others.</p>	
PLANNED:	HELIUM EXTRACTION AND STORAGE				<p>- Discussion occurring for transfer to private ownership of the helium extraction activities. (3)</p>	
	URANIUM ENRICHMENT ASSOCIATES	Uranium			<p>- The creation of a government corporation with private sector financing and management or creation of a mixed government/private sector corporation is being decided upon.</p>	
	SIGNAL COMPANY	Public Service				
	STUDENT LOAN MARKETING ASSOCIATION (SALLIE MAE)	Finance				
	FEDERAL NATIONAL MORTGAGE ASSOCIATION (FANNIE MAE)	Mortgage Finance			<p>- FANNIE MAE's stock is traded in New-York.</p> <p>- Privileges given to Fannie Mae (no effective competition, federal economic support and exemption from state taxes and SEC requirements) permit it to borrow funds at lower than private corporations with AAA rating thereby increasing its profits. (1)</p> <p>- Federal Government appoints several of the board members and there are restrictions on loans allowed to buy.</p> <p>- Government still retains a \$ 2.25B line of credit in FANNIE MAE.</p> <p>- The Department of Housing & Urban Development has called for FANNIE MAE's complete privatization but officials at FANNIE MAE think Congress is unlikely to privatize soon a system which is working well</p>	
	GOVERNMENT NATIONAL MORTGAGE ASSOCIATION (GINNIE MAE)	Mortgage Finance				
	FEDERAL HOME LOAN MORTGAGE CORPORATION (FREDDIE MAC)	Mortgage Finance			<p>- Purpose of privatization is to reduce government activity in the industry. Task force created to study FREDDIE MAC concluded that conversion of company without reducing role of FANNIE MAE would not help primary lenders and might hurt the value of FREDDIE MAC's share.</p> <p>- FREDDIE MAC was chartered in 1970 and its stock is owned by 12 Federal Home Loan banks; members are federally insured loan institutions.</p> <p>- Plan is to split FREDDIE MAC into a smaller government operation and make it into a fully privately-run entity</p>	
	FEDERAL HOUSING ADMINISTRATION (FHA)	Housing	Private sale.		<p>- A task force advised the White House in January 1987 against selling FHA because it is unlikely that the private sector could fill the gap created by the absence of FHA.</p>	
	NATIONAL RAILROAD PASSENGER CORPORATION (AMTRAK)	City Transport	Public offering.	Average Losses: \$ 200.0m per year	<p>- Not a private corporation in the sense of private ownership for profit. It is a quasi public corporation and the major question that faces it is what level of deficits are acceptable to maintain its service. (1)</p> <p>- Administration wants to sell profitable portions of AMTRAK pending its ability to operate in the black.</p>	
	LANDSAT	Land Sattelite				
	Federal Lands	Lands	Private sale.		<p>- Land in western states, including 86% of NEVADA and 47% of CALIFORNIA have been proposed (2) but government has only been selling small</p>	

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	NAVAL PETROLEUM RESERVE	Petroleum Reserve	Private sale.		portions thus far. (3)
	TENNESSEE VALLEY AUTHORITY		Private sale.		
	US POSTAL SERVICE	Postal System	Private sale.		- Portions of the Post Office system is being considered for sale. (2)
	BONNEVILLE POWER ADMINISTRATION	Power Distribution			
	FEDERAL POWER MARKETING ADMINISTRATION	Power Distribution			
	GREAT PLAINS COAL GASIFICATION PROJECT				
UNDERWAY:	NATIONAL COOPERATIVE BANK	Bank			- Originally created in 1978, it is in the process of making a transition from a government agency to private sector status.
	CONTINENTAL ILLINOIS	Commercial Bank	Public offering.	Assets: \$ 30.0B (1986)	- FDIC would sell 50m shares of CONTINENTAL but would retain 160m shares. Sale represents first step in returning ownership of the bank to the private sector. - First step toward returning control back to the private sector. FDIC still controls 107.5m shares and has a lien on 40m shares owned by old shareholders.
COMPLETED:	COMMUNICATIONS SATELLITE CORPORATION (COMSAT)	Communication Satellite	Fragmentation/Sale of assets/ Private sale/Lease.	Loss: \$ 84.0m (1985)	- COMSAT is being restructured that will leave it with mainly its regulated business which markets access to the International Telecommunications Satellite Organization (INTELSAT) to US companies. Restructuring calls for shutting down or selling COMSAT's unregulated business that were not profitable. It will begin by selling off the remaining manufacturing business. - COMSAT sold several small, unprofitable telecommunication equipment manufacturing subsidiaries. It has also negotiated a sale with CONTEL of an international telephone and data communications subsidiary, and a subsidiary making earth stations for private data networks. - Private sale of shares of equipment of the defence electronics industry to TRIAX CORP. - 5-7 years leasing contract to AT & T (satellite circuit).
	CONSOLIDATED RAIL CORPORATION (CONRAIL)	Freight Transport	Public offering.	Proceeds: \$ 2.0B (1987)	- Initial public stock offering of 58.75m is the largest in US history with 25 companies submitting proposals to participate in underwriting. - There was a previous proposal to sell CONRAIL to Norfolk Southern Corporation for \$ 1.2B, later raised to \$ 1.9B, was approved by Senate but stalled in House where it was criticized for being anti-competitive. Bid was also opposed by management. Offer was withdrawn in late August. - Northeast Rail Service Act of 1981 provided for sale of Conrail's common stock (previously owned by government as settlement for assets of bankrupt railroads), links profitability status with timing and form of sale and assures profitability by repealing labor-protection agreements, relieving Conrail of inter city passenger service, exemption from taxes and allowing Conrail to abandon marginal lines. (1) - Sale of shares of CONRAIL represents 85% government ownership with remaining 15% to be owned by employees.
	Various Airport Landing Rights	Public Service	Private sale. (3)		

(1) Uncle Sam's Profit Seeking Corporations (L. Musolf).

(2) Divestiture of SOEs in LDCs (op. cit.)

(3) Interview with Mr. R. Nelson, U.S. Presidential Commission on Privatization (1/88).

PRIVATIZATION TECHNIQUES						
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS	

VENEZUELA						

					- By 1987, the state owned 367 SOEs. The state also holds various levels of shares in other companies and entities. In addition, there are companies which should theoretically come under the public sector given their dependence on state credits.	
PLANNED:	CORPORACION VENEZOLANA DE FOMENTO (CVF)	Holding Company			- Six companies are for sale (sugar mills).	
	CONAHOTU CHAIN	Hotels			- 14 hotels are possibly for sale.	
	n.a.	Cement				
	CEMENTOS ANDINOS	Cement				
UNDERWAY:	PUERTO ORDAZ PLANT	Direct Reduction Iron Plant	Lease.		- The plant was established in the early 1970s, but its plant technology was impractical then. It was losing money and was eventually closed in 1980. KOBELCO STEEL LTD. and MIDREX CORPORATION entered into an agreement to form the leasing company, OPCI to lease the plant from the Government for 11 years. OPCI will refurbish, rehabilitate and manage the plant before turning it back to its present owners.	

