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**Folder Title:** PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000

**Folder ID:** 30233539

**Series:** PSD and PSAS business plan, work program, and budget monitoring records

**Dates:** 07/08/1999 – 05/04/2000

**Subseries:** WB\_IBRD/IDA\_107-01

**Fonds:** Records of the Private Sector Development and Infrastructure Vice Presidency

**ISAD Reference Code:** WB IBRD/IDA WB\_IBRD/IDA\_107-01

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THE WORLD BANK

Washington, D.C.

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The World Bank

1818 H Street NW

Washington DC 20433

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FY00

BUSINESS PLAN/  
WORK PROGRAM

Work Program  
Disputes  
TRS Adjustments

New Staff Info.  
HRS Reminder

PSDBE  
PSDCR

BE 76  
EN 76

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30233539

T2007-019 Other #: 18 Box # 319715B

PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes,  
TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000



**CGAP VP Request**

**BE – FIAS**

**PSDCR**

**ENTG**

**BETG**

**PSDBE**



Maria Pilar Z. Bowyer  
05/02/2000 09:23 AM

Extn: 38608 PSDDR  
Subject: I think I belong to you

----- Forwarded by Maria Pilar Z. Bowyer/Person/World Bank on 05/02/2000 09:23 AM -----

**JOHN R. NELLIS**

05/02/2000 09:15 AM

Extn: 37482 PSDDR  
To: Michael U. Klein, Alphonsus J. Marcelis, Maria Pilar Z. Bowyer, Neil D. Roger, Jocelyn Tan Dytang  
Subject: I think I belong to you

See attached. Leila fell off our radar screens. She does indeed belong to us de jure. I do not know which unit of PSD issued the re-entry guarantee; it may have been the old EN group (which Magdi folded into CR) or it may have been the front office. Fons, please check.  
Her work prior to going to Vietnam was mainly, but not exclusively SME stuff. In Vietnam I expect she broadened these horizons. She might fit in with business environment; she is a good writer.  
Rica, we will have to plan for her on the budget?

----- Forwarded by John R. Nellis/Person/World Bank on 05/02/2000 09:09 AM -----



Leila Webster@IFC  
05/02/2000 08:34 AM

To: Michael U. Klein cc: John R. Nellis  
Subject: I think I belong to you

Hi Michael,

Hello from past PSD days!

Three years ago after I finished an MBA, I was lent out to the IFC to join their Mekong Project Development Facility which is headquartered in Hanoi with extended coverage to Laos and Cambodia as well. Magdi extended with this loan a guarantee of re-entry to PSD when this assignment ended.

Well, now it is ending and I am planning to return to headquarters the first of September and am in the throes of figuring out what is next. Since John was my manager when I left, I think this means that I am bequeathed to you.

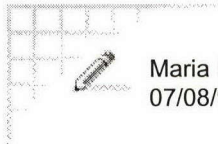
I would very much like to meet with you, even briefly, to talk about what this might mean. I am in town until Friday (and likely not again until Sept) and free to pop by anytime today, Wed or Thurs except for this morning and tomorrow morning before 10:30, today at 2:30, and today at 5:30. Anytime other than these three times would work for me and I am hoping for you.

best regards, leila



---

To: Stella G. Franco



Maria Pilar Z. Bowyer  
07/08/99 10:46 AM

Extn: 38608                      PSDDR  
Subject: Budget Issues

1. MRI told me yesterday that whoever is left in PSDEN will be transferred to PSDCR except for John who will move to PSDDR and Wendy (either PSDSE or PSDCR - not sure. He will verify with John). John will still be in charge of the Privatization TG budget. Amy, please give me a list of EN staff so I can send and EM to TISC.
2. Andrew Mack to be extended 3 months - Fons sent an EM to TISC last night (Amy - please check how commitment can be adjusted)
3. Stella, what is the contract expiration of Farris? Keep the note I gave you re: extension of Burgos and Farris with MRI's writing and ensure they're extended.
4. BETG budget will be handled by Galal. We should re-evaluate the distribution of work among us in our next meeting. In the meantime, Amy will still continue to handle the BETG budget since there is no firm decision where it will reside. If it stays with the FO, we'll work out something where Amy will keep books only on BETG while Patricia will still take care of the FO budget. We might have the same set-up for EN's Privatization TG budget where staff will be with PSDCR, but John in the FO.
5. Hopefully we get our budget envelope this week. I will then meet with MRI to verify the budget for each thematic group.
6. Codes for FY00 Work Program for Thematic Groups - let's start firming up the WP for each Unit so we'll be ready when the request for new codes opens up :
  - PSDSE and PS - MRI wants to see their work program.
  - PSDPP - Warrick can go ahead with his BP submission.
  - PSDKM - no submission - we have to request one from Nadareh/Omer.
  - PSDEN - BP submission okay
  - PSDCR - no submission - we have to request one Loup/Gerry
  - PSDBE - Galal to prepare.
7. Overhead Mark-up - As of this morning, Larry still doesn't know the mark-up for VP sustaining cost. He will try to get a decision from CRM.

---

To: Yunshin Kim Byrne  
Stella G. Franco  
Amy T. Chan  
Patricia Roldan

CGAP  
VP Request





Stella G. Franco  
07/24/2000 04:20 PM

Extn: 34861 PSADR  
Subject: CGAP Admin Figures-FY00-After Speaking to Menchi

Caroline, These figures in SAP for the three CGAP Trust funds used for Administration did not take into consideration that the trust funds were mapped erroneously under PSDSE(7176) and later moved to PSDCG (5718). I did not change these figures and would prefer that you speak to Menchi directly so prevent any errors. Thanks, Stella

| TF Number  | Cur FY Bgt                     | Commitment | Actuals                        | Available Bgt                  |
|------------|--------------------------------|------------|--------------------------------|--------------------------------|
| 020676     | 5,948,100 <sup>5,889,097</sup> | 23,324 ✓   | 1,879,355 <sup>1,865,400</sup> | 4,045,420 <sup>4,077,591</sup> |
| 020674     | 968,698 <sup>966,959</sup>     | 43,176 ✓   | 322,819 ✓                      | 602,703 ✓                      |
| 020679     | 445,875 ✓                      | 3,300 ✓    | 133,534 ✓                      | 309,041 ✓                      |
| TOTALS- TF | 7,362,673                      | 69,800     | 2,335,708                      | 4,957,164                      |
|            |                                |            |                                |                                |
| BB         | 2,249,000                      | 0          | 2,175,350                      | 73,650                         |

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To: Caroline S. Levenson  
cc: Carmencita B. Clay  
Maria Pilar Z. Bowyer



# Record Removal Notice

|                                                                                                                                                                |                                                 |                                                                                                                                                                                                                                                                                                         |                                   |                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-------------------------------|
| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                                                 | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                      |                                   |                               |
| <b>Document Date</b><br>07/24/2000                                                                                                                             | <b>Document Type</b><br>Chart / Table / Diagram |                                                                                                                                                                                                                                                                                                         |                                   |                               |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                 |                                                                                                                                                                                                                                                                                                         |                                   |                               |
| <b>Subject / Title</b><br>Trust Fund Avail. Bgt. for Funds Ctr Grp                                                                                             |                                                 |                                                                                                                                                                                                                                                                                                         |                                   |                               |
| <b>Exception(s)</b><br>Corporate Administrative Matters                                                                                                        |                                                 |                                                                                                                                                                                                                                                                                                         |                                   |                               |
| <b>Additional Comments</b>                                                                                                                                     |                                                 | <p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b><br/>Shiri Alon</td><td><b>Date</b><br/>April 24, 2024</td></tr></table> | <b>Withdrawn by</b><br>Shiri Alon | <b>Date</b><br>April 24, 2024 |
| <b>Withdrawn by</b><br>Shiri Alon                                                                                                                              | <b>Date</b><br>April 24, 2024                   |                                                                                                                                                                                                                                                                                                         |                                   |                               |



# Record Removal Notice

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| <b>Document Date</b><br>07/24/2000                                                                                                                             | <b>Document Type</b><br>Chart / Table / Diagram |                                                                                                                                                                                                                                                                                                         |                                   |                               |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                 |                                                                                                                                                                                                                                                                                                         |                                   |                               |
| <b>Subject / Title</b><br>Trust Fund Avail. Bgt. for Funds Ctr Grp                                                                                             |                                                 |                                                                                                                                                                                                                                                                                                         |                                   |                               |
| <b>Exception(s)</b><br>Corporate Administrative Matters                                                                                                        |                                                 |                                                                                                                                                                                                                                                                                                         |                                   |                               |
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| <b>Withdrawn by</b><br>Shiri Alon                                                                                                                              | <b>Date</b><br>April 24, 2024                   |                                                                                                                                                                                                                                                                                                         |                                   |                               |



BE-F/AS

 Danilo Y. Anzures@IFC  
05/28/2000 03:08 PM

Subject: Re: Slovak Republic: Administrative Barriers (Project 1800898) REVISION 

Hi Andrew,

Please refer to the attached email. Could you please adjust your timesheet using WBS element FIAS-01800898-TF020240X for cross support work on Project 1800898-Admin Barriers. Many thanks.

Danny



Cross Support Andrew Stone

Danilo Y. Anzures

 Danilo Y. Anzures  
05/01/2000 12:09 PM

To: Jessica Ardinoto/Person/World Bank@WorldBank  
cc: Jacqueline Coolidge/HQ/IFC@IFC, Nora Mangalindan/HQ/IFC@IFC, Loretta Matthews/HQ/IFC@IFC, Andrew H. W. Stone/Person/World Bank@WorldBank, Maria Pilar Z. Bowyer/Person/World Bank@WorldBank, Stella G. Franco/Person/World Bank@WorldBank

Subject: Re: Slovak Republic: Administrative Barriers (Project 1800898) REVISION 

Jessica,

We are suffixing an "X" for all WBS elements we are using for cross support. Please use the this WBS elements for charging staff costs for Andrew Stone re Slovak Republic: Administrative Barriers (Project 1800898):

FIAS-01800898-TF020240X

Danilo Y. Anzures

 Danilo Y. Anzures  
05/01/2000 11:47 AM

To: Jessica Ardinoto/Person/World Bank@WorldBank

cc: Jacqueline Coolidge/HQ/IFC@IFC, Nora Mangalindan/HQ/IFC@IFC, Loretta Matthews/HQ/IFC@IFC, Andrew H. W. Stone/Person/World Bank@WorldBank, Maria Pilar Z. Bowyer/Person/World Bank@WorldBank, Stella G. Franco/Person/World Bank@WorldBank

Subject: Slovak Republic: Administrative Barriers (Project 1800898)

Here is the WBS elements for charging staff costs for Andrew Stone re Slovak Republic: Administrative Barriers (Project 1800898): FIAS-01800898-TF020240

---

To: Astone@Worldbank.Org  
cc: Jessica Ardinoto  
Jacqueline Coolidge/Hq/Ifc@Ifc  
Nora Mangalindan/Hq/Ifc@Ifc  
Loretta Matthews/Hq/Ifc@Ifc  
Andrew H. W. Stone  
Maria Pilar Z. Bowyer  
Stella G. Franco



# Record Removal Notice

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| <b>Document Date</b><br>03/29/2000                                                                                                                             | <b>Document Type</b><br>Email |                                                                                                                                                                                                                                                                                                         |                                   |                               |
| <b>Correspondents / Participants</b><br>Loretta Matthews, Jacqueline Coolidge, Stella Franco, Andrew H.W. Stone                                                |                               |                                                                                                                                                                                                                                                                                                         |                                   |                               |
| <b>Subject / Title</b><br>Special Discount Rates, FIAS only                                                                                                    |                               |                                                                                                                                                                                                                                                                                                         |                                   |                               |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                               |                                                                                                                                                                                                                                                                                                         |                                   |                               |
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| <b>Withdrawn by</b><br>Shiri Alon                                                                                                                              | <b>Date</b><br>April 24, 2024 |                                                                                                                                                                                                                                                                                                         |                                   |                               |



PSDCR



Danilo Y. Anzures@IFC  
05/01/2000 12:09 PM

Subject: Re: Slovak Republic: Administrative Barriers (Project 1800898) REVISION 

Jessica,

We are suffixing an "X" for all WBS elements we are using for cross support. Please use the this WBS elements for charging staff costs for Andrew Stone re Slovak Republic: Administrative Barriers (Project 1800898):

FIAS-01800898-TF020240X

Danilo Y. Anzures



Danilo Y. Anzures  
05/01/2000 11:47 AM

To: Jessica Ardinoto/Person/World Bank@WorldBank  
cc: Jacqueline Coolidge/HQ/IFC@IFC, Nora Mangalindan/HQ/IFC@IFC, Loretta Matthews/HQ/IFC@IFC,  
Andrew H. W. Stone/Person/World Bank@WorldBank, Maria Pilar Z. Bowyer/Person/World  
Bank@WorldBank, Stella G. Franco/Person/World Bank@WorldBank

Subject: Slovak Republic: Administrative Barriers (Project 1800898)

Here is the WBS elements for charging staff costs for Andrew Stone re Slovak Republic: Administrative Barriers (Project 1800898): FIAS-01800898-TF020240

---

To: Jessica Ardinoto  
cc: Jacqueline Coolidge/Hq/lfc@lfc  
Nora Mangalindan/Hq/lfc@lfc  
Loretta Matthews/Hq/lfc@lfc  
Andrew H. W. Stone  
Maria Pilar Z. Bowyer  
Stella G. Franco



Danilo Y. Anzures@IFC  
05/01/2000 11:47 AM

Subject: Slovak Republic: Administrative Barriers (Project 1800898)

Here is the WBS elements for charging staff costs for Andrew Stone re Slovak Republic: Administrative Barriers (Project 1800898): FIAS-01800898-TF020240

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To: Jessica Ardinoto  
cc: Jacqueline Coolidge/Hq/lfc@lfc  
Nora Mangalindan/Hq/lfc@lfc  
Loretta Matthews/Hq/lfc@lfc  
Andrew H. W. Stone  
Maria Pilar Z. Bowyer  
Stella G. Franco



Stella G. Franco  
04/19/2000 08:51 AM

Extn: 34861 PSDDR  
Subject: PSDCR TRS Corrections from BB TO BBNSA

Vicky, Please print out the TRS Summary Sheets for the PSDCR group and bring them to Amy to help you review the following code changes.

CR Work Group IO 2002575 - Should not be used  
NEW CR2 Work Group IO 2022548 SHOULD BE USED *NSA 4*

OTHER CR CODES ALLOWED:

P066415, P066419, P068143, P068145 BBNSA AND NOT BB

ALL OF THE WBSs above charged to BB SHOULD BE CHANGED TO THOSE LINKED TO BBNSA.

ALL TRS FROM JAN. TO JUNE SHOULD USE THESE BBNSA CODES.

PLEASE SEND A EMAIL TO ALL STAFF CONCERNED IN YOUR GROUP ONCE YOU HAVE REVIEWED THEIR TRS WITH AMY. YOU MAY HAVE TO CATCH THEM FOR THEIR APRIL TRS ENTRIES SO THAT YOU WILL ONLY NEED TO MAKE CHANGES FROM JANUARY TO MARCH.

THANKS, STELLA

---

To: Victoria Joseph  
cc: Amy T. Chan  
Maria Pilar Z. Bowyer

*5/17*  
*10#2022837*  
*for BBNSA 4*  
*OH*  
*(Non labor*  
*2nd.)*  
*the*  
*58.*





William Peter Mako  
04/11/2000 11:39 AM

Extn: 32827 PSDCR  
Subject: Re: Urgent and important - OPE - Management Review Meeting

Some of my countries involve several tasks and managers, as indicated below:

| <u>Country/Item</u>    | <u>% of Cross Support</u> | <u>Contact(s)</u>                       | <u>Deliverables</u>                                                                                                                                                                                                                                              |
|------------------------|---------------------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Korea                  | 47%                       | Zia Qureshi, Sri-Ram Aiyer, Klaus Lorch | <ul style="list-style-type: none"><li>• Special analyses on corporate restructuring, including Daewoo</li><li>• Supporting analyses for CFSRL adjustment loan</li><li>• Recommendations on vehicles for working out converted equity/distressed debt</li></ul>   |
| Thailand               | 16%                       | Jayasankar Shivakumar, Ijaz Nabi        | <ul style="list-style-type: none"><li>• Appraisal and negotiation of TA loan (dropped)</li><li>• High level review of alternatives for corporate/financial sector restructuring</li><li>• Inputs on corporate restructuring into EFAL3 adjustment loan</li></ul> |
| Czech/Slovak Republics | 14%                       | Roberto Rocha                           | <ul style="list-style-type: none"><li>• Slovakia presentation on corporate/financial sector restructuring lessons from East Asia</li><li>• Recommendations on Konsolidacni banka's Revitalization Agency for largest distressed companies</li></ul>              |

|                     |     |              |                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------|-----|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| East Asia (various) | 11% | Hiro Kawai   | <ul style="list-style-type: none"> <li>• Presentations in Tokyo in July '99 on corporate restructuring in Korea and Thailand</li> <li>• Development of background paper on Korea corporate restructuring for January '00 Tokyo conference</li> <li>• Lead author of paper on corporate/financial sector restructuring for World Bank/IMF/Brookings conference</li> </ul> |
| Kosovo              | 7%  | Saumya Mitra | <ul style="list-style-type: none"> <li>• Developed recommendations on private sector development and privatization of socially owned enterprises</li> </ul>                                                                                                                                                                                                              |
| Indonesia           | 6%  | Bernard Drum | <ul style="list-style-type: none"> <li>• Assessed needs of Jakarta Initiative Task Force and IBRA and developed proposal for advising GOI on corporate/financial sector restructuring</li> </ul>                                                                                                                                                                         |

---

To: Loup J. Brefort  
cc: Psdcrh



**Yvonne Monica Henry**

05/08/2000 03:18 PM

Extn: 37105 PSDCR  
Subject: IMPORTANT - SAP Approval for PSDCR

Loup,

Although you are no longer authorized (legally) to approve SAP transactions for PSDCR, all our transactions are still being directed to you, and our VP's office has informed us that it will take about another 2 weeks before this is rectified.

In the interim, we have been instructed to inform Larry Smucker whenever SAP approval is required and he will approve them. You will then be informed to delete the approved transactions from your inbox.

**All PSDCR Staff: Kindly send an email to Larry Smucker, and cc. me and Sarah Manapol, whenever you send SAP transactions for managerial approval.**

I apologize for this inconvenience to you and our staff.

---

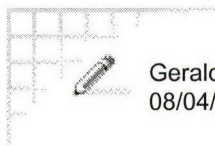
To: Loup J. Brefort  
cc: Gerald Meyerman  
Larry F. Smucker  
Psdcr Group  
Maria Pilar Z. Bowyer  
Stella G. Franco



# Record Removal Notice

|                                                                                                                                                                |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
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| <b>Document Date</b><br>[2000]                                                                                                                                 | <b>Document Type</b><br>Chart / Table / Diagram |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b><br>Activity Initiation Summary                                                                                            |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b>                                                                                                                                         |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
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| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                     |                                                                                                                                                                                                                                                                                                             |                                         |                             |





Gerald Meyerman  
08/04/99 02:30 PM

Extn: 31069 PSDCR  
Subject: INDONESIA: Corporate Restructuring Back to Office Report

1. The Mission visited Jakarta between June 21 and July 2, 1999 to hold discussions with Indonesian authorities, officials of the various agencies involved in corporate restructuring in Indonesia, including INDRA, the Jakarta Initiative Task Force and IBRA. The Mission also met with representatives of the private sector, the international banking sector, domestic banks, , IMF, IFC, the Asian Development Bank, US Treasury, USAID and several professionals operating in Indonesia. The Mission was comprised of the undersigned, Gerald Meyerman and Scott Stevenson. Bernard Drum also attended a limited number of meetings. The Mission also coordinated closely with the Resident Mission and the IMF Team in the field.