WESTERN SAMOA						

PLANNED:	WESTERN SAMOA TRUST ESTATES CORPORATION (WESTEC)	Estate Management	Private sale/Joint venture.		- Government in 1984 undertook a major study for reorganization of WESTEC. Purpose of study is to improve WESTEC's managerial and financial performance.	
	BROADCASTING DEPARTMENT	Public Service			- Activities for possible privatization are: mechanical workshop, building section, transport pool, rubbish collection and joinery section.	
	PUBLIC WORKS DEPARTMENT	Public Works			- Activities for possible privatization are: Post Office Savings Bank, telecommunications and philatelic.	
	POST OFFICE AND TELECOMMUNICATIONS DEPARTMENT	Public Service			- Possible activity for privatization is food processing laboratory.	
	AGRICULTURE DEPARTMENT	Government Office			- Activities for possible privatization are: printing, boatcraft, the Tanumala Plantation and numismatic.	
	TREASURY DEPARTMENT	Government Office				
	SPECIAL PROJECTS DEVELOPMENT CORPORATION	Development Company				
	HANDICRAFT CORPORATION	Handicrafts				
	ELECTRIC POWER CORPORATION	Power				
	SAMOA FOREST PRODUCTS	Forest Products				
	SAMOA VENEER PRODUCTS	Forest Products				
	NEW SAMOA INDUSTRY	Manufacturing				
	WESTERN SAMOA SHIPPING CORPORATION	Shipping				
	SAMOA SHIPPING SERVICES, LTD.	Shipping				

ZAIRE						

PLANNED:	PETROZAIRE	Oil Company				
COMPLETED:	AIR ZAIRE	Airline	Management contract.		- Managed under contract by a French airline. (2)	
	COMPAGNIE MARITIME ZAIROISE (CMZ)	Shipping	Management contract.		- Management contract signed with a Belgium specialist company.	
	n.a.	Palm Oil	Management contract. (1)		- Restructured with help of a foreign company. (2)	
	n.a.	Cocoa	Management contract. (1)			
	n.a.	Tea Operation	Management contract. (1)			
	SHELL-ZAIRE	Gas Distribution	Private sale.		- 20% of shares sold in 1985 reducing government's share to 40%. (2)	

PRIVATIZATION TECHNIQUES					
COUNTRY	ENTERPRISE	ACTIVITY	METHOD/PROCEDURE	SIZE INDICATOR	COMMENTS
	CACAOZA	Agri-business	Management contract.		- Management has been turned-over to the BEMBA group.
	PALMEZA	Agri-business	Management contract.		- Management has been turned-over to the BEMBA group.
	SODIMIZA	Copper Mining	Management contract.		- Management contract signed with a Canadian specialist company.

(1) Divestiture in Developing Countries (op. cit.)					
(2) Divestiture of SOEs in LDCs (op. cit.)					
ZAMBIA					

					- Several SOEs reportedly to be placed under management contract. Under present government policies, not expected to lead to privatization of ownership.
COMPLETED:	ZAMBIA BREWERIES	Lager Beer	Management contract/New investment.	Revenues: Kw 42.6m (1984)	- Management contract signed with HEINEKEN, who has invested fresh equity to rehabilitate ZAMBIA BREWERIES. (3)
	NITROGEN CHEMICALS OF ZAMBIA	Fertilizers	Management contract.	Revenues: Kw 64.7m (1984)	- Management contract signed with SNAMPROGETTI (Italy) in 1986 for the rehabilitation of NITROGEN CHEMICALS. (3)
	UNITED MILLING COMPANY	Flour Milling	Management contract.	Revenues: Kw 3.1m (1984)	- Part of the INDECO group, it has been steadily unprofitable. (3)
	CHILANGA CEMENT, LTD.	Cement	Management contract.	Revenues: Kw 32.7m (1984)	- Contract signed with PREMIER MILLING COMPANY of South Africa. (3)
	INDENI PETROLEUM REFINERY COMPANY, LTD.	Oil Refinery	Management contract.	Revenues: Kw 10.0m (1984)	- Part of the INDECO group, it has been steadily unprofitable. (3)
	ZAMBIA AIRWAYS	Airlines	Management contract. (2)	Revenues: Kw 98.3m (1984)	- Contract signed with IRISH CEMENT in 1978. (1)

(1) Management Contracts (op. cit.)					
(2) Legal Framework Governing Public Enterprise in Developing Countries (C. Vuytsteke).					
(3) Public Enterprise Demand for Management in Sub-Saharan Africa (1986).					

PART II

REFERENCE MATERIALS

Part II of this volume contains a systematic listing of some of the reference materials used in the preparation of Volume I. The listing of particular materials does not imply acceptance of analysis or recommendations made therein. It does indicate that useful elements with respect to various techniques were found in them.

A. General

- Asian Development Bank. Conference on Privatization: Policies, Methods and Procedures. Papers presented, and Summary of the Proceedings, at a conference organized by the Asian Development Bank, January 31 - February 1, 1985, in Manila, Philippines. Manila: Asian Development Bank, 1985.
- Austin, James E.; Wortzel, Lawrence; and Coburn, John F. "Privatizing State-Owned Enterprises: Hopes and Realities". Columbia Journal of World Business. Fall 1986, pp. 51-60.
- Aylen, Jonathan. "Privatization in Developing Countries". Lloyds Bank Review, No. 163, January 1987, pp. 15-30.
- Belassa, Bela. Public Enterprise in Developing Countries: Issue of Privatization. Development Research Department. Discussion Paper, No. 292. Washington, D.C.: World Bank, May 1987.
- Berg, Elliot, and Shirley, Mary. Divestiture in Developing Countries. Washington, D.C.: World Bank, 1985.
- Brick El Hannachi, Salah. "Report of the Privatization Conference." Summary of proceedings of the Tunisia Conference on Privatization held at Gammarth on April 20-25, 1987. Institut Supérieur de Gestion, Université de Tunis, 1987. (Manuscript).
- Croisset, Charles de; Prot, Baudouin; and Rosen, Michel de. Dénationalisations: les leçons de l'étranger. Paris: Economica, 1986.
- Diner, A., and Tricou, J. "Les procédures de privatisation". Banque, No. 467, Décembre 1986.
- Financial Times Survey, September 16, 1987. Eight pages on several privatizations in U.K., France, Spain.
- Fariborz, Ghadar; Hensley, Matthew L.; and White, Thomas H., editors. Privatization for Development: Strategies and Techniques. Washington, D.C.: International Management Center, International Law Institute, Georgetown University, International Negotiation and Development Sourcebooks on Policy and Practice, 1987. Series of articles dealing with privatization in theory and practice.

- Graham, Cosmo, and Prosser, Tony. "Privatising Nationalised Industries: Constitutional Issues and New Legal Techniques". The Modern Law Review, Vol. 50, No. 1, January 1987, pp. 16-50.
- Hamid, Naved, and Ijaz, Nabi. "Privatizing the Financial Sector in LDC's: Lessons of an Experiment". The Lahore Business School and the World Bank, December 1986.
- Hanke, Steve H., ed. Privatization and Development. San Francisco: International Center for Economic Growth, 1987. Series of articles on various aspects of privatization by Steve Hanke; Gray Cowan; Peter McPhearson; Elliot Berg; Robert Poole; Manuel Tanoira; Lance Marston; Peter Thomas; Ted Ohashi; Pedro-Pablo Kuczynski; Roserdo Castillo; Gabriel Roth; Ian Marceau; Lawrence White; Madsen Pirie and Peter Young; John Redwood; Mehmet Bilgic and Donald Shay.
- Hanke, Steve H. "Privatization: Theory, Evidence and Implementation". In: Control of Federal Spending. Edited by C. Lowell Harriss. New York: Academy of Political Science, 1985.
- Hanke, Steve H. "Strategies Employed in Successful Privatization Efforts: Rx. for Privatization". Paper presented at the International Conference on Privatization, sponsored by the U.S. Agency for International Development, Washington, D.C., February 17-19, 1986.
- Heald, David. "The Relevance of UK Privatization for LDCs." University of Glasgow, 1988. Revised version of paper originally presented to the Conference on Privatization of LDCs, held on 16-17 December 1986, at the International Development Center, University of Manchester.
- Heald, David. "Privatisation: Policies, Methods and Procedures", pp. 57-107. In: Conference on Privatization: Policies, Methods and Procedures. Manila, Philippines: Asian Development Bank, 1985.
- Heald, David. Public Expenditure. Reprinted. Oxford: Basil Blackwell Ltd., 1987. See particularly, Chapter 13: Privatization.
- Hemming, Richard, and Mansoor, Ali M. "Privatization and Public Enterprises". Occasional Paper No. 56, 1986. Washington, D.C.: International Monetary Fund.
- Johnson, Gordon O.F. Privatization in Developing Countries. (Statement for President's Commission on Privatization, January 8, 1988). Washington, D.C.: Center for Privatization, 1988.
- Letwin, Oliver. "Privatising the World: A Study of International Privatization in Theory and Practice". N.M. Rotschild and Sons Limited, London, 1987. (Forthcoming).
- Nankani, Helen B. "The Rhetoric and Reality of Privatization: Recent Experience and Emerging Perspectives". Paper prepared for the IFC for an OECD Conference, April 1988.
- Paul, Samuel. "Privatization and the Public Sector". Finance and Development, No. 22, December 1985, pp. 42-45.
- Pirie, Madsen. Dismantling the State: The Theory and Practice of Privatization. Dallas, Texas: The National Center for Policy Analysis, 1985.
- "Privatisation: Everybody's Doing It, Differently". The Economist, December 21, 1985.
- "Privatizing the Public Sector: An Initiative for Service and Savings". The State Factor, American Legislative Exchange Council, Volume 12, No. 2, January 1986.

- Rapp, Lucien. Techniques de privatisation des entreprises publiques. Fondation nationale pour le droit de l'entreprise. Collection "Actualités de droit de l'entreprise". Paris: Libraries Techniques, 1986.
- Revue de droit des affaires internationales, No. 3, 1987: Financements internationaux. Various articles by MM. Lucien Rapp, Lorenzo D. Weisman, Olivier d'Ormesson, Philippe Marcihacy, Frank-Emmanuel Dangeard, and Jean Loyrette dealing with international aspects of privatization, including placement of shares in foreign capital markets.
- Savas, Emmanuel S. Privatizing the Public Sector: How to Shrink the Government. Chatham, New Jersey: Chatham House Publishers, Inc. 1982.
- Shearson Lehman Brothers Inc. Preliminary Thoughts on a Privatization Strategy. Presentation Materials: New York: Shearson Lehman Brothers, October 1986.
- Implementing A.I.D. Privatization Objectives. Washington D.C.: Agency for International Development (AID) Policy Determination, No. 14, 1986.
- Private Enterprise Development. U.S.A.I.D. Policy Paper (Revised). Washington, D.C.: U.S. Agency for International Development (AID), March 1985.
- USAID. Summary of the Proceedings of the Pacific Conference on Privatization and Investment. Hosted by USAID/South Pacific Regional Development Office in Fiji, and held in Sigatoga (Fiji) on February 2-6, 1987.
- Vernon, Raymond. A Technical Approach to Privatization Issues: Coupling Project Analysis with Rules of Thumb. Washington, D.C.: Economic Development Institute, April 1987.
- Vernon, Raymond. Economic Criteria for Privatization. Washington, D.C.: Economic Development Institute, April 1987.
- Walters, A.A. "Privatization", March 1987 (Manuscript).
- Walters, A.A. "Privatization: Some International Issues", August 19, 1987 (Manuscript). Paper presented at the Fifth Annual Convention of Private Argentine Banks, Buenos Aires, August 24-26, 1987.
- Waters, Alan Rufus. "Privatization: A Viable Policy Option?" In: Conference on Privatization: Policies, Methods and Procedures. Manila, Philippines: Asian Development Bank, 1985.
- "Who's Selling What, and Where?" Euromoney, December 1987, pp. 89-97.

B. By Country or Region¹

African Countries

- Mertz, Robert A. "Public Enterprise Demand for Management in Sub-Saharan Africa". International Finance Corporation, June 1986.
- Nellis, John R. Public Enterprises in Sub-Saharan Africa. Discussion Paper No. 1. Washington, D.C.: World Bank, 1986. (see in particular, section on Divestiture, pp. 42-49).
- Ramandham, V.V. "Privatization in the African Context". Paper presented at the conference on "State Shrinking: A Comparative Inquiry into Privatization", University of Texas, Austin (Institute of Latin American Studies), March 1-3, 1984.

^{1/}

Not including country reviews and case studies included in Volume II of

Asia

- Rafferty, Kevin. "Asian Development Bank: Giving a Boost to Privatization". Institutional Investor, No. 19, April 1985, pp. 187-188.

Bangladesh

- Chisty, Shamsul Haque. "Privatization in the Bank's Developing Countries: The Experience of Bangladesh". In: Privatization: Policies, Methods and Procedures. Manila, Philippines: Asian Development Bank, 1985.
- Lorch, Klaus. "Privatization in Bangladesh". Kennedy School of Government, Harvard University. Fall 1986.

Belgium

- Escarmelle, Jean-François and Hujoel, Luc. "Privatization and Deregulation: Its Implementation in Belgium". Annals of Public and Co-operative Economy, No. 2, April-June 1986, pp. 253-273.
- "Privatization: State-Owned Concerns". Kredietbank: Weekly Bulletin, No. 40, October 25, 1985, pp. 1-5.

Brazil

- Abranches, Sergio H. State Enterprises and Modes of Privatization: A Critical View Based on Brazilian Examples. Instituto Universitario de Pesquisas do Rio de Janeiro, Sociedade Brasileira de Instrução, # 27, Junho 1984.
- Centro de Ciências jurídicas e econômicas. Crise urbana e a privatização dos serviços públicos (Textos apresentados no seminário). Rio de Janeiro: Universidade Federal do Rio de Janeiro, Decania do Centro de Ciências Jurídicas e Econômicas, 1987.
- Fundação Centro de Formação do Servidor Público (FUNCEP). Estatização ou Privatização. Seminário Internacional: Os Limites da Intervenção do Estado. Brasília: Funcep, 1987.
- Ness, W.L. "The Destatization Program of the Brazilian Government". Paper prepared for the World Bank, Washington, D.C., December 1984.
- Revista Bolsa, editor. Privatização, mercado de capitais e democracia. Rio de Janeiro: Sindicato Nacional dos editores de livros, março 1988. See particularly, Chapter 6: "Brasil: a hora da decisao."

Canada

- Associate Minister for Finance and Privatization. "Privatization of Québec Government Crown Corporations. Progress Report". March 1987.
- Baldwin, John. "Privatization of Air Canada". In: Papers on Privatization, edited by W.T. Stanbury and Thomas E. Kierans. Montreal, Quebec: Institute for Research on Public Policy, 1985, pp. 141-166.
- Clark, Edmund W., "The Why, Who and How of Privatizing Canadian Crown Corporations". (Draft paper).
- Donaldson, Robert A., and Ross, Donald C. "Privatization from a Canadian Perspective". Paper presented at the International Bar Association Conference in New York, September 1986.

- Gray, Herb. "New Legislative Proposals for the Control and Accountability of Crown Corporations". March 1984.
- Hart, John W. "The Process of Privatization". In: Papers on Privatization. Edited by W.T. Stanbury and Thomas E. Kierans. Montreal, Quebec: Institute for Research on Public Policy, 1985.
- Heaver, Trevor D. "Transport Regulation and Privatization in Canada". Presented at the Canada-UK Colloquium on Privatization and Deregulation in Britain and Canada held at Gleneagles, Scotland, on November 2-4, 1987.
- Kierans, Thomas E. "Commercial Crowns: The Canadian Situation Calls for Privatization if Necessary but not Necessarily Privatization". Policy Options Politics, Nov. 1984, pp. 23-29.
- Kierans, Thomas E., and Stanbury, W.T., editors. Papers on Privatization. Montreal, Quebec: Institute for Research on Public Policy, 1985. Contains papers and commentary presented at a conference organized by the Institute for Research on Public Policy held in Toronto, Feb. 22-23, 1985. Includes "Crown Corporations Mixed Enterprises and Privatization, a Bibliography", by W.T. Stanbury.
- Maule, Christopher M. "Privatization - The Case of the Urban Transportation Development Corporations Ltd." Business Quarterly, November 1987.
- Mawe, C.J., and Paterson, N. "Privatization: The Case of the Urban Transportation Development Corporation Ltd." Business Quarterly, November 1987.
- Ohashi, Ted M. "Privatization: The Case of British Columbia". In: Privatization and Development, pp. 189-194. San Francisco: International Center for Economic Growth, 1987.
- Ohashi, Ted M. and Roth, T.P. Privatization: Theory and Practice. Vancouver: The Fraser Institute, 1980.
- "Privatization and Deregulation in Britain and Canada". Colloquium held in Gleneagles, Scotland on November 2-4, 1987. Sponsored by: Department of Internal Affairs, Canada; Foreign and Commonwealth Office, United Kingdom and Imperial Trident Life.
- Roman, Andrew J. "Regulation, Deregulation, Competition and Privatization". Notes for an address to the Canada-UK Colloquium on Privatization and Deregulation in Britain and Canada, held at Gleneagles, Scotland on November 2-4, 1987.