2. The objectives of the Mission was to i) review the status of corporate restructuring, ii) review progress made and status of policy matrix items in PRSL II and the IMF LOI. iii) consider policy options for accelerating corporate restructuring, iv) consider ways of more closely integrating financial sector and corporate restructuring, v) discuss follow up actions required vi) discuss format of policy review designed to assist in defining forward policy for corporate restructuring during the transition of Government period, vi) make recommendations for items to be included in the July IMF mission and LOI.

3. The current status of corporate restructuring in Indonesia is positively influenced by recent trends in the exchange rate, interest rates and the stock market. This, together with the perception that the election process had gone well, have raised hopes that an economic rebound could be at hand. Even if positive sentiment is sustained, there are some issues of economic fundamentals that nonetheless hamper an economic rebound. The major problem still facing the economy is the high level of unresolved debt in the corporate and financial sectors in Indonesia. This problem is exacerbated by a bankruptcy system that is not made to work and generally a dysfunctional judicial system.

4. Recently IBRA has become more aggressive, using its extraordinary judicial powers, in forcing domestic debtors to come to terms with domestic banks. There does not appear to be a well thought out strategy for restructuring corporations going through IBRA. Basically IBRA is obliged and attempting to recover the maximum it can from the NPL portfolio of the corporate sector without regard for the viability of firms, their ability to continue employing persons and producing and exporting goods. Other than initial threats, no clear frame work seems to have been created as to how IBRA would continue the process if threats fail. The threats also were having a negative impact on relations with the foreign banking sector - statements by IBRA officials that IBRA would seize assets "even if others have claims" aroused concern. In our meetings with IBRA officials they stressed that such was not their intent and that they would operate strictly within the legal framework and priority of claims related to the assets of each debtor.

5. The main economic threat looming on the horizon is the gaping government



budget deficit in fiscal year 2000/2001. The scope of this problem makes it imperative to recover whatever collateral exists behind the system's bad loans, thereby lessening the economic burden on future government budgets. This is one area in which it would appear that IBRA could be making considerably better headway, were it given the political mandate to do so. Notwithstanding the threats referred to above, a lack of political will to seize the assets of well connected debtors is minimizing IBRA's ability to realize on assets under its control. Although IBRA has the legal right to conduct seizures of assets from debtors, the agency has refrained from putting the powers to use. In the recommendation section below some suggestions are made how IBRA and the Jakarta Initiative could be used to make both more effective and enhance corporate restructuring.

6. Further progress must also be made in corporate debt restructuring. The stronger exchange rate and rising equity market clearly create more favorable conditions for indebted companies to commence negotiations with their creditors. The improved equity values are particularly important: debtors have a better chance of performing debt-for-equity swaps when stock prices are high. This is having a tangible effect: each day more companies are reported to be in discussions with creditors over debt restructuring. Official efforts to spur restructuring have been made mainly through the Jakarta Initiative Task Force (JITF). Now that the \$31.5 million Corporate Restructuring Technical Assistance Loan from the World Bank is effective, it is hoped that the JITF will be better placed to facilitate negotiations between debtors and creditors. Until recently, JITF had excellent intentions but virtually no resources - staff and facilitators went unpaid, the case load continued to increase but the resources were simply not there to actively pursue the goals of restructuring.

7. The JITF also provides a regulatory "one-stop-shop" for administrative procedures pertaining to debt resolution. The first cases have now been processed under this facility and results are encouraging. At the time of the Mission, the Jakarta Initiative had 234 companies registered for restructuring assistance with total foreign debts of US\$21.1 million and domestic debt of Rp13.6 trillion. The JITF has thus far facilitated discussions in 122 corporate restructuring cases.. While only a handful of major restructuring deals have actually been brought to completion, some 22 companies, with foreign debts of US\$3.0 billion and domestic debts of Rp2 trillion have reached a stand-still agreement or an agreement in principle. An obvious reason why more deals are not being done is that debtors still feel a lack of pressure to take action.

#### JAKARTA INITIATIVE TASK FORCE BY INDUSTRIAL SECTOR

| Industry Sector            | # Cases | *   | Est. Debt US\$ millions | Est. Debt Rp. Billions |
|----------------------------|---------|-----|-------------------------|------------------------|
| Agribusiness               | 5       | 1*  | \$400                   | Rp 6.9                 |
| Basic Industry             | 25      | 3 * | \$5.300                 | Rp 3,104               |
| Chemicals                  | 10      | 1*  | \$3.500                 | Rp 604                 |
| Consumable Goods           | 4       | 3*  | \$3.8800                | Rp 5.9                 |
| Finance                    | 12      | 1*  | \$1.200                 | Rp 1,227               |
| Infrastructure & Utilities | 9       | 2*  | \$5000                  | Rp 386                 |



|                                                        |     |     |          |           |
|--------------------------------------------------------|-----|-----|----------|-----------|
| Mining                                                 | 5   |     | \$5000   | Rp 0.5    |
| Property & Real Estate                                 | 48  | 1*  | \$1.200  | Rp 3,668  |
| Textile and Garment                                    | 21  | 1*  | \$2.900  | Rp 2,680  |
| Trading/Service/Investment                             | 43  | 7*  | \$3.500  | Rp 731    |
| Transportation                                         | 4   |     | \$800    | Rp 469    |
| Various Industries                                     | 48  | 2*  | \$700    | Rp 469    |
| Total                                                  | 234 | 22* | \$21.100 | Rp 13,560 |
| Legend: * Standstill or Agreement in Principle Reached |     |     |          |           |

8. The 1998 amendments to Indonesia's Bankruptcy Law, produced under the guidance of the IMF, have not produced sufficient declarations of bankruptcy to convince debtors that they should swiftly settle their disputes. The amended law appears technically adequate but has ground to a standstill in the Commercial Court. Charges of corruption abound and many of the decisions defy logic. To date, the Commercial Court, which was created in August 1998 has received 88 Bankruptcy cases. The financial community has been fairly uniform in its complaints about the quality of the decisions brought down. Dissatisfaction is not limited to foreign creditors, IBRA stated that it will appeal a Jakarta Commercial Court decision declaring the private airline PT Sempati Air bankrupt at the Company's request, the first such ruling since the Court was established last August. IBRA's appeal is based on the belief that the bankruptcy petition was filed solely for the protection of the shareholders who had personally guaranteed the airline's bankers. Firms that wish to escape responsibility, generally find in the Commercial Court an ally to avoid payment while creditors, especially foreign creditors, are effectively kept from using the judicial system to collect amounts due. A new Bankruptcy Law, with a separate Corporate Restructuring Law is presently being drafted for presentation to Parliament. Unless the issue of incompetence and corruption in the Commercial Court is addressed however, little hope is seen that a new law will mean a new beginning.

9. There have been notable exceptions where progress has been made. PT Astra International, among Indonesia's more responsible corporate citizens, has successfully concluded a \$1.2 billion restructuring agreement. In Astra's case, management's main considerations were to protect the company's blue chip reputation and ensure its future access to foreign capital. Another example is state owned PT Danareska, which concluded a complex \$400 million restructuring agreement. Cigarette maker PT HM Sampoerna has announced that it has secured approval to reschedule \$140 million of a \$150 million syndicated term loan and revolving credit facility. Listed company PT Lippo Tbk. announced structural reforms, including undertakings to follow global trends of good corporate governance, including restructuring its board of supervisory commissioners which will now feature four new outside independent members. Recent legislation has facilitated the use of debt-to-equity swaps. Further steps need to be taken to assure the continued tax-neutral status of restructuring.

10. Indonesia's parliament has passed a bill on Arbitration in business disputes in a bid to attract more foreign investment and improve confidence in the country's legal system. A Competition Bill



is currently being reviewed by the House Judicial Committee and pending coming into force. Also a new bill on Secured Transaction, which will greatly aid the security position of new lenders of working capital to Indonesian Corporates, is pending completion.

11. The Corporate Restructuring of Indonesian firms is thus proceeding slowly - not surprising the political uncertainty, the deepest economic crisis in Asia and a legal and regulatory framework ill-suited to address the crisis. Responsibility for restructuring has been divided among a number of agencies:

The "Indonesia Private Sector Debt Settlement Team", under the Chairmanship of Dr. Radius Prawiro was established by Presidential Decree to exercise overall control over corporate restructuring activity. His mandate however is limited to overseeing the operation of the Jakarta Initiative, INDRA and the Bank Indonesia Corporate Debt Task Force. The operating expenses and facilities for the IPSDST are provided by Bank Indonesia and the relationship between the Team and the other two agencies funded by BI (INDRA and BICDTF) is much closer then with the Jakarta Initiative Task Force, designed to be somewhat separate from Government influence and formally reporting to the Minister of Justice. In previous months it has been difficult to maintain this working relationship and avoid conflicts.

12. In addition IBRA has embarked on the "restructuring" of those companies under its jurisdiction. As mentioned earlier, these firms fall into two categories:

- firms transferred as guarantee or satisfaction of liquidity support provided by BI to failing domestic banks by their principal shareholders - i.e. BCA/Salim, BDN/Nursallim, etc.
- firms indebted to private domestic banks whose NPL portfolios have been transferred to IBRA for collection.

The format, scope and methods used for such restructuring by IBRA was mentioned earlier in this memo. IBRA reports to the Minister of Finance and is faced with a truly monumental task. It is charged with restructuring the Indonesian Banking Sector, restructuring/recovering more than Rp.250 trillion (about US\$31 billion) from approximately 5 thousand non-performing loans taken over from 11 private banks, 7 state banks and 38 banks closed in March of 1999; selling off corporate fixed assets in 215 companies valued at about Rp.92 trillion (about \$11.5 billion surrendered by former bank owners of 9 banks closed by GOI and 2 banks taken over last year to repay debts to government; selling an as yet undetermined value in non-core bank assets including land, buildings, vehicles, equipment, paintings etc. from 55 IBRA banks; selling off equity/assets of 12 banks taken over (including BCA, Danamon, Bank Nusa etc. and selling the equity of GOI in the 8 recapitalized banks. This scope of work gives IBRA direct control over approximately \$50 billion in assets taken over from 55 banks and their former owners. This represents approximately 25% of Indonesia's 1998 GDP.

13. IBRA was initially set up to restructure bank loans, but its role has expanded enormously to include restructuring more than 70% of the public and private corporate sectors. It is not obvious that IBRA is prepared for such a varied and massive undertaking. We already encountered individuals complaining about IBRA personnel demanding commissions and other considerations for resolving their situation with the agency. Care will have to be taken to assure that IBRA has full accountability, direction and oversight through the establishment of an OVERSIGHT BOARD, INDEPENDENT AUDITOR, frequent reporting to Parliament and public transparency. IBRA has not as yet developed detailed conflict of interest and ethical regulations nor has it appointed an independent auditor. Without any of the above mentioned checks and balances, and despite operating in an extremely weak political, legal and economic environment it doesn't appear that sufficient urgency has been attached to this issue. The IMF mission in the field pointed out that the World Bank had "co-penetrated all levels of IBRA" and would assure the proper and



transparent operation of the agency. Especially in the area of corporate restructuring there is significant potential for corrupt practices and, if the Bank is to be involved in the corporate restructuring in Indonesia, due diligence must be exercised to assure the proper implementation of its mandate to avoid future embarrassment.

14. Also the Ministry of State Owned Enterprises is apparently engaged in the restructuring of some SOE's. It was not possible on this Mission to meet with persons responsible for this work who could provide an overview of the policy objectives being pursued. Later in this Memorandum there is a specific section dealing with SOEs. Suffice it to say here that the Ministry of SOE - responsible both for the restructuring of State Owned Banks as well as State owned Enterprises - does not appear to coordinate its overall policy with either the Ministry of Finance or the The Indonesia Private Sector Debt Settlement Team (Indra, JITF, BICDTF).

15. The Ministry of justice also appears to play a limited role in corporate restructuring - not only in terms of drafting of new laws but also in the enforcement of existing laws, including taxation, corporate and insolvency. Its' work seems to be only loosely coordinated with the other Agencies - at the cabinet level and through interaction with IMF/WB missions.

16. The May LOI provided that the Minister of Finance should establish a monitoring and coordinating committee for corporate restructuring. It appears however that the invitation to participate from the Minister of Finance was directed only to the Jakarta Initiative, INDRA, IBRA and the Ministry of Justice and excluded the Ministry of SOE and the Indonesian Private Sector Debt Settlement Team. Bank Indonesia and its two other dependencies INDRA and the BICDTF were invited but declined to participate citing the new banking law assuring the independence of BI. Furthermore, this new Committee sees its role as "monitoring and coordinating" but in no way as setting or recommending GOI overall policy directions nor resolving conflicting jurisdictional issues.

17. Corporate Restructuring thus ends up with seven agencies involved in corporate restructuring, three (JITF, INDRA, BICDTF) "coordinated" by Radius Prawiro and the IPSDST and three others JITF, IBRA and MOJ coordinated through the Ministry of Finance Committee. Only the Jakarta Initiative participates in both groups. There is an urgent need to address this issue and to establish a sole steering committee that can truly coordinate the policies and activities of all GOI agencies engaged in this important area. It is suggested that this be clearly and definitively addressed in the next LOI and that the Bank/IMF should play an increased role in insisting that policies be clear, coordinated and implemented in an effective and cost efficient manner.

18. An analysis of the current situation demonstrates the importance of developing a number of policy initiatives designed to accelerate the implementation of corporate restructuring in the short term. We are making the distinction between crisis driven, short term initiatives and more medium and longer term sectoral initiatives. We in no way question the importance of medium /long term work on developing the judicial system, small and medium enterprises, competition policies, corporate governance, privatization etc. but only point out that such longer term policies in no way reduce the need to address such issues on a narrower basis, in the immediate time period. The following are policies and issues that can and should be addressed immediately:

a) Working Capital Fund - over the last 14 months a number of proposals for the provision of working capital have been made. Most of these involved some level of funding from Japan and credit enhancement by the World bank/IMF/AsDB as well as the GOI/BI. Some proposals favored the "repurchase" of outstanding corporate debt for a preset minimum value. It was argued that such a consolidation of debt in a single agency would facilitate reaching a subsequent agreement with the debtor. We generally questioned whether such was the case, if such a program would raise serious issues of moral hazard by allowing some creditors to sell



their bad loans and shift the ultimate loss to the people of Indonesia. Proposals were also made to the GOJ by the JITF/MOF/Gitlin, Leman et al "Enterprise Bank", INDRA/Walker, IFC, etc. From our discussion with Japanese bankers, confusion has been created as to why such a fund is essential and what the design characteristics would ideally be. The bank should play a leading role in bringing together the different proposals and then presenting a single joint proposal.

**b) Deeply Embedded Debt/Equity mechanisms.** This mechanism was initially proposed by Charles van der Mandele of the IFC in Jakarta. It built on mechanisms developed under Dutch law, compatible with existing Indonesian corporate and tax laws, whereby corporations and their creditors can agree to convert debt outstanding to a category of share to which no rights of equity participation attach. This type of share ranks behind all debt, both present and future and only ahead of the interests of equity holders in the corporation. The definition of this type of instrument, established by decree, requires that the amount secured by the share shall become payable following a fixed due date not less than 8 years in the future and may or may not bear interest. If the amount due bears interest, such interest may either be accrued or paid annually but may only be paid from current cash flow and earnings and cannot impinge the repayment of any other obligation nor draw on retained earnings. The decree would also establish that the amount secured by the share shall be deemed capital in the hands of the corporation but debt in the hands of the creditor. We are presently exploring the tax consequences of this type of mechanism and developing a more detailed outline of the structure, its application, cost and benefits. IFC felt that this mechanism would allow it to restructure several of the corporations it is working with. By converting debt to equity it immediately de-leverages the corporation, enhancing its access to new capital by strengthening its balance sheet and allows the creditor to continue to show the entire amount converted as debt owed by the corporation, a type of ever greening attractive especially to Japanese and Korean creditors.

**c) Using IBRA/JITF/Foreign/Domestic Creditor cooperation as a catalyst.** The Ministry of Finance has indicated that it does not wish to duplicate existing corporate restructuring further by setting up separate structure within IBRA. As mentioned earlier, serious concerns have been expressed by foreign creditors that IBRA may rely on its special legislative authority in order to seize assets against which other domestic and foreign creditors may have a legitimate claim. We should note that the government of Mexico attempted to do something similar and that this resulted in major government-to-government conflicts until such time that the Government of Mexico rescinded its policies and assured that both foreign and domestic creditors would be dealt with equitably. So the case of Mexico the action leaves an obstacle at ----- of Paris and London talks. We have also noted above the tremendous task facing IBRA and note that it does not have the human resources nor skills set to implement the corporate restructuring of such a large portion of the Indonesian corporate sector. A mechanism must therefore be devised to strengthen cooperation between IBRA and the Jakarta Initiative and through that mechanism, cooperation between IBRA as a creditor, domestic creditors and foreign creditors. The mechanism we are proposing was used in the 1980s in Venezuela and other Latin American countries. Simply stated, foreign and domestic creditors, using an operating Indonesian bank under IBRA control as an SPV, move their non-performing loans in a particular corporation to IBRA. This debt, agglomerating domestic and foreign creditors, can then be collected by IBRA using its special legislative powers, including the right to seize the assets of the corporation. The restructuring process will be implemented by a Steering Committee of the major creditors participating on rules previously agreed and similar to those commonly found in syndicated loan situations. Recovery would be distributed to the participants on a *pari pasu* basis, perhaps subject to the retention of a small management fee by the SPV. The participating creditors could make available to IBRA technical assistance in the restructuring of the corporation and would also provide greater transparency and a level of protection for IBRA from political interference. This mechanism would effectively overcome the obstacle faced in Indonesia by the non-performance of the bankruptcy law. The implementation of a small number of test cases would also clearly demonstrate the commitment, or lack thereof, of the Government of Indonesia to a functioning and effective



method of liquidating the assets of recalcitrant debtor corporations. Failure on the part of the government of Indonesia to permit the application of such leverage, under already existing laws, would clearly signal that there is no commitment to the future implementation of a revised bankruptcy and corporate restructuring regime. This mechanism and a specified number of test cases should be developed and included in the next LOI to assure its implementation and monitoring.

d) SOE debt restructuring. A small number of Indonesian state-owned enterprises have engaged in the active renegotiation of their debts and contractual obligations. Although it is World Bank policy that we do not encourage SOEs to restructure in an operational manner prior to privatization we need to engage internally and with the Government of Indonesia in a discussion to study the possibility of restructuring the non-sovereign guaranteed debt and contractual obligations of state-owned enterprises. Using PHRD funding we have recently completed a brief supplemental study to assess the composition and magnitude of the non-sovereign debt of a sample of 10 SOEs, subsequently extrapolating these findings to the entire SOE sector. The situation can best be described as follows: a) overall SOE debt is estimated to be USD\$12.651 billion as at December 1998( with the pre-crisis exchange rate, SOE debt in Rp. and US\$ was approximately US\$24 billion as at end 1997); b) the overall non-sovereign guaranteed debt is estimated to be US\$7.251 billion as at December, 1998; c) the overall sovereign guaranteed debt is estimated to be US\$5.4 billion as of December, 1998; d) the debt equity ratio of the sample portfolio was 0.80 in 1996 and had increased to 8.55 by end 1998; e) obligations to foreign and private domestic banks were documented and transparent. The same was not the case in loans from state-owned banks; f) by June 1999, the non-sovereign guaranteed debt of SOEs had grown to include US\$6.54 billion to local and foreign suppliers and 2.38 billion to state-owned banks and approximately US\$1 billion to foreign banks. No information was obtained about the broader contractual obligation of SOEs.

A significant impact could be made in the overall debt structure of Indonesia by proactively negotiating these non-guaranteed obligations. Especially the continued flow of funds from state-owned to state-owned enterprises should quickly be brought under control in order to stem the continued hemorrhaging of both groups. Old loans should be written off only of new loans can be restricted to the bare minimum to allow such SOEs to continue providing services until they can be privatized. Such actions could be implemented quickly and should not be allowed to form obstacles to the early implementation of the agreed privatization program. We should support the Indonesian Government in defining the overall debt of the SOE sector, the obligations of SOEs to local banks and local suppliers, to state-owned banks and to foreign banks and foreign suppliers. We should assist the government in developing immediate and comprehensive policies on how to address these issues and obtain debt/obligation reductions in the best interest of Indonesia.

Some groups in the Bank speak of "implicit guarantees" but we must be clear that at a time when the Government of Indonesia has difficulty in honoring its explicit and specific obligations, that we should encourage them to actively renegotiate such debts. An example of such a rescheduling and debt reduction may be found in the case of Danareksa which renegotiated a total debt of US\$366 million. The SOE obtained a debt reduction of US\$170 million and renegotiated the remaining US\$196 million offering an initial payment of US\$22.3 million, a cash collateral of US\$30 million, a portion through INDRA with 8-year term including 3 years grace for US\$92.6 million. a second tranche of US\$47.5 million will be payable in 3 years.

e) SME debt restructuring. The Jakarta Initiative Task Force has from earliest inception indicated its commitment to pay special attention to the restructuring of a large number of small and medium enterprises. As mentioned above, the JITF has been limited in its ability to take on this highly administratively intensive work prior to the World Bank Technical Assistance Loan becoming effective. Since the loan has become effective, JITF has indicated that it is anxious to



proceed with the SME corporate restructuring component included in the PHRD grant. It should be noted that there is also a parallel SME grant available to the JITF from the AsDB in an amount of US\$1 million. The AsDB loan will be used mainly for the payment of local consultants to implement the policy framework and materials piloted under PHRD. It should be noted that this work in no way conflicts with the medium and long term sectoral work presently in the planning stage by the World Bank. The recovery of the SME sector from the current crisis requires immediate and short term action and, in preliminary discussions with BI, there appears to be potential for strong cooperation between JITF and BI which could result in quick successes in re-launching the SME sector.

**f) Bonds, REITS and other mechanisms.** We have examined a number of preliminary proposals for creation of bonds and other mechanisms to assist in the restructuring of the Indonesian corporate and real estate sectors. All mechanisms examined depend on guarantees from the Japanese government, US Treasury, the IMF or the World Bank and are all based roughly on the mechanisms employed in the issuance of Brady bonds. All mechanisms pose serious moral hazard issues and are so varied and complex as to not lend themselves to a brief description in this memorandum. The proposals should be carefully evaluated and discussed with the agencies involved to measure their viability and cost/benefits to Indonesia.

**g) Japanese Cooperatively Managed Equity Holdings.** One of the major obstacles of corporate restructuring in Indonesia has been the unwillingness of Japanese creditors to engage in debt/equity swaps. This recalcitrance is largely based on a negative experience of Japanese banks in participating in such transactions in Latin America and their unwillingness to become involved in the management and operation of debtor corporations. It should be noted that the experience of US banks participating in debt equity swaps in Latin America was very favorable. Japanese banks, typically, immediately sold the equity they obtained and realized the loss, American banks held the equity until markets recovered and generally came out whole. During the Japanese domestic debt crisis of the 1980s a mechanism was developed whereby the Japanese banks set up jointly owned "cooperatives" permitting them to transfer the equity obtained at full book value to the cooperatives. The cooperative was set up to manage such equity and to hold and dispose of the equity in accordance with instructions from the banks. This provided the banks with the possibility of holding the equity over a longer period of time, to carry it on their books at full value, to take write downs when convenient and eventually to dispose of the remaining equity at market rates thus booking the loss or gain as the case might be. We believe that a similar cooperative could be established by Japanese and Korean banks building on this previous experience to hold regional equity arising from the resolution of the current East Asia crisis. A series of detailed and comprehensive discussions should be undertaken with Japanese and Korean banks to assist them in the design of such a mechanism.

**h) Analytical Work -** One of the weakest areas of our work in corporate restructuring in Indonesia has been in a data gathering and analytical sense. This type of analysis is essential to improve our ability to evaluate progress and consider policy options. The absence of adequate data and analysis is due to a number of factors including secrecy laws in effect, the poor quality of data collected by the Indonesian government, the lack of uniform and adequate definitions used in such data collection and, generally the poor quality of corporate governance and accounting in Indonesian corporations, large and small. Early in 1999 Dale Gray prepared a comprehensive outline of data required and methods for collection and analysis. The constriction of our work program and cancellation of the CEM work combined to limit our ability to implement this important aspect of our work. Steps should be taken to remedy this situation and to gather such data which will allow us to guide and monitor the recovery.

**19. Policy Review and Redirection -** It is approximately one year since the IMF, the World Bank and the GOI in consultation with other donors, debtors and creditors developed a comprehensive framework for corporate restructuring in Indonesia. Notwithstanding extremely difficult



conditions, the GOI has stayed the course and has implemented those policies and laws outlined in that framework. The framework is starting to show results but the need to accelerate corporate restructuring continues. Especially in this period of political transition, it is critical to undertake a comprehensive review of these policies and their implementation and to develop, together with all state holders, a comprehensive new framework for the coming year. As was pointed out in the CGI document it is not anticipated that this will involve a wholesale change in direction but rather a fine tuning of policies and structures already in place and the development of such forward looking policies as outlined above.

The policy review should be comprehensive and conclusive and should solicit the participation of all groups who participated in the 1998 exercise as well as such other groups which are now deeply involved. Especially within the World Bank, we should encourage the participation of IFC, PREM and DEC as well as other groups which have been involved in this exercise. We should develop a unified policy which we can put forward as the World Bank policy and then invite the participation, discussion and contributions from others involved in the process. Especially because this is a process we "lead" we must be inclusive and unified in what we propose before opening the review to outside participation. Resources will be required in the work program to assure the adequate participation of IFC/DEC/PREM in such a review.

At the request of the Indonesian government we are assisting them in the organization of a half-day session to be held in conjunction with the Annual Meetings. This will be a follow-up meeting to a similar, highly successful event we organized with the GOI last year. It would be ideal to have a revised corporate restructuring policy document, in draft format, available for discussion at that meeting.

## 20. Conclusion and Concerns arising from the mission.

Coordination - As pointed out above we are seriously that the GOI establish a single agency charged with the coordination of all corporate restructuring policies and implementation. The current diversity of agencies with their distinct but frequently overlapping mandates with weak or no central government supervision is costly and inefficient. If we are to accelerate corporate restructuring this issue will have to be addressed.

IBRA oversight - As outlined the task facing IBRA is truly monumental and the risk of serious corruption permeating its work poses serious threats to the GOI and especially the World Bank. Particularly in the area of corporate restructuring, IBRA requires serious and continuous oversight and significant assistance in designing and implementing policies that maximize asset recovery and yet permit the survival of the real sector in Indonesia. The narrow focus of IBRA on the recovery of assets is essential to assist the GOI in addressing its budget deficit, but if the productive sector is destroyed in the process, development of Indonesia will be set back by many years, unemployment and poverty will grow.

Policy and Analytical Work - As outlined above, there is a serious agenda of policy and analytical work to be addressed. The Bank has assumed the leadership in corporate restructuring and if it is to continue leading, adequate resources are required to assure that these and other policy areas be addressed in an integrated and comprehensive manner as and when they arise. Our experience with corporate restructuring in Indonesia is that Indonesia does not possess the human resources, the sufficient skills and focus to develop these policy areas without a significant and continuous input from the Bank/IMF.

Transition - during this period of political uncertainty when it is likely that the cabinet and most of the political leadership may change, we must undertake a comprehensive program to educate those who will be assuming such positions in the new government. The crisis is not over and the economy continues to be extremely fragile. Especially in the area of corporate and financial



restructuring, political missteps could be extremely costly. We must work closely with the transition team to assist them in assuming control and continuing/strengthening the programs in place.

**Work Program** - All the above indicated the need for continued leadership by the Bank in Corporate Restructuring. An inadequate work program will have serious consequences institutionally and on Indonesia.

21. **Work Program** - At the Indonesia country retreat it was agreed that the corporate and financial restructuring work needed close attention and adequate resources if Indonesia was to recover from the current crisis in a timely fashion. It must be clear that the nature of services provided in this type of crisis-driven program goes well beyond the services normally provided as part of lending services. The provision of such non-lending services, especially in a crisis are not generally foreseen in CMU and Regional Budgets and, as such, create a type of budget difficulty we encountered in FY99.

In conclusion, we should note that in the memorandum from Mr. Jean Michel Severino to Mr. Sven Sandstrom dated May 11, 1999, requesting NSA funding for corporate restructuring in Indonesia, that he states "all this also comes in the midst of a difficult election process which imposes an addition burden on the Bank to provide non-lending services to this critical area during this and subsequent transition period. Our best estimate is at the level of effort for FY00 will have to be at least in the same order of last year in terms of Bank budget. this budget limit can only be maintained provided that we continue to access supplemental trust funds, for which we already applied. We are presently preparing a detailed estimate for FY 00 and will be coming to you during the next few weeks request funding for FY00"..... "Corporate Restructuring in Indonesia is progressing successfully under the most adverse conditions and is one of the sole areas wher the Bank has assumed total responsibility following intense discussions with the Fund."

The implementation of the mandate as expressed by senior most bank management in September, 1998 and as determined by this Mission, will require resources well beyond those presently available in CMU/Regional Budgets. For that reason, we have developed two WPA scenarios, one in accordance with the budget envelope indicated by Mr. Hoon Mok Chung in the amount of US\$150,000 and the other to implement the more comprehensive policy review and policy development work outlined above. Such an approach would clearly require an application for additional resources as foreseen in Mr. Severino's letter.



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Hoon Mok Chung  
Magdi R. Iskander

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| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                     |                                                                                                                                                                                                                                                                                                             |                                         |                             |





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| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                                                 | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>August 2, 1999                                                                                                                         | <b>Document Type</b><br>Chart / Table / Diagram |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>[PSDBE] FY00 Projection                                                                                                              |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Additional Comments</b>                                                                                                                                     |                                                 | <p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b><br/>Kim Brenner-Delp</td><td><b>Date</b><br/>May 24, 2024</td></tr></table> | <b>Withdrawn by</b><br>Kim Brenner-Delp | <b>Date</b><br>May 24, 2024 |
| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                     |                                                                                                                                                                                                                                                                                                             |                                         |                             |



# Record Removal Notice

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                                                 | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>July 29, 1999                                                                                                                          | <b>Document Type</b><br>Chart / Table / Diagram |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>PSDCR Staffing and HL/ACS Ratio                                                                                                      |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
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| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                     |                                                                                                                                                                                                                                                                                                             |                                         |                             |



# Record Removal Notice

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| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                                                  | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>July 27, 1999                                                                                                                          | <b>Document Type</b><br>Chart / Table / Diagrams |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>PSDCR FY00 Projection Expenses/Income                                                                                                |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
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| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                      |                                                                                                                                                                                                                                                                                                             |                                         |                             |





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| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                                                  | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>July 1 and July 21, 1999                                                                                                               | <b>Document Type</b><br>Chart / Table / Diagrams |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>PSDCR and PSDEN FY99 Salary                                                                                                          |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
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| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                      |                                                                                                                                                                                                                                                                                                             |                                         |                             |

**PSDCR--Individual Staff Work Program  
FY00**

| Staff                | Network Function   |        | Overhead | Cross-support |     |        | Total | Remarks           |
|----------------------|--------------------|--------|----------|---------------|-----|--------|-------|-------------------|
|                      | Corp.Vulnerability | Others |          | Indonesia     | SFO | Others |       |                   |
| Gerald Meyerman      | 1.2                |        | 8        | 30            |     |        | 39.2  |                   |
| Dale Gray            | 13.8               |        | 8        |               |     | 22     | 43.8  |                   |
| William Mako         | 1.2                |        | 8        |               |     | 36     | 45.2  | Thailand          |
| Charles Schlumberger | 1.1                |        | 8        | 4             | 18  |        | 31.1  |                   |
| Miarta Capaul        | 6.6                |        | 8        | 8             | 18  |        | 40.6  | Indonesia-Banking |
| Daochi Tong          | 15                 |        | 8        |               | 20  |        | 43    | SFO-China         |
| Scott Stevenson      |                    |        | 8        | 44            |     |        | 52    |                   |
| Andrew Mack          |                    | 11     | 2        |               |     |        | 13    | 11-PHRD           |
| Rebecca Bryson       |                    | 38     |          |               |     |        | 38    | 20-PHRD, 18-CG    |
| Makanda Kioko        |                    | 38     |          |               |     |        | 38    | 38-PHRD           |
| Olivier Butzbach     |                    |        |          |               |     |        |       |                   |
| Support staff        | 6.5                |        |          |               |     |        |       |                   |
| Support staff        | 6.5                |        |          |               |     |        |       |                   |



# Record Removal Notice

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| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                                                  | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>July 15, 1999                                                                                                                          | <b>Document Type</b><br>Chart / Table / Diagrams |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>PSDCR Individual Staff Work Program / FY00 Corporate Sector Vulnerability and Restructuring Assessments WPA                          |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
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| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                      |                                                                                                                                                                                                                                                                                                             |                                         |                             |



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**Henry Scott Stevenson**

07/09/99 12:14 AM

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Extn: 85697 PSDCR  
Subject: Keeping track of grants in our countries

Amy, fyi

----- Forwarded by Henry Scott Stevenson/Person/World Bank on 07/09/99 11:14 AM -----



**Arnold Sowa**

07/08/99 07:11 PM

Extn: 33369 EASPS  
To: EASPS  
Subject: Keeping track of grants in our countries

During the EASPS unit meeting yesterday, Hoon brought up the need to keep track of the various grants that are being undertaken in our respective countries that relate to PSD (including SOE reform). Here is a format that I developed to do this in Vietnam.

Arnold



Status of Grants for SOE Refor

H. Scott Stevenson  
Senior Corporate Advisor, Resident Staff-Indonesia  
Corporate Restructuring & Governance Group, PSD, The World Bank  
Tel: (6221) 5299-3082, Fax: (6221) 5299-3082, Email: [Hstevenson@worldbank.org](mailto:Hstevenson@worldbank.org)

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To: Amy T. Chan

# VIETNAM - STATUS OF GRANT FUNDS FOR SOE REFORM ADMINISTERED BY THE WORLD BANK GROUP

| TF Type                    | Executed by           | TF# / Budget Code       | Status                                                                                                                                 | Country | Project Title & Brief Description                                                                                                                                                                            | Grant Amount (US\$) | Task Manager    | Managing Unit |
|----------------------------|-----------------------|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-----------------|---------------|
| ASEM1                      | Country - CIEM        | TF020714 / n.a.         | Active. Funded workshop in Hanoi on labor issues and SOE reform in May '99.                                                            | Vietnam | Social Safety Net Program - funding approaches to dealing with labor issues associated with SOE reform. Conducted in coordination with NERC and MOLISA                                                       | 100,000             | N. Agrawal      | EACVF         |
| ASEM4                      | Country - MoT         | TBA / TBA               | Signed by CD on 19-Mar-99. Signed by Gov't on 07-Jun-99.                                                                               | Vietnam | Accelerating Equitization & Commercialization of State-Owned Enterprises in Transport Sector - TA to the MoT to assist in restructuring SOEs under their direction                                           | 439,000             | D. Havlicek     | EASTR         |
| ASEM5                      | Country - NERC        | TF022398 / VN-TA-65853  | Signed by CD on 14-May-99. Being reviewed by NERC and MPI and awaiting signature by                                                    | Vietnam | State-Owned Enterprise Reform in Vietnam - pilot SOE reforms programs in Hanoi, Min. of Ind., Min. of Constr., & MARD                                                                                        | 1,470,000           | A. Sowa         | EASPS         |
| <b>ASEM Total</b>          |                       |                         |                                                                                                                                        |         |                                                                                                                                                                                                              | <b>2,009,000</b>    |                 |               |
| PHRD                       | Country - GDMSAE, MoF | TF29443 / VN-PE-4850    | Under implementation- SOE survey data expected to be ready end June '99.                                                               | Vietnam | Enterprise Reform Component of SAC II Preparation PHRD Grant - TA for setting up SOE monitoring system, and conducting survey of 400 SOEs                                                                    | 218,000             | T. Ton          | EASPR         |
| PHRD Special               | Country - MoF         | TBA / TBA               | Proposal prepared - waiting to be submitted to donor                                                                                   | Vietnam | Diagnostic Audits of State-Owned Enterprises - conduct diagnostic audits of larger SOEs                                                                                                                      | 4,000,000           | A. Sowa         | EASPS         |
| <b>Japanese PHRD Total</b> |                       |                         |                                                                                                                                        |         |                                                                                                                                                                                                              | <b>4,218,000</b>    |                 |               |
| Danish                     | Country - NERC        | TF 021418 / VN-TA-64709 | Grant agreement signed by CD on 30-Dec-98. Signed by SBV on 19-Mar-99. Bidding complete and selection of consultants expected end June | Vietnam | State Enterprise Reform TA for the National Enterprise Reform Committee (NERC) - advisory services, public awareness campaign, establish ability to analyze data on SOEs, and build capacity within the NERC | 470,000             | A. Sowa         | EASPS         |
| Danish                     | Country - MoF         | TBA / TBA               | Proposal submitted to the Danish Ambassador on 05/18/99. Awaiting response.                                                            | Vietnam | Diagnostic Audits of State-Owned Enterprises - conduct diagnostic audits of larger SOEs                                                                                                                      | 2,000,000           | A. Sowa         | EASPS         |
| <b>Danish Total</b>        |                       |                         |                                                                                                                                        |         |                                                                                                                                                                                                              | <b>2,470,000</b>    |                 |               |
| DfID                       | Country - NERC        | TBA / TBA               | Government requested, and DfID is proposing to the World Bank, that this become a World Bank administered grant using DfID funds.      | Vietnam | Pilot corporate restructurings of three General Corporations (Vinacafe, Vinatex, Seaprodex Corp.).                                                                                                           | 2,800,000           | A. Sowa         | EASPS         |
| <b>British Total</b>       |                       |                         |                                                                                                                                        |         |                                                                                                                                                                                                              | <b>2,800,000</b>    |                 |               |
| AusAID - Asia Crisis Fund  | Country - MoF         | TF038006 / TBA          | Approved 10-Jun-99. Need to inform Gov't.                                                                                              | Vietnam | Diagnostic Audits of State-Owned Enterprises - conduct diagnostic audits of larger SOEs                                                                                                                      | 100,000             | A. Sowa         | EASPS         |
| AusAID - Asia Crisis Fund  | Country - MoF         | TBA / TBA               | Extension of the above TF.                                                                                                             | Vietnam | Diagnostic Audits of State-Owned Enterprises - conduct diagnostic audits of larger SOEs                                                                                                                      | 300,000             | A. Sowa         | EASPS         |
| AusAID                     | IFC                   | TF023980                | Active. Prime Minister's approval for the project pending. Consultant in place as                                                      | Vietnam | Haiphong Equitization Pilot Project - assist the Haiphong People's Committee to start their equitization pilot project                                                                                       | 735,700             | W. Bertelsmeier | CEAR3         |
| <b>AusAID Total</b>        |                       |                         |                                                                                                                                        |         |                                                                                                                                                                                                              | <b>1,135,700</b>    |                 |               |
| <b>Grand Total</b>         |                       |                         |                                                                                                                                        |         |                                                                                                                                                                                                              | <b>12,632,700</b>   |                 |               |

TBA = To Be Assigned





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| <b>Document Date</b><br>July 15, 1999                                                                                                                          | <b>Document Type</b><br>Chart / Table / Diagrams |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>Financial Sector - NSA Strategic Compact Funding Work Program Agreement                                                              |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
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| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                      |                                                                                                                                                                                                                                                                                                             |                                         |                             |



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| <b>Document Date</b><br>May <del>March</del> 3, 9, 19, 2000                                                                                                    | <b>Document Type</b><br>Chart / Table / Diagrams |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>PSD FY00 ENTG and [BLTG] as of March 2000                                                                                            |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
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| <b>Document Date</b><br>March 1, 2000                                                                                                                          | <b>Document Type</b><br>Email, Chart / Table / Diagrams |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b><br>David A. Phillips ECSPF; Stella G. Franco, PSDDR; Maria Pillar Bowyer, PSDDR                                           |                                                         |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>Privatization Thematic Group - PSD Electronic Road Map / Summary Reports                                                             |                                                         |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                         |                                                                                                                                                                                                                                                                                                             |                                         |                             |
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| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                             |                                                                                                                                                                                                                                                                                                             |                                         |                             |



Amy T. Chan  
02/15/2000 11:11 AM

Extn: 31026 PSDPP  
Subject: Time Charged Against Privatex Conference (KE-P066522-KNMS-BB)

No response from either Heidi or Isabelle. Need to follow-up again.