Chile

- Corporación de Fomento de la Producción de Chile. "Return of Enterprises and Assets to Private Ownership", 1973-1978.
- Marshall, Jorge, and Montt, Felipe. "Privatization in Chile". Departamento de Economías, Universidad de Santiago de Chile. (Study commissioned by LCPPS.)

Côte d'Ivoire

- Alayer, Christian d'. "Cadres et patrons: comment le capital d'une entreprise africaine passe aux mains de ses salariés". Jeune Afrique Economie, No. 55, January 24, 1985, pp. 58-59.

Federal Republic of Germany

- Barbé, André, and Messier, Jean-Marie. "Les privatisations en RFA". In: Croisset, Charles de; Prot, Baudoin and Rosen, Michel de. Dénationalisations: les leçons de l'étranger. Paris: Economica, 1986, pp. 47-68.

France

- Balladur, Edouard. Je crois en l'homme, plus qu'en l'Etat. Paris: Flammarion, 1987.
- Baudeau, Guy. "Les privatisations - Réglementations et premières opérations". Banque, 1987.
- Bance, Philippe, and Monnier, Lionel. "The Privatization of Public Enterprises in France". Annals of Public and Co-operative Economy, No. 2, April-June 1986, pp. 181-203.
- Bazex, Michel. "L'ébauche du régime applicable aux opérations de privatisation". Note sous C.E. 2 février 1987. L'Actualité juridique, Droit Administratif, No. 5, 20 mai 1987, pp. 350-358.
- Borde, Dominique, and Toffler, Sharon. "Privatizations in France." International Business Lawyer, April 1988, pp. 155-160.
- Crédit Agricole: The green bank will be a special case. International Banking Report, Vol. 19, No. 12, 19 June 1987.
- Droit et pratique du Commerce international, Vol. 13, No. 3. 1987. Various articles on french privatization.
- Dumas, Gérard, and Le Moullac, Denis. "Le rachat des entreprises par les salariés: le point de vue du banquier". Banque, No. 453, Septembre 1985, pp. 805-810.
- "France Sells Off State Assets". International Financial Law Review, November 1986, Vol. V, No. 11, pp. 11-13.
- "French Bank Privatisation: grandeurs et servitudes". Banker International, No. 9, November 1987, pp. 4-6.
- Loyrette, Jean. Dénationaliser: comment réussir la privatisation. Paris: Dunod, 1986.
- Marquadt, Alexander. "France Privatizes Finance and Industry". International Financial Law Review, November 1986, Vol. V, No. 11, pp. 11-12.
- Marsh, David. "Winds of Change". The Banker, April 1985, pp. 85-95.
- Pene, Didier. "La privatisation en France". L'Actualité juridique, Droit Administratif, No. 5, 20 mai 1987, pp. 291-302.
- Rapp, Lucien. "Le secteur public français entre nationalisations et privatisations". L'Actualité juridique, Droit Administratif, No. 5, 20 mai 1987, pp. 303-308.
- Raynaud-Contamine, Monique. "L'application du droit commun aux privatisations." L'Actualité juridique, Droit Administratif, No. 5, 20 mai 1987, pp. 309-313.

Ghana

- Tidlborg, Netherlands, BMB Management Consulting for Development. "Study of the Public Enterprise in Ghana" (Draft Final Report). Vol. I: The SOE Sector in Ghana. August 1985.

Grenada

- Management Analysis Center, Inc., Washington, D.C. "Privatization: A Comprehensive Approach. The Case of Grenada". Presentation to Malcolm Butler AA/LAC., October 17, 1985. Various paging.
- Shay, Donald. "Privatization: The Case of Grenada". In: Privatization and Development, pp. 204-209. San Francisco: International Center for Economic Growth, 1987.

Italy

- Lizza, Emilio. "The Privatization of State Holdings in Italy up to 1984". Annals of Public and Co-operative Economy, No. 3, July-September 1986, pp. 315-343.
- Pera, Alberto. "Financial Aspect of the Privatization of Public Enterprises: The Case of Italy". May 1986 (Manuscript). Preliminary of a paper prepared for the Seminar on "Italian Financial Markets" at the Salomon Brother Center for the Study of Financial Institutions of the Graduate School of Business of New York University.
- Pera, Alberto. "The Privatization of Public Enterprises in Italy: The Case of IRI" (Manuscript). Paper prepared for IRI presentation at the World Bank, February 19-20, 1987.
- Pontarollo, Enzo. "Effects of Substituting Political Objectives for Business Goals". In: State Investment Companies in Western Europe (Chapter Two), pp. 25-58.
- Stefani, Giorgio. "Privatizing Public Enterprises in Italy: The Case of State Holdings". Annals of Public, Social and Co-operative Economy, No. 2, April-June 1986, pp. 231-251.

Jamaica

- JNIC Divestment Task Force (Jamaica). Divestment Program: Proposed Implementation Approach. August 1984.
- Kennedy, Peter J. "State Shrinkage: The Jamaican Experience". Paper presented at the Conference on "State Shrinkage: A Comparative Inquiry into Privatization", University of Texas, Austin Institute of Latin American Studies, March 2, 1984.
- Leeds, Roger S. Privatization in Jamaica: Two Case Studies. Cambridge, MA: Harvard University, Center for Business and Government, December 1987.
- National Investment Bank of Jamaica Ltd. Prospectus on N.C.B. Group Share Offer, 1986. Accompanying pamphlet on questions and answers about the share offer.
- Redwood, John, and Letwin, Oliver. "New Directions in Privatization". N.M. Rothschild & Sons Limited, London, 1986 (Manuscript).

Japan

- Bulter, Walter. "Les dénationalisations au Japon". In: Croisset Charles de; Prot, Baudoin and Rosen, Michel de. Dénationalisations: les leçons de l'étranger. Paris: Economica, 1986, pp. 19-45.
- Sato, Seizaburo. "Privatization in Industrialized Countries: The Experience of Japan". In: Privatization: Policies, Methods and Procedures. Manila, Philippines: Asian Development Bank, 1985.

Kenya

- Ochieng Odoyo, Peter. "The Development of Privatization and Divestitures: The Case of Kenya" (Manuscript).

Korea

- Koo, Bon-Ho. "Privatization in the Bank's Developing Countries: The Experience of the Republic of Korea". In: Privatization: Policies, Methods and Procedures. Manila, Philippines: Asian Development Bank, 1985.

Malaysia

- Abdullah, Hashir H. "Ports and Privatization: Case Study. Privatization of the Container Terminal of the Kelang Port Authority of Malaysia". Paper presented at the Pacific Conference on Privatization and Investment, Suva, Fidji, 2nd to 6th February 1987.
- Government of Malaysia. "Guidelines on Privatization". Economic Planning Unit, Prime Minister's Department, Kuala Lumpur, January 1985.
- Caplan, Basil. "Malaysia: Growth with the Brakes On." The Banker, 1982, pp. 35-41.
- Chen, Dato Michael. "Keynote Address". Paper presented at the Pacific Conference on Privatization and Investment, Suva Fidji, February 1987.
- Datao Seri Raddin; Soenarno Al-Haj; and Zainal Aznam, Yusof. "Privatization in the Bank's Developing Countries: The Experience of Malaysia". In: Privatization: Policies, Methods and Procedures. Manila, Philippines: Asian Development Bank, 1985.
- Economic Planning Unit, Prime Minister's Department. "Guidelines on Privatization". January 1985.
- Leeds, Roger. The Shifting Balance Between Public and Private Responsibilities. Cambridge, MA.: Harvard University. Center for Business and Government. (Forthcoming Spring 1988).
- Li Shui-Hua. "Malaysia Privatization Program Creates Joint Venture Opportunities". East Asian Executives Reports, February 1985, pp. 23-24.
- Ministry of Finance. "Privatization". Undated (1983?).
- "Open Books, Skies Closed". Far Eastern Economic Review, October 1985.
- Permadalan Nasional Berhad. "Mobilisation of Buniputra Savings in Malaysia Through the National Unit Trust Scheme (Sekim Amarah Saham Nasional)".
- Quek Peck Lim. "Why Malaysia Means Business". Euromoney, February 1985, pp. 58-64.