----- Forwarded by Amy T. Chan/Person/World Bank on 02/15/2000 11:11 AM -----

Amy T. Chan  
01/04/2000 12:29 PM

Extn: 31026 PSDDR  
To: Heidi M. Mattila, Isabelle L. Kim cc: Stella G. Franco, John R. Nellis, Syed A. Mahmood  
Subject: Time Charged Against Privatex Conference (KE-P066522-KNMS-BB)

Heidi/Isabelle:

Our report shows that you have charged time against the Privatex Conf. project:

Heidi - 1.11 staffweeks  
Isabelle - 0.48 staffweek

I have discussed this with John and he needs justification on the charges as the conference was held in last June, we are not expecting any charges in the current FY. If that is a mistake, please remove the time from your timesheets.

Thanks,  
Amy

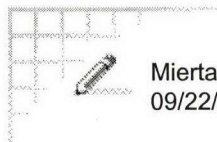
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To: Stella G. Franco



# Record Removal Notice

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| <b>Document Date</b><br>[1999]                                                                                                                                 | <b>Document Type</b><br>Chart / Table / Diagrams |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>Activity Update Summary                                                                                                              |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
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| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                      |                                                                                                                                                                                                                                                                                                             |                                         |                             |



Miarta Capaul  
09/22/99 03:34 PM

Extn: 30155 PSDCR  
Subject: Re: Your memo "Money" dated September 2, 1999

Dear Amy:

In order to keep you updated, please find enclosed a note written to John Nellis about an extension of the work program for the creation of a CbC privatization database. As you know, I have received the funding for approximately one week (project definition number P068733, resp cost center 1873-PSDDR).

Gerry Meyerman did not have receive the code for our work on Pakistan yet. As soon as I have it, I'll let you know.

Cheers,

Miarta Capaul

----- Forwarded by Miarta Capaul/Person/World Bank on 09/22/99 03:24 PM -----



Miarta Capaul  
09/21/99 10:32 AM

Extn: 30155 PSDCR  
To: John R. Nellis cc: Gerald Meyerman, Olivier P. Fremond, Syed A. Mahmood  
Subject: Re: Your memo "Money" dated September 2, 1999 

Dear John,

Thank you for your email: Yes indeed, we would like more money, if this is at all possible. The twenty thousand dollars of original funding are too small in relation to the scope of the project.

I hope that the product Olivier and I are working on qualifies for funding from the Thematic Group budget. The toolkit is a knowledge management product, directed at making privatization know-how and best practice available and easily accessible to a wide range of people with different needs.

We would like to submit a request for an additional **US\$20,000.-**, to be divided between Olivier Fremond and myself. This would allow us to extend the work program by two weeks each.

Thank you and kind regards,

Miarta Capaul  
Private Sector Development Specialist  
Corporate Restructuring & Governance Group  
The World Bank

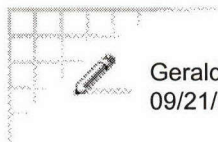
Tel: (202) 473 0155  
Fax: (202) 522 2470



Miarta Capaul  
Private Sector Development Specialist  
Corporate Restructuring & Governance Group  
The World Bank  
Tel: (202) 473 0155  
Fax: (202) 522 2470

---

To: Amy T. Chan  
cc: Gerald Meyerman

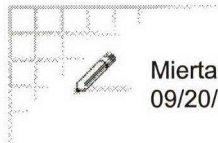


Gerald Meyerman  
09/21/99 12:37 PM

Extn: 31069 PSDCR  
Subject: Your memo "Money" dated September 2, 1999

Amy - see re Mierta's work plan

----- Forwarded by Gerald Meyerman/Person/World Bank on 09/21/99 12:36 PM -----



Mierta Capaul  
09/20/99 04:16 PM

Extn: 30155 PSDCR  
To: John R. Nellis cc: Gerald Meyerman, Olivier P. Fremond, Syed A. Mahmood  
Subject: Your memo "Money" dated September 2, 1999

Dear John,

Olivier Fremond has invited me to work with him on the "Case by Case Privatization" database, which will serve as practical toolkit to a wide range of users, including task managers. Olivier is sharing the two weeks of funds he was allocated to initiate the database.

After working on this issue for a couple of days and after several meetings, we realize that the scope of the toolkit is larger than originally anticipated, if we want the database to be thorough. Would it be possible to receive a 2-3 week extension of the original work program, as you suggested in your e-mail "money" of September 2, 1999?

Thank you and best regards,

Mierta Capaul  
Private Sector Development Specialist  
Corporate Restructuring & Governance Group  
The World Bank  
Tel: (202) 473 0155  
Fax: (202) 522 2470

---

To: Amy T. Chan



# Record Removal Notice

|                                                                                                                                                                |                                                          |                                                                                                                                                                                                                                                                                                             |                                         |                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                                                          | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>September 9, 1999                                                                                                                      | <b>Document Type</b><br>Emails, Chart / Table / Diagrams |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b><br>Amy T. Chan, PSDDR; John R. Nellis; Olivier P. Fremond                                                                 |                                                          |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>Priv. TG - New WBS element / Activityy Update Summary                                                                                |                                                          |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                          |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Additional Comments</b>                                                                                                                                     |                                                          | <p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b><br/>Kim Brenner-Delp</td><td><b>Date</b><br/>May 24, 2024</td></tr></table> | <b>Withdrawn by</b><br>Kim Brenner-Delp | <b>Date</b><br>May 24, 2024 |
| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                              |                                                                                                                                                                                                                                                                                                             |                                         |                             |



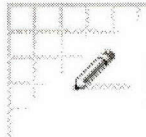
Amy T. Chan  
09/17/99 04:36 PM

Extn: 31026 PSDDR  
Subject: Re: payment for bags

Rica: I think this is Sunita's Labor Union Dialogue project, WBS# P068670, charged to Priv. TG.

Amy

----- Forwarded by Amy T. Chan/Person/World Bank on 09/17/99 04:34 PM -----



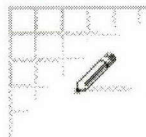
Maria Pilar Z. Bowyer  
09/17/99 03:32 PM

Extn: 38608 PSDDR  
To: Gloria Orraca-Tetteh cc: Amy T. Chan  
Subject: Re: payment for bags

What specific project and what code?

Rica

Gloria Orraca-Tetteh



Gloria Orraca-Tetteh  
09/17/99 01:16 PM

Extn: 37646 PSDEN  
To: Maria Pilar Z. Bowyer  
Subject: payment for bags

Rica,

please charge \$271.83 to labor issues course under Privatization Thematic Group. The money is for 20 extra bags ordered for the PSD Forum that WBI refused to pay. I'll give you a copy of the invoice.

thanks  
gloria

---

To: Maria Pilar Z. Bowyer  
cc: Gloria Orraca-Tetteh

Lombardy Hotel  
Vendor # 9029

Vivian R. Cherian  
09/09/99 06:35 PM

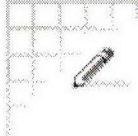
Extn: 34395 PSDCR  
Subject: Labor dialogue

Amy:

Re: Item four on the attached EM from Gloria--please advise. Thanks.

Vivian

----- Forwarded by Vivian R. Cherian/Person/World Bank on 09/09/99 06:33 PM -----



Gloria Orraca-Tetteh  
09/08/99 02:57 PM

Extn: 37646 PSDEN  
To: Vivian R. Cherian  
Subject: Labor dialogue

hi Vivian,

per our conversation, here is a tentative to do list (don't roll your eyes).

thanks

g

\*\*\*\*\*

1. 60 copies of Sunita's book on Labor.
2. 60 Copies of attached. I don't think the agenda is finalized yet



- EN Hans' speech for World Bank.doc

3. order folders (60), Yellow pads/writing pads, pencils
4. Please follow up with Amy/Sunita on how to disburse the trust fund money for participants' hotel stay
5. Print labels

Labor Issues in Privatization and Enterprise Reform: A Dialogue Between the  
World Bank and Labor Unions

Sept 14-15, 1999

The World Bank, Rm MC13-121

Washington, DC

co-sponsored by The World Bank (IBRD),  
International Transport Workers Federation (ITF),  
Public Services International (PSI)

co-funded by a Danish Trust Fund

thanks for helping out  
gloria

---

To: Amy T. Chan  
cc: Gloria Orraca-Tetteh  
Sunita Kikeri



**LABOR ISSUES IN PRIVATIZATION  
AND ENTERPRISE REFORM:  
A DIALOGUE BETWEEN THE WORLD BANK AND TRADE UNIONS**

**SEPTEMBER 14-15, 1999**  
**World Bank Headquarters, Main Complex, MC 13-121**

## AGENDA

## Day One: September 14, 1999

8.00 **Registration and Breakfast**

9:00 **Welcome and Opening Remarks**

*Speakers:* Ms. Nemat Shafik, Vice-President, Private Sector and Infrastructure, World Bank

*Mr. Hans Engelberts*, General Secretary, Public Services International

**9:30 Session 1: Privatization and Enterprise Reform – Issues and Options**

*Chair:* Mr. Antonio Estache, Lead Specialist, World Bank Institute

*Speakers:* Mr. David Cockroft, General Secretary, International Transport Workers' Federation

*Ms. Penelope Brook*, Principal Private Sector Development Specialist, World Bank

|       |        |
|-------|--------|
| 11:00 | Coffee |
|-------|--------|

**11:30            Session 2: Impacts on Labor – A Review of Experience**

*Chair:* *Mr. Umraomal Purohit, All India Railwaymen's Federation*

*Speakers:* Ms. Sunita Kikeri, Principal Private Sector Development Specialist, World Bank

*Ms. Antionetta Dizon, Confederation for Unity,  
Recognition and Advancement of Government Employees:  
Case Study of Manila Water*

1:00 Lunch

2:00 **Session 3: Labor Restructuring – Approaches and Options**

*Chair:* Mr. Mike Waghorne, Assistant General Secretary, Public Services International

*Speakers:* Mr. Julio Sosa, La Fraternidad: Argentina Railways Case  
Mr. Antonio Estache, World Bank: Brazil Railways Case

3:30 Coffee

3:45 **Session 4: Labor Redeployment – Role of Active Labor Market Programs**

*Chair:* Mr. David Fretwell, Principal Employment and Training Specialist, World Bank

*Speakers:* Mr. Amit Dar, Senior Economist, Human Development Network, World Bank  
Mr. Roy Jones, Trade Union Advisory Committee to the OECD

5.30 –7.00 Cocktail Reception

**Day Two: September 15, 1999**

9.00 **Session 5A: Managing the Labor Adjustment Process – The Role of Trade Unions**

*Chair:* Mr. John Mawbey, South African Municipal Workers Union

*Speakers:* Mr. Alois Weis, German Railwaymen's Union  
Mr. John Clark, Principal Social Scientist, World Bank

10.00      **Session 5B: Breakout Groups – Operationalizing Trade Union  
Participation in Privatization and Enterprise Reform**

10.45      **Session 5C: Breakout Groups Report to Plenary**

11:15      **Wrap-Up and Next Steps**

*Speakers:*      *Ms. Sunita Kikeri*, Principal Private Sector Development  
Specialist, World Bank

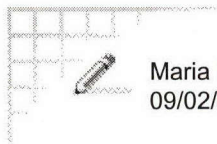
*Mr. Hans Engelberts*, General Secretary, Public Services  
International

*Mr. David Cockroft*, General Secretary, International  
Transport Workers' Federation

*Concluding Remarks:*      *Mr. John Nellis*, Senior Manager, World Bank

12:00      Closing Lunch





Maria Pilar Z. Bowyer  
09/02/99 05:20 PM

Extn: 38608  
Subject: MONEY

PSDDR

----- Forwarded by Maria Pilar Z. Bowyer/Person/World Bank on 09/02/99 05:20 PM -----

**JOHN R. NELLIS**

09/02/99 04:48 PM

Extn: 37482

PSDDR

To: A. David Craig, Abdul H. Shaikh, Alain A. Barbu, Alan J. Ham, Alastair J. McKechnie, Aldo Baietti, Alfredo J. Dammert, Ali  
Subject: MONEY

Colleagues,

The Privatization Thematic Group has just been allocated its budget for FY2000. The overall goal is to fund activities that promote the Group's mandate, with heavy emphasis on the areas of knowledge management and partnerships.

In the past, we at the center proposed a budget and asked for your opinion and approval; this time we are going quite a bit further.

We invite you, the members of the Group, to submit proposals for funding.

The range of products/initiatives that might be funded has purposefully been kept wide. Examples---not exhaustive--- include papers, short notes, databases, toolkits, training material, conferences (including video conferences), videos, CD-roms etc. The products/initiatives should be of relevance to a wide range of thematic group members (narrowly focussed papers dealing with the privatization experience of a single country are not likely to be funded, for example, unless there are broader lessons to be learnt). Since we would like a large number of thematic group members to participate in this exercise, preference will be given to proposals within \$20,000.

I will be calling on several of you as soon as I return from mission (September 14th) to form a committee to review the proposals and allocate the funds.

Our overall budget is limited to \$250 K and I (again, consciously) have not stated what percentage of this total sum will be allocated to fund winning submissions-----it depends on their quality.

This is not a lot of money but it could form the seed for something larger. Please send me your proposals by September 30.

Regards,  
John

---

To: Amy T. Chan



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|                                                                                                                                                                |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                                                  | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>[September, 1999]                                                                                                                      | <b>Document Type</b><br>Chart / Table / Diagrams |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>Activity Initiation Summary                                                                                                          |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Additional Comments</b>                                                                                                                                     |                                                  | <p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b><br/>Kim Brenner-Delp</td><td><b>Date</b><br/>May 24, 2024</td></tr></table> | <b>Withdrawn by</b><br>Kim Brenner-Delp | <b>Date</b><br>May 24, 2024 |
| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                      |                                                                                                                                                                                                                                                                                                             |                                         |                             |



Maria Pilar Z. Bowyer  
08/30/99 08:24 AM

Extn: 38608 PSDDR  
Subject: FY00 Budget - Privatization and Enterprise Thematic Group

1. We received our final FY00 Budget and Mr. Iskander allocated: \$250,000 to the Priv & Ent TG and \$60,000 to PSDCR1 (Loup's Unit) for Management and Staff Training.

2. Since John will be in charge of the TG work program, the \$250,000 budget will be kept in the Front Office breakdown as follows:

|                    |           |
|--------------------|-----------|
| Network Functions: | \$200,000 |
| Regional KM        | 50,000    |
| Total              | \$250,000 |

3. Network Functions - Please review the work program submitted for the Business Plan exercise and advise the activities you wish to pursue. Also indicate the Task Manager (TM) and budget allocation for each activity. (Syed is currently working on this.) We would appreciate receiving this information by mid-week so Amy can work with the TMs in order to create project codes or internal orders.

4. Regional KM - The \$50,000 for Regional KM represents the 1 sw of KM from the Regions. Like last year, we have an obligation to utilize these resources to purchase services of regional staff participating in the knowledge work of PSD, primarily in the context of thematic group KM.

5. Costing - Regional staff supporting BETG activities will be reimbursed at fully loaded cost (Salary Band plus 50% Benefits divided by 44 staffweeks plus \$500/sw for non-labor indirects and \$1,200/sw for labor indirects). The same formula will also apply for support within PSD.

---

To: John R. Nellis  
Loup J. Brefort  
cc: Amy T. Chan  
Syed A. Mahmood





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|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                                                  | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>[1999]                                                                                                                                 | <b>Document Type</b><br>Chart / Table / Diagrams |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>PSDCR [Salary and expenses]                                                                                                          |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Additional Comments</b>                                                                                                                                     |                                                  | <p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b><br/>Kim Brenner-Delp</td><td><b>Date</b><br/>May 24, 2024</td></tr></table> | <b>Withdrawn by</b><br>Kim Brenner-Delp | <b>Date</b><br>May 24, 2024 |
| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                      |                                                                                                                                                                                                                                                                                                             |                                         |                             |

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## PSDEN Cross-Support Projections for FY2K

| Country                | Project Name                                           | Task Manager               | Weeks                                |
|------------------------|--------------------------------------------------------|----------------------------|--------------------------------------|
| <b>Olivier Frémond</b> |                                                        |                            |                                      |
| <b>Secure</b>          |                                                        |                            |                                      |
| Morocco                | Privatization                                          | Axel Peuker                | At least 5 weeks                     |
| Knowledge management   | Privatization database                                 |                            | 2 to 5 weeks                         |
| Knowledge management   | Privatization Course                                   |                            | 2 weeks                              |
| Madagascar             | Privatization and capital market                       | Marie Ange Saraka Yao      | 5 to 7 weeks                         |
| Tanzania               | Power VII                                              | Alfred B. Gulstone         | At least 4 weeks<br>To be determined |
| <b>Prospect</b>        |                                                        |                            |                                      |
| Russia                 | Case by Case Privatization                             | Harry Broadman             | At least 5 weeks                     |
| Tanzania               | Financial Sector Review                                | Rakesh Nangia              | At least 5 weeks<br>To be determined |
| Uganda                 | Privatization                                          | Edgar Saravia              | 2 weeks<br>to be determined          |
| <b>Subtotal</b>        |                                                        |                            | <b>35 weeks</b>                      |
| <b>Dick Welch</b>      |                                                        |                            |                                      |
| <b>Secure</b>          |                                                        |                            |                                      |
| Uzbekistan             | EIBL                                                   | Itzak Goldberg             | 14 weeks                             |
| Romania                | PIBI, PSAL, SAL 2                                      | Khaled Sherif, Hiran Hirat | 20 weeks                             |
| Latvia                 | SAL                                                    | Lars Jeurling              | 10 weeks                             |
| Azerbaijan             |                                                        | Itzak Goldberg             | 8 weekss                             |
| Lithuania              |                                                        | Jos Verbeek                | 2 weeks                              |
| <b>Subtotal</b>        |                                                        |                            | <b>54 weeks</b>                      |
| <b>Loup Brefort</b>    |                                                        |                            |                                      |
| <b>Secure</b>          |                                                        |                            |                                      |
| China                  | SOE Reform                                             | Klaus Lorch                | 8 – 10 weeks                         |
| Kyrgyz Republic        | Power and District Heating                             | Atur Varadarajan           | 6 weeks                              |
| Russia                 | Municipal Water                                        | Augusta Dianderas          | 4 weeks                              |
| <b>Prospect</b>        |                                                        |                            |                                      |
| Iran/Syria?            | To be determined                                       | Habib Fetini               | 4 weeks                              |
| <b>Subtotal</b>        |                                                        |                            | <b>28 weeks</b>                      |
| <b>Sunita Kikeri</b>   |                                                        |                            |                                      |
| <b>Likely</b>          |                                                        |                            |                                      |
| Bangladesh             | Labor Study                                            |                            | 4 weeks                              |
| Vietnam                | Social Safety Net Components of SAC                    |                            | 3 – 4 weeks                          |
| Lebanon                | Labor Issues in Telecom Loan & Infrastruct. In general |                            | 4 weeks                              |
| <b>Subtotal</b>        |                                                        |                            | <b>12 weeks</b>                      |



## PSDEN Cross-Support Projections for FY2K

| <b>John Nellis</b>    |                                                |                  |                 |
|-----------------------|------------------------------------------------|------------------|-----------------|
| <b>Likely</b>         |                                                |                  |                 |
| WBI                   | Privatization courses                          |                  | 3 weeks         |
| Slovakia              | EFSAL                                          |                  | 3 weeks         |
| <b>Prospect</b>       |                                                |                  |                 |
| Indonesia             |                                                |                  | 4 weeks         |
| China                 |                                                |                  | 3 weeks         |
| <b>Subtotal</b>       |                                                |                  | <b>13 weeks</b> |
| <b>Roy Pepper</b>     |                                                |                  |                 |
| <b>Secure</b>         |                                                |                  |                 |
| China                 | ODS IV                                         |                  | 12 weeks        |
| Uganda                | Private Sector Competitiveness Project         |                  | 4 weeks         |
| Cap Verde             | Privatization and Regulatory Capacity Building |                  | 3 weeks         |
| <b>Likely</b>         |                                                |                  |                 |
| Ukraine               | To be determined                               |                  | 2 weeks         |
| China                 | To be determined                               |                  | 1 week          |
| India                 | ODS                                            |                  | 2 weeks         |
| <b>Subtotal</b>       |                                                |                  | <b>24 weeks</b> |
| <b>Stuart Bell</b>    |                                                |                  |                 |
| <b>Secure</b>         |                                                |                  |                 |
| Ethiopia              | PTA                                            | Paul Ballard     | 9 weeks         |
| Tajikistan            | SAC II                                         | Reza Ghasimi     | 8 weeks         |
| Tajikistan            | IBTA 2                                         | Reza Ghasimi     | 2 weeks         |
| Sri Lanka             | Mahaweli Restructuring                         | Geoffrey Spencer | 2 weeks         |
| <b>Likely</b>         |                                                |                  |                 |
| Tajikistan            | PSD                                            | Albert Martinez  | 8 weeks         |
| China                 | ERL                                            | Klaus Lorch      | 3 weeks         |
| <b>Uncertain</b>      |                                                |                  |                 |
| Kazakhstan            | PSD?                                           | Albert Martinez  | 4 weeks         |
| <b>Subtotal</b>       |                                                |                  | <b>37 weeks</b> |
| <b>Kenji Murakami</b> |                                                |                  |                 |
| <b>Likely</b>         |                                                |                  |                 |
| Saudi Arabia          | Export Credit                                  | Arvind Gupta     | 4 weeks         |
| <b>Subtotal</b>       |                                                |                  | <b>4 weeks</b>  |

## PSDEN Cross-Support Projections for FY2K

| <b>Igor Artemiev</b>                  |                      |                            |                 |
|---------------------------------------|----------------------|----------------------------|-----------------|
| <b>Likely</b>                         |                      |                            |                 |
| Vietnam NLS                           | SAC2                 | Kazi Matin and Arnold Sowa | 18 weeks        |
| Russia                                | Coal Secal           | Janet Koch                 | 10 weeks        |
| Russia                                | SAL3                 | Harry Broadman             | 5 weeks         |
| <b>Prospect</b>                       |                      |                            |                 |
| Turkmenistan                          | PSD work?            |                            | 3 weeks         |
| <b>Subtotal</b>                       |                      |                            | <b>36 weeks</b> |
| <b>Charles Woodruff</b>               |                      |                            |                 |
| <b>Likely</b>                         |                      |                            |                 |
| Macedonia                             | FESAL                | Marie Rene Bakker          | 4               |
| Bulgaria                              | FESAL 2 & FESAK 3    | Albert Martinez            | 8               |
| Laos                                  | Forest Sector Policy | Susan Shen                 | 6               |
| Philippines                           | IMF Missions         |                            | 6               |
| <b>Subtotal</b>                       |                      |                            | <b>24</b>       |
| <b>Wendy Jagerson-Teleki</b>          |                      |                            |                 |
| <b>Likely</b>                         |                      |                            |                 |
| Indonesia                             | SME                  | Bernard Drum               | 16              |
| <b>Subtotal</b>                       |                      |                            | <b>16</b>       |
| <b>OVERALL TOTAL: 283 staff weeks</b> |                      |                            |                 |

7/19/99



**PRIVATIZATION THEMATIC GROUP  
PROPOSED FY00 WORK PROGRAM  
(\$000)**

ANNEX 6

Page 3 of 8

| Project Name/Topics                                                       | Project Code | Task Manager | Internal/<br>External Parnters | Plan  | Actual<br>( ) | Completion<br>Date | Remarks |
|---------------------------------------------------------------------------|--------------|--------------|--------------------------------|-------|---------------|--------------------|---------|
| <b>Knowledge Management</b>                                               |              |              |                                | 225.0 | 0.0           |                    |         |
| Development of knowledge base                                             |              |              | Regions, WBI, IFC              | 100.0 |               |                    |         |
| Databases                                                                 |              |              | Regions, MIGA, DEC             | 50.0  |               |                    |         |
| Privatization Fellows Program                                             |              |              | Regions                        | 75.0  |               |                    |         |
| <b>Training Provided</b>                                                  |              |              |                                | 175.0 | 0.0           |                    |         |
| <b>Internal</b>                                                           |              |              |                                |       |               |                    |         |
| Training courses                                                          |              |              | IFC                            | 100.0 |               |                    |         |
| Core-course on privatization (global)                                     |              |              | WBI, IFC                       | 20.0  |               |                    |         |
| Core-course on privatization (regional)                                   |              |              | WBI, IFC                       | 20.0  |               |                    |         |
| Clinics                                                                   |              |              | IFC                            | 15.0  |               |                    |         |
| Strengthening of Field Office capabilities<br>in privatization            |              |              | Regions                        | 20.0  |               |                    |         |
| <b>External</b>                                                           |              |              |                                |       |               |                    |         |
| <b>External Partnership</b>                                               |              |              |                                | 100.0 | 0.0           |                    |         |
| Dialogue with trade unions                                                |              |              | WBI, HD, PREM, EXT             | 20.0  |               |                    |         |
| Dialogue with NGOs                                                        |              |              | WBI, ESSD, HD, PREM, EXT       | 20.0  |               |                    |         |
| Preparation of information packages on<br>privatization for civil society |              |              | WBI, EXT                       | 20.0  |               |                    |         |
| Follow-up to external training                                            |              |              | WBI                            | 20.0  |               |                    |         |
| Privatization networks                                                    |              |              | MIGA                           | 20.0  |               |                    |         |



**PRIVATIZATION THEMATIC GROUP  
PROPOSED FY00 WORK PROGRAM  
(\$000)**

ANNEX 6

Page 4 of 8

| Project Name/Topics               | Project Code | Task Manager | Internal/<br>External Parnters | Plan  | Actual<br>( ) | Completion<br>Date | Remarks |
|-----------------------------------|--------------|--------------|--------------------------------|-------|---------------|--------------------|---------|
| <b>Business Development</b>       |              |              |                                |       |               |                    |         |
| Not yet specified                 |              |              |                                | 40.0  | 0.0           |                    |         |
|                                   |              |              |                                | 40.0  |               |                    |         |
| <b>Sector Board/TG Leadership</b> |              |              |                                |       |               |                    |         |
| TG coordination                   |              |              | Regions                        | 75.0  | 0.0           |                    |         |
|                                   |              |              |                                | 75.0  |               |                    |         |
| <b>Quality Assurance</b>          |              |              |                                |       |               |                    |         |
| Privatization project monitoring  |              |              | QAG                            | 50.0  | 0.0           |                    |         |
| TG assistance to project teams    |              |              | Regions                        | 15.0  |               |                    |         |
|                                   |              |              |                                | 35.0  |               |                    |         |
| <b>Strategy Development</b>       |              |              |                                |       |               |                    |         |
| Not yet specified                 |              |              |                                | 20.0  | 0.0           |                    |         |
|                                   |              |              |                                | 20.0  |               |                    |         |
| <b>Others</b>                     |              |              |                                |       |               |                    |         |
|                                   |              |              |                                |       |               |                    |         |
| <b>Reimbursable Tasks</b>         |              |              |                                |       |               |                    |         |
|                                   |              |              |                                |       |               |                    |         |
|                                   |              |              |                                |       |               |                    |         |
|                                   |              |              |                                |       |               |                    |         |
| <b>TOTAL</b>                      |              |              |                                | 685.0 | 0.0           |                    |         |

200 400  
170

Privatization Thematic Group  
Proposed FY00 Work Program

| Product Category      | Product                                                                   | Internal partners        | Full Cost ('000 \$) | Funding PSD Board ('000 \$) | Funding Others ('000 \$) |
|-----------------------|---------------------------------------------------------------------------|--------------------------|---------------------|-----------------------------|--------------------------|
| Knowledge Management  | 1. Development of knowledge base                                          | Regions, WBI, IFC        | 100                 |                             |                          |
|                       | 2. Data-bases                                                             | Regions, MIGA, DEC       | 50                  |                             |                          |
|                       | 3. Privatization Fellows Program                                          | Regions                  | 75                  |                             |                          |
| <i>Sub-total</i>      |                                                                           |                          | 225                 |                             |                          |
| Enhanced Skills       | 1. Training courses                                                       | IFC                      | 100                 |                             |                          |
|                       | 2. Core-course on privatization (global)                                  | WBI, IFC                 | 20                  |                             |                          |
|                       | 3. Core-course on privatization (regional)                                | WBI, IFC                 | 20                  |                             |                          |
|                       | 4. Clinics                                                                | IFC                      | 15                  |                             |                          |
|                       | 5. Strengthening of Field Office capabilities in privatization            | Regions                  | 20                  |                             |                          |
| <i>Sub-total</i>      |                                                                           |                          | 175                 |                             |                          |
| External Partnerships | 1. Dialogue with trade unions                                             | WBI, HD, PREM, EXT       | 20                  |                             |                          |
|                       | 2. Dialogue with NGOs                                                     | WBI, ESSD, HD, PREM, EXT | 20                  |                             |                          |
|                       | 3. Preparation of information packages on privatization for civil society | WBI, EXT                 | 20                  |                             |                          |
|                       | 4. Follow-up to external training                                         | WBI                      | 20                  |                             |                          |
|                       | 5. Privatization networks                                                 | MIGA                     | 20                  |                             |                          |
| <i>Sub-total</i>      |                                                                           |                          | 100                 |                             |                          |
| Business Dev.         | Not yet specified                                                         |                          | 40                  |                             |                          |
| Strategy Dev.         | Not yet specified                                                         |                          | 20                  |                             |                          |
| Quality Assurance     | 1. Privatization project monitoring                                       | QAG                      | 15                  |                             |                          |
|                       | 2. TG assistance to project teams                                         | Regions                  | 35                  |                             |                          |
| <i>Sub-total</i>      |                                                                           |                          | 50                  |                             |                          |
| TG Leadership         | 1. TG coordination                                                        | Regions                  | 75                  |                             |                          |
| <b>TOTAL</b>          |                                                                           |                          | 685                 |                             |                          |



BETG





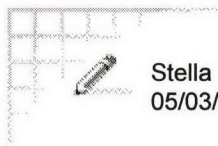
# Record Removal Notice

|                                                                                                                                                                |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                                                  | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>May 3, May 19, 2000                                                                                                                    | <b>Document Type</b><br>Chart / Table / Diagrams |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>PSD FY00 ENTG and [BETG] as of March 2000                                                                                            |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                  |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Additional Comments</b>                                                                                                                                     |                                                  | <p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b><br/>Kim Brenner-Delp</td><td><b>Date</b><br/>May 24, 2024</td></tr></table> | <b>Withdrawn by</b><br>Kim Brenner-Delp | <b>Date</b><br>May 24, 2024 |
| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                      |                                                                                                                                                                                                                                                                                                             |                                         |                             |



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| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                               | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>May 3, 2000                                                                                                                            | <b>Document Type</b><br>Email |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b><br>Stella G. Franco PSDDR; Manjula M. Luthria                                                                             |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>AIS P069206 IPRs and Developing Countries                                                                                            |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Additional Comments</b>                                                                                                                                     |                               | <p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b><br/>Kim Brenner-Delp</td><td><b>Date</b><br/>May 24, 2024</td></tr></table> | <b>Withdrawn by</b><br>Kim Brenner-Delp | <b>Date</b><br>May 24, 2024 |
| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024   |                                                                                                                                                                                                                                                                                                             |                                         |                             |



Stella G. Franco  
05/03/2000 08:35 AM

Extn: 34861 PSDDR  
Subject: Re: AIS P069206: IPRs and Developing Countries 

Manjula, This project code is now approved. Please let us know your daily rate and how many days will be charged against this code (SOF - BETG funds). Kindly make sure that all charges this fiscal year should be entered and approved by Manager in SAP before the deadline June 30. If this is not done, we cannot cover charges for this in FY01. Thanks, Stella  
Manjula M. Luthria



Manjula M. Luthria  
04/27/2000 03:28 PM

Extn: 80518 EASPR  
To: Stella G. Franco cc: Rughvir K. Khemani, Jessica Ardinoto  
Subject: Re: AIS P069206: IPRs and Developing Countries 

okay, then please wait till the folks here can modify it such to allow cross support line items - right now cross support cannot be accomodated.  
let's try a week later?

thanks,  
manjula

---

To: Manjula M. Luthria  
cc: Rughvir K. Khemani  
Jessica Ardinoto  
Maria Pilar Z. Bowyer





Pascale Herengt-Talai  
05/04/2000 12:38 PM

Extn: 37126

ECSSD

Subject: Re: Administrative Arrangements for Funding the Kyrgyz Women & Land Study 

I've talked to S. Franco; we've agreed that what would suit everyone is for us to charge \$20K's worth of consultants' expenses or travel to the following code: KI-P069428-KNMS-BB

Pascale  
Gotz A. Schreiber



Gotz A. Schreiber  
05/04/2000 12:25 PM

Extn: 34495

ECSSD

To: Stella G. Franco cc: Pascale Herengt-Talai, Jennifer K. Corso

Subject: Administrative Arrangements for Funding the Kyrgyz Women & Land Study

Dear Stella,

Pascale Herengt-Talai, our budget officer in ECSSD, and Jennifer Corso, my team assistant, will be the ones looking after this matter.

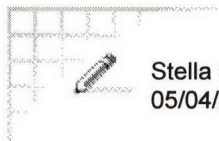
As I mentioned to you, we earlier received an allocation of US\$20,000 from the Gender and Law Thematic Group, and we entered the consultant commitments into SAP under the code given to us by that Group. It now needs to be sorted out how the additional allocation of US\$20,000 from your office would be managed and accounted for.

Our consultants for the study are scheduled to start working next week.

Thanks for handling this.  
Gotz Schreiber

---

To: Gotz A. Schreiber  
cc: Stella G. Franco  
Jennifer K. Corso



Stella G. Franco  
05/04/2000 12:32 PM

Extn: 34861 PSDDR  
Subject: Re: Administrative Arrangements for Funding the Kyrgyz Women & Land Study 

Gotz, Pascale and I spoke this morning and I have given her the WBS code P069428 to charge up to \$20,000 against it. She will take care of adding the charge line in the consultant contracts against our WBS code. Thanks, Stella  
Gotz A. Schreiber



Gotz A. Schreiber  
05/04/2000 12:25 PM

Extn: 34495 ECSSD  
To: Stella G. Franco cc: Pascale Herengt-Talai, Jennifer K. Corso  
Subject: Administrative Arrangements for Funding the Kyrgyz Women & Land Study

Dear Stella,

Pascale Herengt-Talai, our budget officer in ECSSD, and Jennifer Corso, my team assistant, will be the ones looking after this matter.

As I mentioned to you, we earlier received an allocation of US\$20,000 from the Gender and Law Thematic Group, and we entered the consultant commitments into SAP under the code given to us by that Group. It now needs to be sorted out how the additional allocation of US\$20,000 from your office would be managed and accounted for.

Our consultants for the study are scheduled to start working next week.

Thanks for handling this.  
Gotz Schreiber

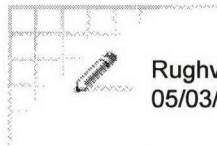
---

To: Gotz A. Schreiber  
cc: Pascale Herengt-Talai  
Jennifer K. Corso  
Maria Pilar Z. Bowyer  
Rughvir K. Khemani

*Pascal 37/26*

*OK to change*

*PO 69428 - Ind. Land*



Rughvir K. Khemani  
05/03/2000 02:20 PM

Extn: 33235

PSDBE

Subject: Re: Women's Access to Land in the Kyrgyz Republic -- Study Proposal and Funding Request

Stella

I spoke with Mr. Schreiber on the attached and agreed we will contribute \$20K of BETG funds towards this project.. he informs me that its already in the system as of last Friday even tho no committment was made on our end--in anticipation of a forthcoming positive response. Can you assist in regularizinng the admin. steps in this regard--I leave for mission t'row, etc.

Thxs.

Shyam

----- Forwarded by Rughvir K. Khemani/Person/World Bank on 05/03/2000 02:17 PM -----

From: Nadereh Chamlou on 04/26/2000 02:51 PM

Extn: 80473 PSDKM

To: Omer M. Karasapan cc: Rughvir K. Khemani, Axel R. Peuker, Douglas Alan Webb, Syed A. Mahmood, Neil D. Roger, G

Subject: Re: Women's Access to Land in the Kyrgyz Republic -- Study Proposal and Funding Request 

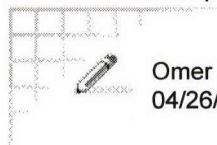
Omar:

I think this is an excellent proposal and we should support it financially. I understand that the Gender Board is also supporting the proposal. This would be a good example of poverty, gender, cross-network initiatives.

Unfortunately, it does not entirely fit within corporate governance. Shyam and Axel, since you are the keepers of the BETG funds, if any remaining, could you please advise if this possible.

Many thanks.

Omer M. Karasapan



Omer M. Karasapan  
04/26/2000 12:17 PM

Extn: 38177

PSDKM

To: Rughvir K. Khemani, Axel R. Peuker, Douglas Alan Webb, Syed A. Mahmood, Nadereh Chamlou cc: Neil D. Roger, Got

Subject: Women's Access to Land in the Kyrgyz Republic -- Study Proposal and Funding Request

The following proposal is a bit late but does appear to hit all the right notes with LARI and other parties. Please accept this as a formal request for funding from the remaining BETG funds on behalf of the Property Rights (redux...) group. Gotz assures me that the contract can indeed be put out by the SAP imposed deadline of 4/28/00. Pls. respond ASAP.

Many thanks and my apologies for the last-minute rush.

----- Forwarded by Omer M. Karasapan/Person/World Bank on 04/26/2000 12:08 PM -----



Gotz A. Schreiber  
04/26/2000 12:00 PM



Extn: 34495

ECSSD

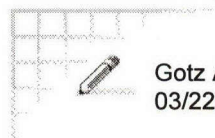
To: Omer M. Karasapan cc: Omar M. Razzaz, Jennifer K. Corso, Asyl Undeland, reneeg, Susan R. Razzaz  
Subject: Women's Access to Land in the Kyrgyz Republic -- Study Proposal and Funding Request

Omer,

due to Omar Razzaz's long absence from the office, we have not had any reply on the attached request. I have been told that you may be handling Omar's LARI responsibilities in his absence. Could you please take a look at it and give me at least an informal early response. We are planning to start the field work on this in about two weeks and would very much like to get a sense of what resources we can plan with.

Thanks,  
Gotz

----- Forwarded by Gotz A. Schreiber/Person/World Bank on 04/26/2000 11:54 AM -----



Gotz A. Schreiber  
03/22/2000 11:46 PM

Extn: 34495

ECSSD

To: orazzaz cc: Susan R. Razzaz, reneeg, Asyl Undeland, Edward C. Cook, gadlington  
Subject: Women's Access to Land in the Kyrgyz Republic -- Study Proposal and Funding Request

Dear Omar,

This is a request to the LARI Thematic Group for additional funding of a study.

1. A little while ago, I submitted a request for funding to the Gender and Law Thematic Group for a study on "Women's Access to Land in the Kyrgyz Republic -- Women's Land Rights in the Changing Legal Environment of a Former Soviet Republic." The proposal as submitted at that time is attached for your information. The Gender and Law Group approved our request and provided us with an allocation of just under US\$20,000. We knew that that was the upper limit for funding available from them and had therefore carefully reduced our proposed work program to fit within that budget ceiling.



W&L-proposal.do

2. With about double the amount of funding, we could significantly improve the scope, depth and quality of our study. At the moment, our funding does not allow us to add a sociologist or a land expert/surveyor to the task team, although we believe that both would be highly desirable (at the moment, we have funds only for two attorneys specialized in legal matters concerning land and rural development). Additional funding would also allow us to extend our field work; we could then cover villages in three, rather than only two, of the country's seven rather diverse regions. Finally, we could spend a bit more time on the up-front legal research and cover the cost of a dissemination workshop in Kyrgyzstan and of making a presentation of our findings in Washington.