Nigeria

- Omokhodlon, Lawson. "To Sell or Not to Sell". This Week, Sept. 15, 1986, pp. 14-20.
- "Restructuring the Nigerian Economy: The Place of Privatization". Papers and proceedings of a national seminar on privatization, Kano, 1986. Organized by Securities and Exchange Commission.

Pakistan

- Iqbal, Zafar. "Privatization in the Bank's Developing Countries: The Experience of Pakistan". In: Privatization: Policies, Methods and Procedures. Manila, Philippines: Asian Development Bank, 1985.

Samoa

- Marston, Lance, and Thomas, Peter. Privatization Handbook for the Government of American Samoa. American Samoa Government, June 1985.

Saudi Arabia

- Dalmoak, Michael. "Stock Market: Boost from Privatization". The Banker, No. 135, April 1985, p. 49.

Spain

- La Dehesa, Guillermo de. "Privatization and Foreign Investment". Paper presented at the Symposium on Privatization organized by the World Bank and the IRI in Rome. Manuscript dated November 1986.

Sri Lanka

- Heald, David. "Report on Privatization in Sri Lanka". July 1986.
- Jayasinghe, Indrance. "Privatization in the Bank's Developing Countries: The Experience of Sri Lanka". In: Privatization: Policies, Methods and Procedures. Manila, Philippines: Asian Development Bank, 1985.
- Wiss, Marcia A., Esq. "Divestiture of State-Owned Enterprises in Sri Lanka". Anderson & Pendleton, Chartered Attorneys, Washington, D.C., June 6, 1985.

Thailand

- Phisit, Pakkasen. "Privatization in the Bank's Developing Countries: The Experience of Thailand". In: Privatization: Policies, Methods and Procedures. Manila, Philippines: Asian Development Bank, 1985.

Taiwan

- Humphrey, Clare E. "Divestiture of State Enterprise in Taiwan: A Case Study on Economy in Transition". A Report submitted to the Graduate School, U.S. Department of Agriculture, for USAID, Washington, D.C., June 20, 1983.

Togo

- Hirschhoff, Paula, M. "The Privatization Drive". Africa Report, July-August 1986, pp. 89-92.
- Société Togolaise de Sidérurgie, S.A. Prospectus d'offre par souscription publique. In Annex I, Summary of Convention and Lease between the Republic of Togo and STS.

Turkey

- Bilgic, Mehmet. "Privatization: The Case of Turkey". In: Privatization and Development, pp. 195-204. San Francisco: International Center for Economic Growth, 1987.
- Leeds, Roger S. Turkey: Implementation of a Privatization Strategy. Cambridge, MA.: Harvard University, Center for Business and Government, December 1987.
- "Privatization: A Turkish Case Study". Barron's, Special Advertising Section, July 11, 1988.

United Kingdom

- Baker, A.W., and Daniel, G.H. "BNOOC and Privatization - The Past and the Future". Journal of Energy and Natural Resources Law, Vol. 1, No. 3, 1983, pp. 149-150.
- Beesley, Michael, and Littlechild, Stephen. "Privatization: Principles, Problems and Priorities". Lloyds Bank Review, No. 149, July 1983, pp. 1-20.
- Brech, Michael, and Whiteman, John. "Financing Nationalised Industries: A Third Way". Public Money, No. 2, December 1982, pp. 13-17.
- British Telecommunications plc. Offer for Sale of Ordinary Shares. 1986. (Prospectus).
- Bonpaire, F. "La privatisation de 'British Telecommunications'". Banque, No. 467, Décembre 1986, pp. 1088-1090.
- Brown, Andrew C. "For Sale: Pieces of Britain". Fortune, October 31, 1983.
- Buckland, R., and Davis, E.W. "Privatization Techniques and the PSBR". Fiscal Studies, Vol. 5, No. 3, August 1984, pp. 44-53.
- Buckland, Roger. "The Costs and Returns of the Privatization of Nationalized Industries". Public Administration, Vol 65, Autumn 1987, pp. 241-257.
- Bulter, Eamonn. "How the Thatcher Revolution was Achieved". In: Privatization: The Proceedings of a Conference hosted by the National Center for Policy Analysis and the Adam Smith Institute, pp. 25-34. Edited by John C. Goodman. Dallas, Texas: National Centre for Policy Analysis, 1985.
- Bulter, Stuart. "Applying the British Model: Case Histories". In: Privatization. The Proceedings of a Conference hosted by the National Center for Policy Analysis and the Adam Smith Institute, pp. 41-50. Edited by John C. Goodman. Dallas, Texas: National Centre for Policy Analysis, 1985.
- Carsberg, Bryan, and Lumby, Stephen. Privatizing British Airports Authority: Policies, Prospects, Procedures. A Public Money Publication, General Series: 4, 1984.
- Clementi, David. "Privatization in Industrialized Countries: The Experience of the United Kingdom". In: Privatization: Policies, Methods and Procedures. Manila, Philippines: Asian Development Bank, 1985.
- Coopers & Lybrand. "Financial and Consulting Services Related to Privatization".
- Hammond, E.M., and Helm, D.R. "British Gas: Options for Privatization". Fiscal Studies, 26 March 1985, pp. 1-30.

- Hartley, Keith. "Policy Towards Contracting-out: The Lessons of Experience." Paper presented at a Conference held in London on November 3rd, 1983, and organized jointly by the Institute for Fiscal Studies, the Industrial Economics Study Group, the Social Science Research Council and the Public Sector Study Group of the SSRC. Fiscal Studies, 5:1, February 1984.
- Heald, David. "Privatization: Analyzing its Appeal and Limitations". Paper presented at a conference held in London on November 3rd, 1983, and organized jointly by the Institute for Fiscal Studies, the Industrial Economics Study Group, the Social Science Research Council and the Public Sector Group of SSRC. Fiscal Studies, 5:1, February 1984, pp. 36-46.
- Heald, David. "Privatization and its Political Context". University of Glasgow, Scotland, 1987. (Forthcoming 1988) in Symposium in Western European Politics.
- Heald, David. "Performance Measurement of Public Enterprises: Resolving Conceptual Issues". Paper presented at the 43rd Congress of the International Institute of Public Finance (IIPF), on Public Finance and the Performance of Enterprises, held in Paris on August 24-28, 1987.
- Heald, David. "Conference on Privatization: Policies, Methods and Procedures". Paper presented at a Conference on Privatization held on January 31 - February 1, 1985 in Manila, Philippines.
- Heald, David, and Steel, David R., editors. Privatization Public Enterprises: Options and Dilemmas. London: Royal Institute of Public Administration, 1984.
- Heald, David A., and Steel, David R. "Privatizing Public Enterprises: An Analysis of the Government's Case". Political Quarterly, 1982, Vol. 53, pp. 333-349.
- Heald, David, and Steel, David R. "Privatizing Public Enterprise: The Record of the U.K. Conservative Government, 1979-83". Paper presented to the Research Conference on "State Shrinking: A comparative Inquiry into Privatization", held at the University of Texas, Austin under the auspices of the Institute of Latin American Studies and the Centro de Estudios de Estado y Sociedad (Buenos Aires), 1-3 March, 1984.
- Heald, David. "Will the Privatization of Public Enterprises Solve the Problem of Control?" Public Administration, Spring 1985, Vol. 63, No. 1, pp. 7-22.
- Heald, David. Public Expenditure. Reprinted. Oxford: Basil Blackwell, Ltd., 1987. See particularly, Chapter 13: Privatization.
- Her Majesty's Treasury. Privatization in the United Kingdom, Background Briefing. May 1986. Various pagings.
- Her Majesty's Treasury. "The Success of Privatisation: Government Involvement in State-owned Business to the Nearly Halved". Mr. John Moore, M.P., Financial Secretary to the Treasury's speech for the opening of Haoare Govett Ltd's new city dealing rooms, 17 July 1985.
- Jenkins, W.B. "Privatization - British Telecommunications". Paper prepared for the 21st Conference of the International Bar Association, New York, September 1986.
- Kay, John; Mayer, Colin; and Thompson, David, editors. Privatisation and Regulation: The UK Experience. Oxford: Clarendon Press, 1986.
- Kay, John. "The Privatization of British Telecommunications". In: Privatizing Public Enterprises: Options and Dilemmas, pp. 77-85. Edited by David Steel and David Heald. London: Royal Institute of Public Administration, 1984.