3. This would be our proposed budget, if we could expand the scope of the study along these lines.

Total: US\$39,985

Labor Costs: US\$28,500 (total)

|                         |                                                                                                   |
|-------------------------|---------------------------------------------------------------------------------------------------|
| Expat. Lawyer:          | US\$14,300 (US\$650/day for 14 days of field research and 9 days report writing and presentation) |
| Kyrgyz Lawyer:          | US\$3,400 (US\$200/day for 14 days of field research and 3 days of report writing and workshop)   |
| Kyrgyz Sociologist:     | US\$2,700 (US\$150/day for 14 days of field research and 4 days report writing and workshop)      |
| Expat. Land Specialist: | US\$8,100 (US\$450/day for 14 days of field research and 4 days of report writing and workshop)   |

Travel and Other Expenses: US\$11,485 (total)

|                              |           |
|------------------------------|-----------|
| Airfare (expat. consultants) | US\$5,000 |
|------------------------------|-----------|

|                     |                                                                           |
|---------------------|---------------------------------------------------------------------------|
| Lodging (5 persons) | US\$1,500 (US\$20/day x 5 persons x 15 days); study team plus interpreter |
|---------------------|---------------------------------------------------------------------------|

|                         |                                              |
|-------------------------|----------------------------------------------|
| Subsistence (5 persons) | US\$1,125 (US\$15/day x 5 persons x 15 days) |
|-------------------------|----------------------------------------------|

|                   |                                                          |
|-------------------|----------------------------------------------------------|
| In-country travel | US\$2,000 (car hire, drivers, fuel, internal air travel) |
|-------------------|----------------------------------------------------------|

|             |                              |
|-------------|------------------------------|
| Interpreter | US\$750 (\$50/day x 15 days) |
|-------------|------------------------------|

|                      |                                  |
|----------------------|----------------------------------|
| Translation of paper | US\$210 (30 pages @ \$7.00/page) |
|----------------------|----------------------------------|

4. The additional funding needed would thus total almost exactly US\$20,000. This is our request to LARI to consider providing this funding to allow us to expand the scope and depth of our study.

Best regards,  
 Gotz Schreiber  
 Principal Economist  
 Program Team Leader  
 Rural & Environment Sector, Kyrgyz Republic  
 ECSSD

Nadereh Chamlou  
 Manager, Knowledge Management Unit &  
 Head of Secretariat, Global Corporate Governance Forum  
 Private Sector Department  
 The World Bank -- 1818 H St. NW, Washington DC 20433  
 Tel: (202)458-0473; Fax: (202)522-2029

R. Shyam Khemani  
Group Manager  
Business Environment

---

To: Stella G. Franco  
cc: Gotz A. Schreiber





# Record Removal Notice

|                                                                                                                                                                |                                                        |                                                                                                                                                                                                                                                                                                             |                                         |                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                                                        | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>April 27-28, May 1, 2000                                                                                                               | <b>Document Type</b><br>Email, Chart / Table / Diagram |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b><br>Stella G. Franco PSDDR; Gotz A. Schreiber, ECSSD; Rughvir K. Khemani PSDBE                                             |                                                        |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>Women's Access to Land in the Kyrgyz Republic - Study Proposal and Funding Request                                                   |                                                        |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                        |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Additional Comments</b>                                                                                                                                     |                                                        | <p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b><br/>Kim Brenner-Delp</td><td><b>Date</b><br/>May 24, 2024</td></tr></table> | <b>Withdrawn by</b><br>Kim Brenner-Delp | <b>Date</b><br>May 24, 2024 |
| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                            |                                                                                                                                                                                                                                                                                                             |                                         |                             |



# Record Removal Notice

|                                                                                                                                                                |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                               | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>March 8, 2000                                                                                                                          | <b>Document Type</b><br>Email |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b><br>To: Stella [Franco]<br>From: Zeynep Ersel, MNSID                                                                       |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>Contact request for another consultant-Georges Korsun                                                                                |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
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| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024   |                                                                                                                                                                                                                                                                                                             |                                         |                             |



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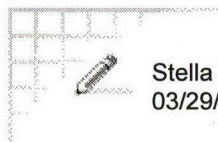
|                                                                                                                                                                |                                     |                                                                                                                                                                                                                                                                                                             |                                         |                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                                     | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>[March, 2000]                                                                                                                          | <b>Document Type</b><br>CV / Résumé |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b>                                                                                                                           |                                     |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>Korsun, Georges G.                                                                                                                   |                                     |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                     |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Additional Comments</b>                                                                                                                                     |                                     | <p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b><br/>Kim Brenner-Delp</td><td><b>Date</b><br/>May 24, 2024</td></tr></table> | <b>Withdrawn by</b><br>Kim Brenner-Delp | <b>Date</b><br>May 24, 2024 |
| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024         |                                                                                                                                                                                                                                                                                                             |                                         |                             |





# Record Removal Notice

|                                                                                                                                                                |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                                                 | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>April 5, 2000                                                                                                                          | <b>Document Type</b><br>Chart / Table / Diagram |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>Project/Internal Order Cost Detail                                                                                                   |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Additional Comments</b>                                                                                                                                     |                                                 | <p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b><br/>Kim Brenner-Delp</td><td><b>Date</b><br/>May 24, 2024</td></tr></table> | <b>Withdrawn by</b><br>Kim Brenner-Delp | <b>Date</b><br>May 24, 2024 |
| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                     |                                                                                                                                                                                                                                                                                                             |                                         |                             |



Stella G. Franco  
03/29/2000 08:03 AM

Extn: 34861 PSDDR  
Subject: BETG code- IO 2019042 (under OUI 1873)

Per attached email from Manjula, S.Khemani has authorized charging two days to the BETG budget under IO 2019042. Please let me know the P.O. number of Manjula for our files. Thank you. Stella

----- Forwarded by Stella G. Franco/Person/World Bank on 03/29/2000 07:59 AM -----



Jessica Ardinoto  
03/28/2000 04:31 PM

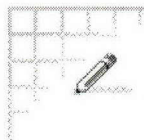
Extn: 87097 PSDBE  
To: Stella G. Franco  
Subject: BETG code

Stella:

This is the email that I discussed with you.

Rgrds,  
JA

----- Forwarded by Jessica Ardinoto/Person/World Bank on 03/28/2000 04:29 PM -----



Manjula M. Luthria  
03/28/2000 03:44 PM

Extn: 80518 EASPR  
To: Jessica Ardinoto  
Subject: BETG code

Jessica,

shyam just gave me a new BETG code (2019042). I will be charging two days in march against it. Please send Ms. Marlyn Caluag and Ms. Nancy Mensah, an email saying that I can do so.

thanks,  
manjula

---

To: F. Marlyn M. Caluag  
Nancy Mensah  
cc: Rughvir K. Khemani  
Maria Pilar Z. Bowyer  
Jessica Ardinoto

Extn: 82502 MNSID  
Subject: Re: Budget codes for Ahmed Galal

----- Forwarded by Zeynep Ersel/Person/World Bank on 03/16/2000 02:17 PM -----

 Omar M. Razzaz  
03/16/2000 02:07 PM

Extn: 84789 MNSID  
To: Zeynep Ersel  
Subject: Re: Budget codes for Ahmed Galal 

This one is for finalizing and publishing the paper "Reforming Land and Real Estate Markets"

Omar Razzaz  
Tel: 202-458-4789  
Fax: 202-477-1993  
email: orazzaz@Worldbank.org

Omar,  
There is a third budget code in PSD that has your name and Galal's name on it. **KI-P069429-KNMS-BB - (Reforming Land & Real Estate Market)** It has \$10,000 and it wasn't used so far. Stella said it might be for ViewPoints.  
Do you have more details about this budget?  
Many thanks  
Zeynep

----- Forwarded by Zeynep Ersel/Person/World Bank on 03/16/2000 01:15 PM -----

 Stella G. Franco  
03/16/2000 12:02 PM

Extn: 34861 PSDDR  
To: Zeynep Ersel cc: Omar M. Razzaz, Maria Pilar Z. Bowyer  
Subject: Re: Reprocessing Shlomo Angel's contract 

Zeynep, These are the codes for LARI but please check with Omar which one's you are referring to.

TI-P069887-TRA-BBLRN - (WBI-BE Diagnostic Land & Real Estate Market) Training  
KI-P069428-KNMS-BB - (Industrial Land & the Bus.Environment) Regional Cross support  
KI-P069429-KNMS-BB - (Reforming Land & Real Estate Market)

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To: Stella G. Franco





# Record Removal Notice

|                                                                                                                                                                |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                                                 | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>March 9, 2000                                                                                                                          | <b>Document Type</b><br>Chart / Table / Diagram |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>PSD FY00 ENTG and BETG                                                                                                               |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Additional Comments</b>                                                                                                                                     |                                                 | <p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b><br/>Kim Brenner-Delp</td><td><b>Date</b><br/>May 24, 2024</td></tr></table> | <b>Withdrawn by</b><br>Kim Brenner-Delp | <b>Date</b><br>May 24, 2024 |
| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                     |                                                                                                                                                                                                                                                                                                             |                                         |                             |



Amy T. Chan  
02/22/2000 12:27 PM



Extn: 31026 PSDPP  
Subject: Clinics on business environment issues

----- Forwarded by Amy T. Chan/Person/World Bank on 02/22/2000 12:27 PM -----



Syed A. Mahmood  
02/22/2000 11:54 AM

Extn: 36856 PSDKM  
To: Rughvir K. Khemani cc: Gloria Orraca-Tetteh, Amy T. Chan  
Subject: Clinics on business environment issues

Shyam,

I think the BE TG had planned to do two clinics on BE issues this fiscal year. Have you decided what topics you would like to cover and when you would like to have these?

Cheers!

Syed

---

To: Stella G. Franco

(WPA: 6700)

## PSDBE

**FY00 Business Environment Thematic Group Activities**  
(\$000)

| Project Name/Topics                       | Project              | Task         | Internal/External           | Plan  |          |       | Completion | Remarks/Output              |
|-------------------------------------------|----------------------|--------------|-----------------------------|-------|----------|-------|------------|-----------------------------|
|                                           | Code                 | Manager      | Partners/Others Involved    | PSD   | Regional | Total | Date       |                             |
| <b>Knowledge Management</b>               |                      |              |                             | 157.7 | 50.0     | 207.7 |            |                             |
| <i>Competition Policy-Competitiveness</i> |                      |              |                             |       |          |       |            |                             |
| - Competition Policy & Economic Adjustm   | KI-P069200-KNMS-BB   | Khemani      | OECD                        | 11.0  |          | 11.0  | 03/31/00   | Book, BBL                   |
| - Competition, Trade and Development      | KE-P069201-KNMS-BB   | Khemani      | WTO, UNCTAD                 | 17.0  |          | 17.0  | 05/31/00   | Synthesis, BBL, Viewpoint   |
| - Competition policy and Development *    |                      | Khemani      | MENA, Brookings, ECES       | 30.0  |          | 30.0  |            | To be defined               |
| - Competitiveness of Cities               |                      | Fay          | TWUDR                       | 3.0   |          | 3.0   |            | Review paper, BBL           |
| <i>Export Development &amp; FDI</i>       |                      |              |                             |       |          |       |            |                             |
| - Export Incentives that Work *           |                      | Gupta        |                             | 20.0  |          | 20.0  |            | Paper, BBL, Viewpoint       |
| - FDI Incentives, Revisited *             |                      | TBD          |                             |       | 20.0     | 20.0  |            | Paper, BBL, Viewpoint       |
| <i>Constraints on PSD (WBES)</i>          |                      |              |                             |       |          |       |            |                             |
| - User-friendly Database (survey)         | KE-P069203-KNMS-BB   | Stone/Batra  | PREM, WBI, IFC              | 26.4  |          | 26.4  | 02/29/00   | User-friendly database      |
| - Profile of Constraints on PSD           | KE-P069204-KNMS-BB   | Stone        | PREM, WBI, IFC              | 10.4  |          | 10.4  | 12/31/99   | Paper, BBL, Viewpoint       |
| - Consultative Mechanisms                 | KI-P069205-KNMS-BB   | Stone        | Harvard, IFT's              | 4.9   |          | 4.9   | 01/31/00   | Paper, BBL, Viewpoint       |
| - Technology Support Services             | KI-P069206-KNMS-BB   | Luthria      |                             | 10.0  |          | 10.0  | 04/28/00   | Paper, BBL, Viewpoint       |
| - Skills Upgrading for Competitiveness    | KI-P069236-KNMS-BB   | Batra/Tan    | LAC                         | 15.0  |          | 15.0  | 03/31/00   | Paper, BBL, Viewpoint       |
| <i>Land and Real Estate</i>               |                      |              |                             |       |          |       |            |                             |
| - Industrial Land & the Bus. Environment  | KI-P069428-KNMS-BB   | Alavi/Razzaz | MENA                        |       | 30.0     | 30.0  |            | Paper, BBL, Viewpoint       |
| - Reforming Land & Real Estate Market     | KI-P069429-KNMS-BB   | Galal/Razzaz | Networks/several institutes | 10.0  |          | 10.0  |            | BBL, Viewpoint              |
| <b>Training Provided</b>                  |                      |              |                             | 0.0   |          | 0.0   |            |                             |
| <b>Internal</b>                           |                      |              |                             |       |          |       |            |                             |
| WBI-BE: Building Competitiveness          | TI-P069684-TRA-BBLRN | Stone        | funded by WBI               |       |          |       | 4/11-12/00 | \$28,600 (st \$13,600)      |
| WBI-BE: Competition Policy                | TI-P069699-TRA-BBLRN | Khemani      | funded by WBI               |       |          |       | Mar.00     | \$12,000 (st \$6,800)       |
| WBI-BE: Consultative Mechanisms           | TI-P069704-TRA-BBLRN | Stone        | funded by WBI               |       |          |       | 01/10/00   | \$16,400 (st \$6,800)       |
| WBI-BE: Clinics/Brown Bag Seminars        | TI-P069701-TRA-BBLRN | Mahmood      | funded by WBI               |       |          |       |            | \$6,000 (2 Clinics, 6 BBSs) |

not approved



(WPA: 6706)

**PSDBE**  
**FY00 Business Environment Thematic Group Activities**  
**(\$000)**

| Project Name/Topics                     | Project Code         | Task Manager | Internal/External Partners/Others Involved | Plan                                           |          |       | Completion Date | Remarks/Output         |
|-----------------------------------------|----------------------|--------------|--------------------------------------------|------------------------------------------------|----------|-------|-----------------|------------------------|
|                                         |                      |              |                                            | PSD                                            | Regional | Total |                 |                        |
| WBI-BE: Diagnostic Land and Real Est.Mk | TI-P069887-TRA-BBLRN | Galal/Razzaz | funded by WBI                              |                                                |          |       |                 | \$30,200 (st \$10,200) |
| External                                |                      |              |                                            |                                                |          |       |                 |                        |
| External Partnership                    |                      |              |                                            | 0.0                                            |          | 0.0   |                 |                        |
| Business Development                    |                      |              |                                            | 0.0                                            |          | 0.0   |                 |                        |
| Sector Board/TG Leadership              |                      |              |                                            | 40.0                                           |          | 40.0  |                 |                        |
| TG Leadership                           | 2019043              | Khemani      |                                            | 40.0                                           |          | 40.0  |                 |                        |
| Quality Assurance                       |                      |              |                                            | 0.0                                            |          | 0.0   |                 |                        |
| Review Papers                           |                      |              |                                            |                                                |          |       |                 |                        |
| Strategy Development                    |                      |              |                                            | 0.0                                            |          | 0.0   |                 |                        |
| Others                                  |                      |              |                                            | 5.0                                            |          | 5.0   |                 |                        |
| Misc. Expenses                          | 2019042              | Khemani      |                                            | 5.0                                            |          | 5.0   |                 |                        |
| Reimbursable Tasks                      |                      |              |                                            |                                                |          |       |                 |                        |
| TOTAL                                   |                      |              |                                            | 202.7                                          | 50.0     | 252.7 |                 |                        |
| * To be confirmed                       |                      |              |                                            | total budget \$300K includes \$70K reverse c/s |          |       |                 |                        |

(WPA: 670b)

**PSDBE**  
**FY00 Business Environment Thematic Group Activities**  
**(\$000)**

|                                           |  |  |  |
|-------------------------------------------|--|--|--|
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|                                           |  |  |  |
|                                           |  |  |  |
|                                           |  |  |  |
| 1sw-RSK, rest for Jgui                    |  |  |  |
| 1 wk Geneva trip, remaining RSK time      |  |  |  |
|                                           |  |  |  |
|                                           |  |  |  |
|                                           |  |  |  |
|                                           |  |  |  |
|                                           |  |  |  |
|                                           |  |  |  |
| \$12,133-Stone, \$13,026-Batra, \$1200-JP |  |  |  |
| \$4,853-Stone, \$4842-Batra, \$1,200-JP   |  |  |  |
| \$4,853-Stone                             |  |  |  |
|                                           |  |  |  |
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|                                           |  |  |  |
|                                           |  |  |  |
|                                           |  |  |  |
| 1.4 sws-Stone (\$5,024x1.4=\$7,034)       |  |  |  |
|                                           |  |  |  |
| \$4,853-Stone, \$3,000-staff              |  |  |  |
| st \$2,720 x 2                            |  |  |  |



WPA ID: 6706      Name: Business Environment Thematic Grp      Type: NETWORK  
Anchor Director: Magdi R. Iskander      Anchor Unit:  
WPA Leader: Ahmed Galal      Delivering Unit: PSDDR-DPT  
Team Leader:  
Team Name:

Fiscal Year: 2000      Version: DRAFT  
Business Processes Plan

| Business Process   | Country | Sector | Fund | Plan Amount |
|--------------------|---------|--------|------|-------------|
| AAA Development    |         |        |      | 45,000.00   |
| Knowledge Mgmt     |         |        |      | 134,700.00  |
| Total Plan Amount: |         |        |      | 179,700.00  |

Deliverables Plan

| Product         | Product Name                         | Business Process | Country         | Sector              |
|-----------------|--------------------------------------|------------------|-----------------|---------------------|
| KI-P069205-KNMS | Consultative Mechanisms-Knowledge    | Knowledge Mgmt   | World           | INSTITUTIONAL DEV   |
| KI-P069206-KNMS | Technology Services for Firms-Knowl  | Knowledge Mgmt   | World           | INSTITUTIONAL DEV   |
| KI-P069236-KNMS | Skills Upgrading for Competitiveness | Knowledge Mgmt   | World           | VOCAT EDCTN, TRAIN  |
| KI-P069428-KNMS | Industrial land & the Business Envi  | Knowledge Mgmt   | Middle East and | PRIVATIZATION       |
| KI-P069429-KNMS | Reforming Land and Real Estate Mark  | Knowledge Mgmt   | World           | INSTITUTIONAL DEV   |
| KE-P069204-KNMS | WBES Profile of Constraints on PSD-  | Knowledge Mgmt   | World           | OTHER PUBLIC SECTOR |
| 2019042         | BETG-MISCELLANEOUS_PSDDR             | AAA Development  | World           | PRIVATIZATION       |
| 2019043         | BETG-LEADERSHIP_PSDDR                | AAA Development  | World           | PRIVATIZATION       |
| KI-P069200-KNMS | Comp. Pol.&Econ. Adjst. Synthesis R  | Knowledge Mgmt   | World           | INSTITUTIONAL DEV   |
| KE-P069201-KNMS | Competiton, Trade and Development-K  | Knowledge Mgmt   | World           | TRADE POLICY REFORM |
| KE-P069203-KNMS | WBES Database-Knowledge              | Knowledge Mgmt   | World           | INSTITUTIONAL DEV   |

| Product                                  | Fund | Team Leader        | Plan Amount |
|------------------------------------------|------|--------------------|-------------|
| Consultative Mechanisms-Knowledge        |      | Andrew H. W. Stone | 4,900.00    |
| Technology Services for Firms-Knowledge  |      | Manjula M. Luthria | 10,000.00   |
| Skills Upgrading for Competitiveness-Kno |      | Geeta Batra        | 15,000.00   |
| Industrial land & the Business Environme |      | Omar M. Razzaz     | 30,000.00   |
| Reforming Land and Real Estate Markets-K |      | Omar M. Razzaz     | 10,000.00   |
| WBES Profile of Constraints on PSD-Knowl |      | Andrew H. W. Stone | 10,400.00   |
| BETG-MISCELLANEOUS_PSDDR                 |      | Rughvir K. Khemani | 5,000.00    |
| BETG-LEADERSHIP_PSDDR                    |      | Rughvir K. Khemani | 40,000.00   |
| Comp. Pol.&Econ. Adjst. Synthesis Report |      | Rughvir K. Khemani | 11,000.00   |
| Competiton, Trade and Development-Knowle |      | Rughvir K. Khemani | 17,000.00   |
| WBES Database-Knowledge                  |      | Andrew H. W. Stone | 26,400.00   |

Total Plan Amount: 179,700.00

| Product                                  | Output and Delivery       |
|------------------------------------------|---------------------------|
| Consultative Mechanisms-Knowledge        | Paper, BBL, Viewpoint     |
| Technology Services for Firms-Knowledge  | Paper, BBL, Viewpoint     |
| Skills Upgrading for Competitiveness-Kno | Paper, BBL, Viewpoint     |
| Industrial land & the Business Environme | Paper, BBL, Viewpoint     |
| Reforming Land and Real Estate Markets-K | BBL, Viewpoint            |
| WBES Profile of Constraints on PSD-Knowl | Paper, BBL, Viewpoint     |
| BETG-MISCELLANEOUS_PSDDR                 |                           |
| BETG-LEADERSHIP_PSDDR                    | TG Leadership             |
| Comp. Pol.&Econ. Adjst. Synthesis Report | Book, BBL                 |
| Competiton, Trade and Development-Knowle | Synthesis, BBL, Viewpoint |
| WBES Database-Knowledge                  | User-Friendly database    |





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|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                                                 | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>January 3, 2000                                                                                                                        | <b>Document Type</b><br>Chart / Table / Diagram |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>Report ID ZWPA_VAR_RPT                                                                                                               |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
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| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                     |                                                                                                                                                                                                                                                                                                             |                                         |                             |



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|                                                                                                                                                                |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
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| <b>Document Date</b><br>October 15, 1999                                                                                                                       | <b>Document Type</b><br>Email |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b><br>Syed A. Mahmood, PSDKM; Carol Gabyzon; Amy T. Chan, PSDDR                                                              |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>Generate Project Code for PSD Project - P069185 / Privatization TG allocation for maintenance of privatization                       |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
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| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024   |                                                                                                                                                                                                                                                                                                             |                                         |                             |

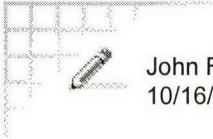


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| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000 |                               | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>October 15, 1999                                                                                                                       | <b>Document Type</b><br>Email |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b><br>To: David A. Phillips<br>From: Amy T. Chan, PSDDR                                                                      |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>Generate Project Code for PSD Project - P069182                                                                                      |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
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| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024   |                                                                                                                                                                                                                                                                                                             |                                         |                             |





John F. Speakman  
10/16/99 04:25 PM

Extn: 32397

PSDPS

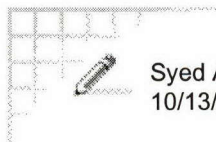
Subject: Re: Generate Project Code for PSD Project - P069184 

I am in Qatar and Bahrain for the next week or so - so I wont be able to do anything SAP wise untill I get back.

Cheers

---

To: Amy T. Chan



Syed A. Mahmood  
10/13/99 11:52 AM

Extn: 36856 PSDKM  
Subject: Privatization thematic group work plan for 2000

Rica,

The attached worksheet contains the work plan for the privatization TG. From the total allocation of \$225,000, we have so far approved \$136,500 (PSD=\$77,500; Regions=\$59,000). This includes the \$21,400 previously approved for Sunita and Olivier. Please note that I have consolidated the original and the additional allocation for the product "knowledge base on case-by-case privatization" and am showing this as one activity costing \$37,000. If this consolidation cannot be done, we can show this as two activities with the second called "Knowledge base on case-by-case privatization: follow-up".

I would sit down with Amy to discuss the details later. Please let me know if you have further questions.



PTGBudget2000.

Syed

---

To: Maria Pilar Z. Bowyer  
cc: John R. Nellis  
Amy T. Chan

# Tentative PSD FY00 Training Budget Proposal

| PSD FY00 training --                        |          |                  |                  |                 |             |                   |                     |                            |                             |                                              |                  |                              |
|---------------------------------------------|----------|------------------|------------------|-----------------|-------------|-------------------|---------------------|----------------------------|-----------------------------|----------------------------------------------|------------------|------------------------------|
| Thematic Group/Course Title                 | Status   | Task Manager/    | Date of Activity | Course Duration | # of offers | # of Participants | Total Training days | Network Staff Time (weeks) | Network Staff Time (costs)* | Other Costs (Consultant, Travel, Facilities) | Total Gross Cost | Cost per person/training day |
| <b>RMF/SE</b>                               |          |                  |                  |                 |             |                   |                     |                            |                             |                                              |                  |                              |
| 1 Franchising                               | New      | Amuah/ouatara    | Nov 9-10         | 2               | 1           | 25                | 50                  | 2.0                        | 13,600                      | 15000                                        | 28,600           | 572.0                        |
| 2 Commercial Banks in Micro & SME fin       | New      | Amuah            | Sept 8-10        | 2               | 1           | 25                | 50                  | 1.5                        | 10,200                      | 10000                                        | 20200            | 404.0                        |
| 3 Micro & Rural Fin in Africa               | Done     | Goldberg         | Nov 15-18        | 4               | 1           | 25                | 100                 | 4.0                        | 27,200                      | 25000                                        | 52200            | 522.0                        |
| 4 Microfinance in Franco Africa**           | Existing | Goldberg         | Mar              | 4               | 1           | 25                | 100                 | 3.5                        | 23,800                      | 25000                                        | 48800            | 488.0                        |
| 5 Business Delivery Services for SMEs       | Existing | Hallberg         | TBA              | 2               | 1           | 25                | 50                  | 1.5                        | 10,200                      | 15000                                        | 25200            | 504.0                        |
| 6 Venture Capital for SMEs                  | New      | Paniagua/Teleki  | TBA              | 2               | 1           | 25                | 50                  | 2                          | 13,600                      | 15000                                        | 28600            | 572.0                        |
| 7 Clinic 1                                  | New      | Paniagua/Ouatara | TBA              | 0.5             | 1           | 20                | 10                  | 0.5                        | 3,400                       | 250                                          | 3650             | 365.0                        |
| 8 Clinic 2                                  | New      | Paniagua/Ouatara |                  | 0.5             | 1           | 20                | 10                  | 0.5                        | 3,400                       | 250                                          | 3650             | 365.0                        |
| 9 Clinic 3                                  | New      | Paniagua/Ouatara |                  | 0.5             | 1           | 20                | 10                  | 0.5                        | 3,400                       | 250                                          | 3650             | 365.0                        |
| 10 Clinic 4                                 | New      | Paniagua/Ouatara |                  | 0.5             | 1           | 20                | 10                  | 0.5                        | 3,400                       | 250                                          | 3650             | 365.0                        |
| Total for TG                                |          |                  |                  | 18              | 10          | 230               | 440                 | 16.5                       | 112200                      | 106000                                       | 218200           | 495.9                        |
| <b>Business Environment</b>                 |          |                  |                  |                 |             |                   |                     |                            |                             |                                              |                  |                              |
| 1 Building Competitiveness (revised)        | New      | Stone            | TBA              | 2               | 1           | 25                | 50                  | 2.0                        | 13,600                      | 15000                                        | 28600            | 572.0                        |
| 2 Competition Policy                        | New      | Khemani          | TBA              | 1               | 1           | 25                | 25                  | 1.0                        | 6,800                       | 5,200                                        | 12000            | 480.0                        |
| 3 Consultative mechanisms                   | New      | Stone            | 10-Jan           | 1               | 1           | 25                | 25                  | 1.0                        | 6,800                       | 9,600                                        | 16400            | 656.0                        |
| 4 Land & Real Estate Reforms                | New      | Galal/Razzaz     | TBA              | 1               | 1           | 20                | 20                  | 1.5                        | 10,200                      | 20000                                        | 30200            | 1,510.0                      |
| 5 Clinic 1                                  | New      | Mahmood          |                  | 0.5             | 1           | 20                | 10                  | 0.4                        | 2,720                       | 250                                          | 2970             | 297.0                        |
| Clinic 2                                    |          | Mahmood          |                  | 0.5             | 1           | 20                | 10                  | 0.4                        | 2,720                       | 250                                          | 2970             |                              |
| Total for TG                                |          |                  |                  | 6               | 6           | 135               | 140                 | 6.25                       | 42840                       | 50300                                        | 93140            | 3515                         |
| <b>Corporate Restructuring</b>              |          |                  |                  |                 |             |                   |                     |                            |                             |                                              |                  |                              |
| Corporate Restructuring                     | New      | Meyerman         | TBA              | 1               | 1           | 25                | 25                  | 2.0                        | 13,600                      | 15000                                        | 28600            | 1,144.0                      |
| Total for TG                                |          |                  |                  | 1               | 1           | 25                | 25                  | 2                          | 13600                       | 15000                                        | 28600            | 1144                         |
| <b>Corporate Governance</b>                 |          |                  |                  |                 |             |                   |                     |                            |                             |                                              |                  |                              |
| 1 Corporate Governance seminar              | New      | Chamlou/Simpso   | Dec              | 2               | 1           | 25                | 50                  | 2.5                        | 17,000                      | 15000                                        | 32000            | 640.0                        |
| 2 Corporate Governance Workshop             | New      | Chamlou/Rutledge | Sept             | 1               | 1           | 25                | 25                  | 1.5                        | 10,200                      | 15000                                        | 25200            | 1,008.0                      |
| 3 Clinic 1                                  | New      | Chamlou          | TBA              | 0.5             | 1           | 20                | 10                  | 0.5                        | 3,400                       | 250                                          | 3650             | 365.0                        |
| 4 Clinic 2                                  | New      | Chamlou          |                  | 0.5             | 1           | 20                | 10                  | 0.5                        | 3,400                       | 250                                          | 3650             | 365.0                        |
| Total for TG                                |          |                  |                  | 4               | 4           | 90                | 95                  | 5                          | 34000                       | 30500                                        | 64500            | 2378                         |
| <b>Privatization</b>                        |          |                  |                  |                 |             |                   |                     |                            |                             |                                              |                  |                              |
| 1 Bankruptcy Course with LEG                | New      | Rowat            | TBA              | 2               | 1           | 25                | 50                  | 2                          | 13,600                      | 25000                                        | 38600            | 772.0                        |
| 2 Labor Issues                              | Existing | Kikeri           | TBA              | 1.5             | 1           | 25                | 37.5                | 1.5                        | 10,200                      | 15000                                        | 25200            | 672.0                        |
| 3 Case by Case & Concessions                | New      | Fremond          | TBA              | 2               | 1           | 25                | 50                  | 2                          | 13,600                      | 5000                                         | 18600            | 372.0                        |
| 4 Clinic 1--IFC on privatization            | New      | Nellis/Mahmood   | TBA              | 0.5             | 1           | 20                | 10                  | 0.5                        | 3,400                       | 250                                          | 3650             | 365.0                        |
| 5 Clinic 2--Legal issues of Privatization   | New      | Nellis/Mahmood   |                  | 0.5             | 1           | 20                | 10                  | 0.5                        | 3,400                       | 250                                          | 3650             | 365.0                        |
| 6 Clinic 3--Public Information aspects of P | New      | Nellis/Mahmood   |                  | 0.5             | 1           | 20                | 10                  | 0.5                        | 3,400                       | 250                                          | 3650             | 365.0                        |
| Total for TG                                |          |                  |                  | 7               | 6           | 135               | 167.5               | 7                          | 47600                       | 45750                                        | 93350            | 557.3                        |

11/22/99



## Budget Proposal

| PSD FY00 training -- |                                                                                                                                      |          |               |                  |                 |             |                   |                     |                            |                             |                                               |                  |                              |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------|----------|---------------|------------------|-----------------|-------------|-------------------|---------------------|----------------------------|-----------------------------|-----------------------------------------------|------------------|------------------------------|
|                      | Thematic Group/Course Title                                                                                                          | Status   | Task Manager/ | Date of Activity | Course Duration | # of offers | # of Participants | Total Training days | Network Staff Time (weeks) | Network Staff Time (costs)* | Other Costs (Consultant , Travel, Facilities) | Total Gross Cost | Cost per person/training day |
|                      | <b>PPI</b>                                                                                                                           |          |               |                  |                 |             |                   |                     |                            |                             |                                               |                  |                              |
| 1                    | PPI Principles & Techniques                                                                                                          | Existing | Clugage       | Oct-99           | 2               | 1           | 25                | 50                  | 2                          | 13,600                      | 28000                                         | 41600            | 832.0                        |
| 2                    | Regulatory Rules and Institutions                                                                                                    | Existing | Alexander     | Nov-99           | 2               | 1           | 25                | 50                  | 3                          | 20,400                      | 20000                                         | 40400            | 808.0                        |
| 3                    | Financing and PPI                                                                                                                    | New      | Irwin         | Feb-00           | 1               | 1           | 25                | 25                  | 2.5                        | 17,000                      | 20000                                         | 37000            | 1,480.0                      |
| 4                    | Renegotiation & Resettlement of Dispute                                                                                              | Existing | Warlters      | Feb-00           | 1               | 1           | 25                | 25                  | 2                          | 13,600                      | 15000                                         | 28600            | 1,144.0                      |
| 5                    | PPI and the Poor                                                                                                                     | Existing | Brook Cowen   | Mar-00           | 2               | 1           | 25                | 50                  | 2                          | 13,600                      | 20000                                         | 33600            | 672.0                        |
| 6                    | Transition to Markets                                                                                                                | New      | Gray          | May-00           | 2               | 1           | 25                | 50                  | 2.5                        | 17,000                      | 15000                                         | 32000            | 640.0                        |
| 7                    | Clinic 1                                                                                                                             | New      | Brook Cowen   | TBA              | 0.5             | 1           | 20                | 10                  | 0.5                        | 3,400                       | 250                                           | 3650             | 365.0                        |
| 8                    | Clinic 2                                                                                                                             | New      | Brook Cowen   |                  | 0.5             | 1           | 20                | 10                  | 0.5                        | 3,400                       | 250                                           | 3650             | 365.0                        |
| 9                    | Clinic 3                                                                                                                             | New      | Brook Cowen   |                  | 0.5             | 1           | 20                | 10                  | 0.5                        | 3,400                       | 250                                           | 3650             | 365.0                        |
| 10                   | Clinic 4                                                                                                                             | New      | Brook Cowen   | TBA              | 0.5             | 1           | 20                | 10                  | 0.5                        | 3,400                       | 250                                           | 3650             | 365.0                        |
| 11                   | Clinic 5                                                                                                                             | New      | Brook Cowen   |                  | 0.5             | 1           | 20                | 10                  | 0.5                        | 3,400                       | 250                                           | 3650             | 365.0                        |
| 12                   | Clinic 6                                                                                                                             | New      | Brook Cowen   |                  | 0.5             | 1           | 20                | 10                  | 0.5                        | 3,400                       | 250                                           | 3650             | 365.0                        |
|                      | Total for TG                                                                                                                         |          |               |                  | 13              | 12          | 270               | 310                 | 17                         | 115600                      | 119500                                        | 235100           | 758.4                        |
|                      | <b>GRAND TOTAL for PSD</b>                                                                                                           |          |               |                  | <b>49</b>       | <b>39</b>   | <b>885</b>        | <b>1,178</b>        | <b>54</b>                  | <b>365,840</b>              | <b>367,050</b>                                | <b>732,890</b>   | <b>622.4</b>                 |
|                      | * based on 1999 figures \$6800 for both HL and SL support. Rate is too high so if i put in my time proposal will be over one million |          |               |                  |                 |             |                   |                     |                            |                             |                                               |                  |                              |

# Tentative PSD FY00 Training Budget Proposal

| PSD FY00 training --        |        |                |                  |                 |             |                   |                     |                            |                             |                                              |                  |                              |
|-----------------------------|--------|----------------|------------------|-----------------|-------------|-------------------|---------------------|----------------------------|-----------------------------|----------------------------------------------|------------------|------------------------------|
| Thematic Group/Course Title | Status | Task Manager/  | Date of Activity | Course Duration | # of offers | # of Participants | Total Training days | Network Staff Time (weeks) | Network Staff Time (costs)* | Other Costs (Consultant, Travel, Facilities) | Total Gross Cost | Cost per person/training day |
|                             |        |                |                  |                 |             |                   |                     |                            |                             |                                              |                  |                              |
|                             |        |                |                  |                 |             |                   |                     |                            |                             |                                              |                  |                              |
|                             |        |                |                  |                 |             |                   |                     |                            |                             |                                              |                  |                              |
| Specialized clinic on labor | New    | Nellis/Mahmood | TBA              | 0.5             | 1           | 20                | 10                  | 0.5                        | 3400                        | 5000                                         | 8400             | 840.0                        |
| Specialized clinic          | New    | Nellis/Mahmood | TBA              | 0.5             | 1           | 20                | 10                  | 0.5                        | 3400                        | 5000                                         | 8400             | 840.0                        |



Maria Pilar Z. Bowyer  
08/30/99 08:04 AM

Extn: 38608

PSDDR

Subject: FY00 Budget - Business Environment Thematic Group (BETG) and PSDBE Unit Budgets

1. We received our final FY00 Budget and Mr. Iskander allocated: \$300,000 to BETG and \$60,000 to PSDBE Unit for Management and Staff Training.
2. Since Mr. Galal will be in charge of the **BETG work program**, the \$300,000 budget will be kept in the Front Office breakdown as follows:

|                           |                  |
|---------------------------|------------------|
| <b>Network Functions:</b> | <b>\$230,000</b> |
| <b>Regional KM</b>        | <b>70,000</b>    |
| <b>Total</b>              | <b>\$300,000</b> |

3. Network Functions - Please give us a list of the BETG activities with corresponding Task Manager (TM) and budget allocation. With this information, Amy will work with the TMs to create project codes or internal orders. The project codes and internal orders will be linked to a Work Program Agreement (WPA) to enable us to collect all costs relating to the BETG.
4. Regional KM - The \$70,000 for Regional KM represents the 1 sw of KM from the Regions. Like last year, we have an obligation to utilize these resources to purchase services of regional staff participating in the knowledge work of PSD, primarily in the context of thematic group KM.
5. Costing - Regional staff supporting BETG activities will be reimbursed at fully loaded cost (Salary Band plus 50% Benefits divided by 44 staffweeks plus \$500/sw for non-labor indirects and \$1,200/sw for labor indirects). The same formula will also apply for support within PSD.

---

To: Ahmed Galal  
Rughvir K. Khemani  
cc: Amy T. Chan



Amy T. Chan  
07/08/99 07:38 AM

Extn: 31026 PSDDR  
Subject: The BETG activities in FY00

Patricia - For you to be familiarized with the BETG work. I will add your name to the BETG-PSD distribution list. Amy

----- Forwarded by Amy T. Chan/Person/World Bank on 07/08/99 07:37 AM -----

 Ahmed Galal  
07/06/99 05:22 PM

Extn: 82172 PSDDR  
To: BETG-PSD cc: Mary Dowling, Magdi R. Iskander  
Subject: The BETG activities in FY00

Colleagues,

Since this is my first email to the members of the BETG, I want to start by thanking Shyam and Brian for the valuable work they have done for the group. I also want to share with you some of my thoughts about the questions that we may want to address next year and our mode of operation. On both counts, my thoughts are preliminary and I would appreciate your feedback. The business of the group is the business of all of us. Our objectives are to generate knowledge that is relevant for our work, disseminate best practice, and create a sense of community. These objectives can only be achieved with your involvement, across regions, IFC, and the center.