- Klein, Rudolf. "Privatization and the Welfare State". Lloyds Bank Review, 1984.
- Littlechild, S.C. Regulation of 'British Telecommunications' Profitability. London: Department of Trade and Industry, 1983.
- Littlechild, S.C. "Privatization: Notes on the U.K. Experience". In: Papers on Privatization. Edited by W.T. Stanbury, and Thomas E. Kierans. Montreal, Quebec: Institute for Research on Public Policy, 1985.
- "Making the Modern Dinosaur Extinct". The Economist, February 23, 1985, pp. 76-79.
- Mayer, Colin, and Meadowcroft, Shirley. "Selling Public Assets: Techniques and Financial Implications". Fiscal Studies, No. 6, November 1985, pp. 42-56.
- Pirie, Madsen. "Privatization Techniques and Results in Great Britain". In: Privatization: The Proceedings of a Conference hosted by the National Center for Policy Analysis and the Adam Smith Institute, pp. 11-24. Edited by John C. Goodman. Dallas, Texas: National Centre for Policy Analysis, 1985.
- Pirie, Madsen. Dismantling the State: The Theory and Practice of Privatization. Dallas, Texas: National Center for Policy Analysis, 1985.
- Pirie, Madsen. Privatization in Theory and Practice. London: Adam Smith Institute, 1985.
- Pirie, Madsen, and Young, Peter. "The Future of Privatization". Research prepared for the Adam Smith Institute, 1982.
- Posner, M. "Privatization: The Frontier between Public and Private". Policy Studies, Vol. 5, 1984.
- "Privatization: Don't Just Sell, Compete". The Economist, No. 283, August 27, 1983, pp. 35-36.
- "Privatization: Everybody's Doing it Differently". The Economist, No. 297, December 21, 1985, pp. 76-86.
- Privatisation in the United Kingdom. Background Briefing. Edited by Her Majesty's Treasury, May 1986. (This information package explains what privatization means in the United Kingdom context, what has been achieved up to the end of 1985, and what is planned for the future. It also sets out to answer the questions that are most commonly raised by visitors and other enquirers about the UK experience so far.)
- Redwood, John. "Privatization: The Case of Britain". In: Privatization and Development, pp. 181-188. San Francisco: International Center for Economic Growth, 1987.
- Savas, Emmanuel S. Privatizing the Public Sector: How to Shrink Government. Chatham, New Jersey: Chatham House Publishers, 1982.
- Savinson, Richard. "Privatization of Public Utilities in the United Kingdom". Paper prepared for the 21st Conference of the International Bar Association, New York, September 1986.
- Shackleton, J.R. "Privatization: The Case Examined". National Westminster Bank Q.R., May 1984, pp. 59-73.
- Starkie, David, and Thompson, David. Privatising London's Airports. London: Institute for Fiscal Studies, 1985.
- Veljanovski, Cento. Selling the State: Privatization in Britain. London: Weidenfeld and Nicolson, 1987.

- Webb, Michael. "Privatisation of the Electricity and Gas Industries". In: Privatizing Public Enterprises: Options and Dilemmas, pp. 87-99. Edited by David Steel and David Heald. London: Royal Institute of Public Administration, 1984.
- Yamey, Basil, and Stafford, David. Report on the Experience of Privatization in Great Britain. Direzione Centrale Studi e Strategie sulle Privatizzazioni. Rome: Istituto di Ricerca Internazionale (IRI), June 1986.
- Yarrow, Ness. "Privatization in Theory and Practice". Economic Policy: a European Forum, April 1986, pp. 324-377.

United States

- Fisk, Donald; Kiesling, Herbert; and Muller, Thomas. Private Provision of Public Services. An Overview. Washington, D.C.: The Urban Institute, May 1987.
- Goodman, John C., ed. Privatization: the Proceedings of a Conference hosted by the National Center for Policy Analysis and the Adam Smith Institute. Dallas, Texas: National Center for Policy Analysis, 1985.
- Goodman, John C. "Privatization in the U.S.: Why It Is Happening and How It Works". In: Privatization: the Proceedings of a Conference, hosted by the National Center for Policy Analysis and the Adam Smith Institute, pp. 35-40. Dallas, Texas: National Center for Policy Analysis, 1985.
- Hanke, Steve H. "Privatization: Theory, Evidence and Implementation". Academy of Political Science Proceedings, Vol. 35, No. 4, 1985, pp. 101-113.
- Musolf, Lloyd. "Uncle Sam's Private, Profitseeking Corporations: Comsat, Fannie May, Amtrak and Conrail".
- Poole, Robert W., Jr. "Objections to Privatization". Policy Review, Spring 1983, No. 24, pp. 105-119.
- Privatization Toward More Effective Government. Report of the President's Commission on Privatization. March 1988.
- Shearson Lehman Brothers, Inc. "Case Study on Conrail". 1987.

C. By Areas and/or Techniques of Privatization

Competition, Regulation and Privatization

- Davis, Evan. "Express coaching since 1980: Liberalisation in practice". Fiscal Studies, 5:1, February 1984, pp. 76-86.
- Forsyth, Peter. "Airlines and Airports: Privatisation, Competition and Regulation". Fiscal Studies, 5:1, February 1984, pp. 61-75.
- Kay, John; Mayer, Colin; and Thompson, David, editors. Privatisation and Regulation: The UK Experience. Oxford: Clarendon Press, 1986.
- Sharpe, Tom. "Privatisation, Regulation and Competition". Fiscal Studies, February 1984, pp. 47-60.

Management Contracts

- Brooke, Michael Z. Selling Management Services Contracts in International Business. London: Holt, Rinehart and Winston Ltd., 1985.
- Hegstad, Sven Olaf, and Newport, Ian. Management Contracts: Main Features and Design Issues. Industry and Finance Series. Washington, D.C.: World Bank, 1987.

Employment Issues/Management Employee Buyouts

- Benjamin, Harvey E., and Goldberg, Michael. Leveraged Acquisitions and Buyouts, 1986. New York: Practising Law Institute, 1986.
- Blackstone, Lance, and Franks, David V. Management Buy-outs. 1984 Edition, Special Report No. 164. London: The Economist Intelligence Unit Limited (EIU), March 1984.
- Blackstone, Lance, and Franks, David V. Guide to Management Buy-Outs 1986-1987. "The Economist" Publications.
- Bradley, Keith, and Gelb, Alan. "Employee Buyouts of Troubled Companies". Harvard Business Review, September-October 1985, pp. 121-130.
- Bradley, Keith, and Gelb, Alan. Worker Capitalism: The New Industrial Relations. Cambridge, Mass.: The MIT Press, 1983.
- Hay Group. "Privatization and Employment Policy: Issue Analysis". Report prepared for the U.S. Agency for International Development, June 1987 (Manuscript).
- Droit et pratique du commerce international, Vol. 13, No. 4, 1987. Various articles on french privatization.
- "Management Buy-outs". Financial Times, October 10, 1986. A Financial Times Survey (Series of Articles).
- Morgan Grenfell & Co. Ltd. "An Introduction to Management Buy-Outs", March 1986.
- Oakeshott, Robert. "Privatization and Worker Buy-outs". Public Money, No. 3, December 1983, pp. 15-18.
- Wright, Mike and Cayne, John. Management Buy-Outs. London: Croom Helm, 1984.

Financing Privatization

- Buchheit, Lee C. "Converting Sovereign Debt into Equity Investments". International Law Review, September 1986, pp. 10-14.
- Gill, David. "Privatization: Opportunities for Financial Market Development". Paper presented at a Conference on Privatization held in Buenos Aires, Argentina, on April 27, 1987, and sponsored by Banco General de Negocios S.A., First Boston International and International Finance Corporation.
- Nair, Govindan, and Frazier, Mark. "Debt-Equity Conversion and Privatization". Economic Impact, No. 4, 1987, p. 12-17.
- Ollard, William. "The Debt Swappers". Euromoney, August 1986, pp. 68-75.
- Rubin, Steven M. Guide to Debt Equity Swaps. Special Report No. 1104. New York: Economist publications Ltd.
- Werrett, Rosemary. "Brazilian Debt-Equity Swaps". Corporate Finance, September 1987, No. 34, pp. 89-92.

Privatization of Public Services²

- Adam, Sylvie; Petit Frère, Jessy; Faccini, Bruno; and Cervantes, Enrique. "Paris privatise-t-il? La distribution de l'eau en question". Mémoire écrit sous la direction de M. Jean-Marie Duffau. Paris: Institut International d'Administration Publique, 1986.
- Bennett, James T., and Johnson M.H. Better Government at Half the Price: Private Production on Public Services. Ottawa, Illinois: Cardire House Publishers, 1981.
- Cheret, Ivan. "Private Sector Role in Provision of Water Supply and Sanitation: Alternative Approaches". La Lyonnaise des Eaux, for World Bank Seminar, January 1985. (See Section 3.2 on Spain).
- Duffau, Jean-Marie. "Public Service Board without Legal Personality nor Autonomy". October 1985. Paper prepared for the Seminar "Management Options for Urban Services", held at Cesme, Turkey, on November 6, 1985.
- Fisk, Donald, et al. Private Provision of Public Services: An Overview. Washington, D.C.: The Urban Institute, 1978.
- Fixley, Phillip, E., Jr. "Service Shedding: A New Option for Local Governments". Privatization Review, Vol. 2, No. 3, Summer 1986, pp. 10-23. (Public service versus Private service delivery: mainly water sewerages, public cleansing.)
- Hanke, Steve H. "The Private Provision of Public Services and Infrastructure". Report submitted to the Agency for International Development. Washington D.C.: Johns Hopkins University, May 31, 1984.
- Pescard, Warren. "Privatization of Rural Water Supplies in Developing Countries?" Waterlines, No. 3, October 1984, pp. 2-4.
- Roth, Gabriel. The Private Provision of Public Services in Developing Countries. Washington, D.C.: EDI Services in Economic Development, 1987.
- The Privatization Review, Vol. 2, No. 1, Winter 1986.
- The Privatization Review, Vol. 2, No. 3, Summer 1986.
- Savas, Emmanuel S. "Policy Analysis for Local Government: Public versus Private Refuse Collection". Policy Analysis, Winter 1977.
- Spurge, John. "Getting Water in Shape for privatization". Public Finance and Accountancy, August 9, 1985.
- Vuylsteke, Charles. "Provision of Urban Services: Arrangements with the Private Sector". In: "Management Options for Urban Services". Report of a seminar held at Cesme (Turkey) on November 11-20, 1985, sponsored by Iller Bank, Ministry of Public Works and Settlement and the World Bank, Washington, D.C., 1986.

Contracting out, Subcontracting and Franchising

- Germidis, Dimitri, Ed. International Subcontracting: A new Form of Divestment. Paris: Development Center of the Organization for Economic Cooperation and Development (OECD), 1980.
- Mathewson, G. Frank and Winter, Ralph A. "The Economics of Franchise Contracts". The Journal of Law and Economics, Vol. XXVIII (3), October 1985, pp. 503-526.

^{2/} Most publications on the U.K. privatizations review the process for privatizing public services.

- Hartley, Keith. "Policy Towards Contracting Out: The Lessons of Experience". Fiscal Studies, 5:1, February 1984, pp. 98-105.

Valuation of Public Enterprises

- Buckland, R., and Davis, E.W. "Privatization Techniques and the PSBR". Fiscal Studies, Vol. 5, No. 3, 1984, pp. 44-53.
- Buckland, R. "The costs and returns of the privatization of nationalized industries". Public Administration, Vol. 65, 1987, pp. 241-257.
- Jones, Leroy P.; Tandem Pankaj; and Vogelsang Inga. The Economics of Privatization: Ex Ante Valuation and Ex Post Evaluation. Development Research Department, Report No. DRD 295. Washington, D.C.: World Bank, April 1987.
- Mayer, C., and Meadowcroft, S. "Selling public assets: Techniques and financial implications" Fiscal Studies, Vol. 6, No. 4, 1985. Reprinted in Kay, J.A.; Mayer, C.; and Thompson, D. Privatization and Regulation: The UK Experience. Oxford: Oxford University Press, 1986.

Distributors of World Bank Publications

ARGENTINA
Carlos Hirsch, SRL
Galeria Guemes
Florida 165, 4th Floor-Ofc. 453/465
1333 Buenos Aires

**AUSTRALIA, PAPUA NEW GUINEA,
FIJI, SOLOMON ISLANDS,
VANUATU, AND WESTERN SAMOA**
D.A. Books & Journals
11-13 Station Street
Mitcham 3132
Victoria

AUSTRIA
Gerold and Co.
Graben 31
A-1011 Wien

BAHRAIN
Bahrain Research and Consultancy
Associates Ltd.
P.O. Box 22103
Manama Town 317

BANGLADESH
Micro Industries Development
Assistance Society (MIDAS)
House 56, Road 7A
Dharmondi R/Area
Dhaka 1209

BELGIUM
Publications des Nations Unies
Av. du Roi 202
1060 Brussels

BRAZIL
Publicacoes Tecnicas Internacionais
Lida.
Rua Pevoto Gomide, 209
01409 Sao Paulo, SP

CANADA
Le Diffuseur
C.P. 85, 1501B rue Ampere
Boucherville, Quebec
J4B 5E6

CHINA
China Financial & Economic Publishing
House
8, Da Fo Si Dong Jie
Beijing

COLOMBIA
Enlace Ltda.
Apartado Aereo 34270
Bogota D.E.

COSTA RICA
Libreria Trejos
Calle 11-13
Av. Fernandez Guell
San Jose

COTE D'IVOIRE
Centre d'Édition et de Diffusion
Africaines (CEDA)
04 B.P. 541
Abidjan 04 Plateau

CYPRUS
MEMRB Information Services
P.O. Box 2098
Nicosia

DENMARK
Semfundeliteratur
Rosenoerms Allé 11
DK-1970 Frederiksberg C

DOMINICAN REPUBLIC
Editora Taller, C. por A.
Restauracion e Isabel la Catolica 309
Apartado Postal 2190
Santo Domingo

EL SALVADOR
Fussades
Avenida Manuel Enrique Araya #3530
Edificio SISA, 1er. Piso
San Salvador

EGYPT, ARAB REPUBLIC OF
Al Ahram
Al Galaa Street
Cairo

The Middle East Observer
8 Chawarbi Street
Cairo

FINLAND
Akateeminen Kirjakauppa
P.O. Box 128
SF-00101
Helsinki 10

FRANCE
World Bank Publications
66, avenue d'Éna
75116 Paris

GERMANY, FEDERAL REPUBLIC OF
UNO-Verlag
Poppelsdorfer Allee 55
D-5300 Bonn 1

GREECE
KEME
24, Ippodamou Street Platia Plastiras
Athens-11635

HONG KONG, MACAO
Asia 2000 Ltd.
6 Fl., 146 Prince Edward Road, W.
Kowloon
Hong Kong

HUNGARY
Kultura
P.O. Box 139
1389 Budapest 62

INDIA
Allied Publishers Private Ltd.
751 Mount Road
Madras - 600 002

Branch offices:
15 J.N. Heredia Marg
Ballard Estate
Bombay - 400 038

13/14 Asaf Ali Road
New Delhi - 110 002

17 Chittaranjan Avenue
Calcutta - 700 072

Jayadeva Hostel Building
5th Main Road Gandhinagar
Bangalore - 560 009

3-5-1129 Kachiguda Cross Road
Hyderabad - 500 027

Prarthana Flats, 2nd Floor
Near Thakore Baug, Navrangpura
Ahmedabad - 380 009

Patiala House
16-A Ashok Marg
Lucknow - 226 001

INDONESIA
Pt. Indira Limited
Jl. Sam Ratulangi 37
Jakarta Pusat
P.O. Box 181

IRELAND
TDC Publishers
12 North Frederick Street
Dublin 1

ISRAEL
The Jerusalem Post
The Jerusalem Post Building
P.O. Box 81
Romeima, Jerusalem 91000

ITALY
Licosa Commissionaria Sansoni SPA
Via Benedetto Fortini, 120/10
Casella Postale 552
50125 Florence

JAPAN
Eastern Book Service
37-3, Hongo 3-Chome, Bunkyo-ku 113
Tokyo

KENYA
Africa Book Service (E.A.) Ltd.
P.O. Box 45245
Nairobi

KOREA, REPUBLIC OF
Pan Korea Book Corporation
P.O. Box 101, Kwangwhamun
Seoul

KUWAIT
MEMRB
P.O. Box 5465

MALAYSIA
University of Malaya Cooperative
Bookshop, Limited
P.O. Box 1127, Jalan Pantai Baru
Kuala Lumpur

MEXICO
INFOTEC
Apartado Postal 22-860
14060 Tlalpan, Mexico D.F.

MOROCCO
Societe d'Etudes Marketing Marocaine
12 rue Mozart, Bd. d'Anfa
Casablanca

NETHERLANDS
InCr-Publikaties b.v.
P.O. Box 14
7240 BA Lochem

NEW ZEALAND
Hills Library and Information Service
Private Bag
New Market
Auckland

NGERIA
University Press Limited
Three Crowns Building Jericho
Private Mail Bag 5095
Ibadan

NORWAY
Narvesen Information Center
Bertrand Narvesens vei 2
P.O. Box 6125 Etterstad
N-0602 Oslo 6

OMAN
MEMRB Information Services
P.O. Box 1613, Seeb Airport
Muscat

PAKISTAN
Mirza Book Agency
65, Shahr-é-Quaid-é-Azam
P.O. Box No. 729
Lahore 3

PERU
Editorial Desarrollo SA
Apartado 3824
Lima

PHILIPPINES
National Book Store
701 Rizal Avenue
P.O. Box 1934
Metro Manila

POLAND
ORPAN
Patek Kultury i Nauki
00-901 Warszawa

PORTUGAL
Livraria Portugal
Rua Do Carmo 70-74
1200 Lisbon

SAUDI ARABIA, QATAR
Jarir Book Store
P.O. Box 3196
Riyadh 11471

**SINGAPORE, TAIWAN, BURMA,
BRUNEI**
Information Publications
Private, Ltd.
02-06 1st Fl., Pei-Fu Industrial
Bldg.
24 New Industrial Road
Singapore 1953

SOUTH AFRICA
For single titles:
Oxford University Press Southern
Africa
P.O. Box 1141
Cape Town 8000

For subscription orders:
International Subscription Service
P.O. Box 41095
Craighall
Johannesburg 2024

SPAIN
Mundi-Pressa Libros, S.A.
Castello 37
28001 Madrid

SRI LANKA AND THE MALDIVES
Lake House Bookshop
P.O. Box 244
100, Str Chittampalam A. Gardiner
Mawatha
Colombo 2

SWEDEN
For single titles
Fritzes Fackbokforetaget
Rageringsgatan 12, Box 16356
S-103 27 Stockholm

For subscription orders:
Wenngren-Williams AB
Box 30004
S-104 25 Stockholm

SWITZERLAND
For single titles
Librairie Payot
6, rue Grenus
Case postale 381
CH 1211 Geneva 11

For subscription orders:
Librairie Payot
Service des Abonnements
Case postale 3312
CH 1002 Lausanne

TANZANIA
Oxford University Press
P.O. Box 5299
Dar es Salaam

THAILAND
Central Department Store
306 Sitom Road
Bangkok

**TRINIDAD & TOBAGO, ANTIGUA
BARBUDA, BARBADOS,
DOMINICA, GRENADA, GUYANA,
JAMAICA, MONTserrat, ST.
KITTS & NEVIS, ST. LUCIA,
ST. VINCENT & GRENADINES**
Systematics Studies Unit
55 Eastern Main Road
Curepe
Trinidad, West Indies

TURKEY
Haset Kitapevi, A.S.
Istiklal Caddesi No. 469
Beyoglu
Istanbul

UGANDA
Uganda Bookshop
P.O. Box 7145
Kampala

UNITED ARAB EMIRATES
MEMRB Gulf Co.
P.O. Box 6097
Sharjah

UNITED KINGDOM
Microinfo Ltd.
P.O. Box 3
Alton, Hampshire GU34 2PG
England

URUGUAY
Instituto Nacional del Libro
San Jose 1116
Montevideo

VENEZUELA
Libreria del Este
Aptdo. 60.337
Caracas 1060-A

YUGOSLAVIA
Jugoslovenska Knjiga
YU-11000 Belgrade Trg Republike

ZIMBABWE
Longman Zimbabwe
P.O. Box ST 125, Southerton
Harare

RECENT WORLD BANK TECHNICAL PAPERS (continued)

- No. 77. Gunnerson, *Wastewater Management for Coastal Cities: The Ocean Disposal Option*
- No. 78. Heyneman and Fägerlind, *University Examinations and Standardized Testing: Principles, Experience, and Policy Options*
- No. 79. Murphy and Marchant, *Monitoring and Evaluation in Extension Agencies*
- No. 80. Cernea, *Involuntary Resettlement in Development Projects: Policy Guidelines in World Bank-Financed Projects* (also in Spanish, 80S)
- No. 81. Barrett, *Urban Transport in West Africa*
- No. 82. Vogel, *Cost Recovery in the Health Care Sector: Selected Country Studies in West Africa*
- No. 83. Ewing and Chalk, *The Forest Industries Sector: An Operational Strategy for Developing Countries*
- No. 84. Vergara and Brown, *The New Face of the World Petrochemical Sector: Implications for Developing Countries*
- No. 85. Ernst & Whinney, *Proposals for Monitoring the Performance of Electric Utilities*
- No. 86. Munasinghe, *Integrated National Energy Planning and Management: Methodology and Application to Sri Lanka*
- No. 87. Baxter, Slade, and Howell, *Aid and Agricultural Extension: Evidence from the World Bank and Other Donors*
- No. 88. Vuytsteke, *Techniques of Privatization of State-Owned Enterprises, vol. I: Methods and Implementation*
- No. 89. Nankani, *Techniques of Privatization of State-Owned Enterprises, vol. II: Selected Country Case Studies*
- No. 90. Candoy-Sekse, *Techniques of Privatization of State-Owned Enterprises, vol. III: Inventory of Country Experience and Reference Materials*
- No. 91. Reij, Mulder, and Begemann, *Water Harvesting for Plant Production: A Comprehensive Review of the Literature*
- No. 92. The Petroleum Finance Company, Ltd., *World Petroleum Markets: A Framework for Reliable Projections*
- No. 93. Batstone, Smith, and Wilson, *The Safe Disposal of Hazardous Wastes: The Special Needs and Problems of Developing Countries*
- No. 94. Le Moigne, Barghout, and Plusquellec, *Technological and Institutional Innovation in Irrigation*
- No. 95. Swanson and Wolde-Semait, *Africa's Public Enterprise Sector and Evidence of Reforms*

The World Bank

Headquarters

1818 H Street, N.W.
Washington, D.C. 20433, U.S.A.

Telephone: (202) 477-1234

Facsimile: (202) 477-6391

Telex: WUI 64145 WORLDBANK

RCA 248423 WORLDBK

Cable Address: INTBAFRAD
WASHINGTONDC

European Office

66 avenue d'Iéna
75116 Paris, France

Telephone: (1) 40.69.30.00

Facsimile: (1) 47.20.19.66

Telex: 842-620628

Tokyo Office

Kokusai Building
1-1 Marunouchi 3-chome
Chiyoda-ku, Tokyo 100, Japan

Telephone: (3) 214-5001

Facsimile: (3) 214-3657

Telex: 781-26838