*Preliminary ideas*

To many, the business environment is a very wide subject. It includes topics ranging from macroeconomic conditions to firm competitiveness. In between, the list includes such topics as transaction costs, administrative barriers, market structure, competition policy, trade policy, corporate governance, and investment incentives. Clearly this list is too long to be useful for guiding our work. Moreover, other thematic groups in the Bank deal with some of these issues (e.g., macroeconomics, corporate governance, trade policy). In these cases, we simply need to coordinate with other thematic groups on a case-by-case basis. For the remainder of the list, we still have to be selective to be effective. We only need to address the questions where existing knowledge is inadequate, less than widely disseminated or not adequately incorporated in our operational work.

To illustrate what I have in mind, let me give you 3 examples:

1. Second-generation issues. A number of business surveys have been conducted in recent years to rank the constraints facing the private sector, across countries, sectors, and firm size. These surveys proved very useful, but we need to go beyond them. In particular, since the results have consistently revealed that such issues as tax administration, customs administration and commercial disputes are among the most binding constraints, the next step is to address these constraints with a view to better understanding how they work and how best to relax them. (This does not preclude further updating of surveys).
2. Globalization and domestic regulation. One of the consequences of the WTO and the growing number of regional Free Trade Agreements is what is now called "The internationalization of domestic policies and regulations". That is, whereas countries used to negotiate trade barriers at the borders (tariffs, quotas), they are increasingly engaged in negotiating the harmonization of domestic policies (e.g., competition policy, standards, service liberalization, and investment incentives). This shift raises a host of questions for those concerned with the business environment. For example, should countries adopt similar anti-trust policies, despite variations in domestic market size, initial degree of protection, and domestic enforcement capacity? Similar questions can be raised with respect to labor regulation, environmental regulation, and product standards.
3. Exports and foreign direct investment. Most developing countries have made progress in reducing the anti-export bias and provided packages of incentives to attract FDI. Yet, non-traditional exports have not grown substantially in most of these countries and FDI remains concentrated in a relatively small number of them. Both problems raise questions about the effectiveness of the incentives provided to stimulate exports and FDI, and the institutional arrangements for their delivery.

Clearly, these are but a few examples. I look forward to your comments and suggestions, especially of topics you would like to work on yourself.

### *Mode of operation*

Producing best practice papers is not an end in and of itself. We need to make sure that relevant and practical questions are addressed. We then need to find a forum for disseminating the findings widely. And, most importantly, we need to find ways of using the findings in our operational work and advice to our clients.

To address the question of quality, I will rely on some of you for reviewing the submitted proposals. These proposals can originate from any of us. They will not be for conducting original research. Rather, they will attempt to tease useful lessons from available research and build on

our own experience.

To ensure wide dissemination, best practice papers will be published, along with Policy Viewpoint Series where appropriate. We will hold seminars for the dissemination of these papers, and will occasionally invite experts from outside for brownbag lunches. And we will make sure that the TG website is well endowed with relevant material.

With respect to implementation, clearly the ideas generated by the above activities will find their way into our operational work as we undertake them.

*Next steps*

I hope this email generates a lively discussion on the work program for next year. At the same time, a core group of representatives of different regions and IFC will be created to guide our work. Your suggestions are most welcome.

Looking forward to hearing from you.

Ahmed

---

To: Patricia Roldan  
cc: Maria Pilar Z. Bowyer



PSDBE



# Record Removal Notice

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|                                                                                                                                                                  |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
| <b>File Title</b><br>PSDBE, PSDCR - Business Plan/Work Program - Work Program, Disputes, TRS Adjustments - New Staff Info. and HRS Reminder - Fiscal Year 2000   |                               | <b>Barcode No.</b><br><br>30233539                                                                                                                                                                                                                                                                          |                                         |                             |
| <b>Document Date</b><br>January 11, January 24, 2000                                                                                                             | <b>Document Type</b><br>Email |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b><br>Hong W. Tan; Peter Russell Mooch, EASHD; Amy T. Chan, PSDDR; Zai Thangi Fanai, PSDBE; Stella G. Fanco, Yunshin Kim Byrne |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>Philippines Education Sector Study Dissemination                                                                                       |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                      |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Additional Comments</b>                                                                                                                                       |                               | <p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b><br/>Kim Brenner-Delp</td><td><b>Date</b><br/>May 24, 2024</td></tr></table> | <b>Withdrawn by</b><br>Kim Brenner-Delp | <b>Date</b><br>May 24, 2024 |
| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                          | <b>Date</b><br>May 24, 2024   |                                                                                                                                                                                                                                                                                                             |                                         |                             |

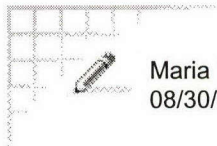


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|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
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| <b>Document Date</b><br>November 2-4, 1999                                                                                                                     | <b>Document Type</b><br>Email |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b><br>Luis Tineo; Maria Plar Z. Bowyer; Lan Ha Tran Ly                                                                       |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>FY00 business plan                                                                                                                   |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                               |                                                                                                                                                                                                                                                                                                             |                                         |                             |
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| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024   |                                                                                                                                                                                                                                                                                                             |                                         |                             |





Maria Pilar Z. Bowyer  
08/30/99 08:04 AM

Extn: 38608

PSDDR

Subject: FY00 Budget - Business Environment Thematic Group (BETG) and PSDBE Unit Budgets

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To: Ahmed Galal  
Rughvir K. Khemani  
cc: Amy T. Chan



# Record Removal Notice

|                                                                                                                                                                |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
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| <b>Document Date</b><br>[2000]                                                                                                                                 | <b>Document Type</b><br>Chart / Table / Diagram |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Correspondents / Participants</b>                                                                                                                           |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Subject / Title</b><br>Activity Initiation Summary                                                                                                          |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Exception(s)</b><br>Personal Information                                                                                                                    |                                                 |                                                                                                                                                                                                                                                                                                             |                                         |                             |
| <b>Additional Comments</b>                                                                                                                                     |                                                 | <p>The item(s) identified above has/have been removed in accordance with The World Bank Policy on Access to Information or other disclosure policies of the World Bank Group.</p> <table border="1"><tr><td><b>Withdrawn by</b><br/>Kim Brenner-Delp</td><td><b>Date</b><br/>May 24, 2024</td></tr></table> | <b>Withdrawn by</b><br>Kim Brenner-Delp | <b>Date</b><br>May 24, 2024 |
| <b>Withdrawn by</b><br>Kim Brenner-Delp                                                                                                                        | <b>Date</b><br>May 24, 2024                     |                                                                                                                                                                                                                                                                                                             |                                         |                             |

Stone



Andrew H. W. Stone  
07/28/99 02:25 PM

Extn: 37651 PSDBE  
Subject: Re: Your Operational/re-imburseable Work

Given current commitments, here is what I would predict:

Cambodia: 5 weeks  
Ukraine: 2-3 weeks  
Tunisia: 2-3 weeks  
Thailand: Up to 2 weeks  
Other: Uncertain Possibilities of Turkey, Pakistan, Khyrgyz Republic, Morocco.

) 13

Andrew H. W. Stone  
Senior PSD Specialist

---

To: Amy T. Chan  
cc: Rughvir K. Khemani



Tan



Rughvir K. Khemani  
07/29/99 08:29 AM

Extn: 33235 PSDBE  
Subject: Re: Updated projections of My Coverage in FY00 Work Program

----- Forwarded by Rughvir K. Khemani/Person/World Bank on 07/29/99 08:29 AM -----



Hong W. Tan  
07/28/99 04:51 PM

Extn: 33206 PSDBE  
To: Rughvir K. Khemani cc: Jessica Ardinoto  
Subject: Re: Updated projections of My Coverage in FY00 Work Program

| PROJECT                                                                                                                               | COVERAGE | STATUS                          |
|---------------------------------------------------------------------------------------------------------------------------------------|----------|---------------------------------|
| Malaysia ASEM TA projects:                                                                                                            |          |                                 |
| Export Competitiveness TA for EPU Industry Section.                                                                                   | 6 weeks  | Definite                        |
| Strengthening Institutional Capacity for Labor Market Policy                                                                          | 6 weeks  | Definite                        |
| Mexico Export ESW & Policy Notes                                                                                                      | 6 weeks  | Definite                        |
| Thailand Skills ESW                                                                                                                   | 4 weeks  | Definite                        |
| Thailand EFAL III Skills and Competitiveness                                                                                          | 4 weeks  | Definite                        |
| Reviewer, Zambia Skills PAD                                                                                                           | 3 days   | Definite                        |
| Book on Skills Training<br>discussion with WBI<br>(cost of publication--yes)<br>preparing module                                      | 4 weeks  | Under<br>as part of<br>in labor |
| economics course                                                                                                                      |          |                                 |
| Global Partnership for Development with Int'l Youth Foundation (IYF)<br>collaboration with<br>Project on Workers and Community<br>TFs | 4 weeks  | Proposed<br>IYF and using       |

Hong

----- Forwarded by Hong W. Tan/Person/World Bank on 07/28/99 04:36 PM -----



Hong W. Tan  
07/14/99 08:34 AM

Extn: 33206 PSDBE  
To: Rughvir K. Khemani cc: Jessica Ardinoto  
Subject: Re: Projection of My Coverage in FY00 Work Program

----- Forwarded by Hong W. Tan/Person/World Bank on 07/14/99 08:29 AM -----



Hong W. Tan  
07/07/99 02:38 PM

Extn: 33206 PSDBE  
To: Rughvir K. Khemani  
Subject: Re: Projection of My Coverage in FY00 Work Program

Shyam:

As requested, I'm putting down my best guess about coverage this fiscal year. Some are definite, some pure speculation depending upon whether BETG proposal, EFAL III work, and discussions with Ngozi/Homi come through.

| PROJECT                                                                                                            | COVERAGE | STATUS                      |
|--------------------------------------------------------------------------------------------------------------------|----------|-----------------------------|
| Malaysia ASEM TA projects:                                                                                         |          |                             |
| Export Competitiveness TA for EPU Industry Section.                                                                | 6 weeks  | Definite                    |
| Strengthening Institutional Capacity for Labor Market Policy                                                       | 6 weeks  | Definite                    |
| Mexico Export ESW & Policy Notes                                                                                   | 6 weeks  | Definite                    |
| Thailand Skills ESW                                                                                                | 4 weeks  | Definite                    |
| Thailand EFAL III Skills and Competitiveness discussion                                                            | 4 weeks  | Under                       |
| BETG proposal -- Book on Skills Training<br>BETG proposal<br>(now going to send in, 5 weeks each for me and Geeta) | 5 weeks  | Preparing                   |
| Malaysia Sources of Growth ESW discussion with<br>(I copied you)<br>Kharas                                         | 8 weeks+ | Under<br><br>Ngozi and Homi |

Hong

---

To: Amy T. Chan

Hood



Rughvir K. Khemani  
07/15/99 12:27 PM

Extn: 33235 PSDBE  
Subject: Re: budget staff weeks

See attached.

----- Forwarded by Rughvir K. Khemani/Person/World Bank on 07/15/99 12:27 PM -----



Ronald D. Hood  
07/15/99 09:30 PM

Extn: 30115 PSDBE  
To: Rughvir K. Khemani  
Subject: Re: budget staff weeks 

Shyam

|              |                 |         |
|--------------|-----------------|---------|
| EFAL III     | Ijaz Nabi       | 6 weeks |
| PSRL         | Stefan Koeberle | 3 weeks |
| Romania PSAL | Khaled Sherif   | 3 weeks |
| Romania PIBL | Khaled Sherif   | 3 weeks |
| Korea        | Zia Quereshi    | 4 weeks |
| Other        |                 | 6 weeks |

Ron Hood  
Senior Economist PSDBE  
Room: Q 4-047  
Tel: (202) 473 0115  
Fax: (202) 522 3183

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To: Amy T. Chan



Tineo

LUIS TINEO  
TENTATIVE WORK PROGRAM  
July-December 99

| Country   | Project                                                                                                                                                                                                                                                                                          | SWs | Task Manager                     |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----------------------------------|
| Panama    | Preparation and negotiation of a TAL for the strengthening of CLICAC and implementation of Law 29 on antitrust, consumer protection and trade remedies.<br><br>Technical Assistance to CLICAC in developing implementing regulations to Law 29 on consumer protection and unfair trade remedies. | 4   | Federico Changanahui             |
| Guatemala | Technical assistance in designing and discussing a framework for competition policy/law.                                                                                                                                                                                                         | 6   | James Hanna                      |
| Indonesia | Preparation and supervision of a TA program for the strengthening of the Commission for Business Supervision and the Commission for Consumer Protection and implementation of the competition and consumer protection laws.                                                                      | 8   | Gerald Meyerman/<br>Bernard Drum |
| Bolivia   | Preparation and negotiation of a TAL for the implementation of the competition law.                                                                                                                                                                                                              | 2   | James Hanna                      |

Batra

Proposed Work Program: July-December 1999  
Geeta Batra

| Project                                                                                                                                                                                                                                                                                             | Weeks     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <u>Malaysia</u><br>Labor market study<br>Export Competitiveness Study                                                                                                                                                                                                                               | 6<br>6    |
| <u>Guatemala</u> <ul style="list-style-type: none"> <li>Organizing international workshop on skills development in Guatemala</li> <li>Publish Competitiveness Report based on firm survey</li> <li>Project Preparation for Competitiveness Loan—Skills development component</li> </ul>             | 5         |
| <u>World Bank Institute</u><br><u>Decentralization and Competitiveness</u> <ul style="list-style-type: none"> <li>Complete paper for Conference Volume</li> </ul>                                                                                                                                   | 2         |
| <u>S. Korea</u><br>-Administration of TA loan and PHRD grant                                                                                                                                                                                                                                        | 1-2 weeks |
| <u>World Business Environment Surveys-<br/>European Transition Economies</u> <ul style="list-style-type: none"> <li>Data from 20 countries will be in by the middle of July. <u>Require resources to analyze the data and prepare reports. Will need to approach BETG for resources.</u></li> </ul> | 9         |
| <u>Approximate time required: 4 weeks</u>                                                                                                                                                                                                                                                           |           |

Projects in the pipeline....

1. Jamaica: Skills and community development project
2. FDI flows to developing economies (with DECPG)

Brownbag Seminars: Proposed topics

1. The business environment in European transition economies—Results from Surveys (November 1999)
2. FDI Spillovers in Developing Economies (December 1999).



Rughvir K. Khemani  
07/28/99 02:56 PM

Luthria  
(Rev.)

Extn: 33235 PSDBE  
Subject: Re: Your Operational/re-imburseable Work

----- Forwarded by Rughvir K. Khemani/Person/World Bank on 07/28/99 02:56 PM -----



Manjula M. Luthria  
07/28/99 02:31 PM

Extn: 80518 PSDBE  
To: Rughvir K. Khemani  
Subject: Re: Your Operational/re-imburseable Work 

i expect to spend 25 weeks or so doing cross support for ECA, 6 weeks on BETG activities ( 3 for subnational competitiveness and 3 for technology related work). An additional 3 weeks has been requested from LLC for a workshop.

28

I will plan the remainder after september when things have started rolling ...

is this ok?

manjula

---

To: Amy T. Chan



Luthria



Manjula M. Luthria  
07/08/99 10:32 AM

Extn: 80518  
Subject: workplan

PSDBE

shyam,  
as requested, here is a summary workplan until dec. 1999.

On brownbags, I could do two (October-Nov timeframe):

- 1) Empirical results on inter-firm linkages.
- 2) Lessons from industrial technology lending in the Bank.



Workplan99.do

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To: Rughvir K. Khemani

## Estimated Work plan until December 1999

| <u>CROSS SUPPORT</u>                                                                                                                                                                  | <u>Time</u> | <u>TM</u> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------|
| • Supervision of industrial technology project, Turkey                                                                                                                                | 4 weeks     | V. Goel   |
| • Groundwork for new technology projects in Ukraine, Croatia.<br><i>(could be expanded ten fold if initial exploratory work is fruitful,<br/>I will know prospects by mid-august)</i> | 2-3 weeks   | V. Goel   |
| <u>PARTNERSHIP WITH OTHER GROUPS</u>                                                                                                                                                  |             |           |
| • Urban strategy work (funding proposed from BETG)                                                                                                                                    | 3 weeks     |           |
| • Workshop on technology (funding proposed from LLC)                                                                                                                                  | 3 weeks     |           |
| <u>OWN-FINANCED</u>                                                                                                                                                                   |             |           |
| • Competitiveness manual                                                                                                                                                              | 2-3 weeks   |           |
| • Completion of inter-firm linkages paper                                                                                                                                             | 1 week      |           |
| -----                                                                                                                                                                                 |             |           |
| Total                                                                                                                                                                                 | 15-17 weeks |           |

Gupta



Rughvir K. Khemani  
07/15/99 07:54 AM

Extn: 33235 PSDBE  
Subject: Re: Work Program

Seer attached

----- Forwarded by Rughvir K. Khemani/Person/World Bank on 07/15/99 07:54 AM -----



**Agupta1@worldbank.org on 07/14/99 11:40:33 PM**

To: Rughvir K. Khemani  
Subject: Re: Work Program

---

For the period July to Dec 1999

Saudi Arabia: 12 SW . (MENA)

Task managing a reimbursable TA to assist the Saudi Development Fund establish an Export Finance Program. Will continue into second half of fiscal year.

Thailand: 5 SW (EAS)

Part of the project team working on the EFAL 3 Competitiveness loan. Responsible for preparing the component dealing with export finance and export marketing components.

Malaysia: 2 SW. (EAS)

Responsible for monitoring corporate restructuring under the SPR monitoring. Also prospects for getting involved in the Sources of Growth ESW if agreement reached with GOM during the annual meetings. (Ijaz Nabi has given the commitment to involve me in the team)

Indonesia: 3 SW (EAS)

Task managing the supervision of the trade finance program in collaboration with JEXIM.

Depending on agreements reached with govt and depending on political developments, additional work flow may emanate in Jordan and Iran.

Brown Bag:

I will attempt to give a brown bag on one of the following topics:

- Importance of trade finance and strategies and measures to maintain trade finance flows during times of economic and financial sector crisis ----
- lessons from the E asian crisis
- Second Generation issues in export promotion



Rughvir K. Khemani

07/14/99 12:24 PM

Extn: 33235

PSDBE

To: Ronald D. Hood, Arvind Gupta

cc:

Subject:

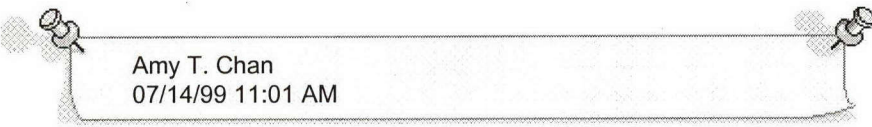
Subject: Your Work Plans/program

Reminder---pl. respond by noon t'row lates. Guess-estimates will be accepted.

By noon t'row can you pl. on one page, in bullet form let me know what projects/regions/operations/Own Fin. Work you are engaged in, with SWS, Task-mgrs, whether actual or planned for the period between now and Dec. The reason is that I with the budget team need to do some plans, projections. I also would like each of you to consider giving a brown-bag seminar in the next 6 months, and in thios regard identify appropriate topic/time. I've already requested same from those not cc'd on this EM.Thxs.

---

To: Amy T. Chan



Amy T. Chan  
07/14/99 11:01 AM

Extn: 31026 PSDDR  
Subject: Questions on BE staff FY00 Own-financed work

Please clarify where the funding is coming from:

- |    |         |                                                                                         |                                 |
|----|---------|-----------------------------------------------------------------------------------------|---------------------------------|
| 1) | Hong    | BETG proposal -- Book on Skills Training                                                | 5 weeks                         |
| 2) | Geeta   | WBES-European Transition Economies<br>2 brownbag seminars                               | 4 weeks<br>(? week)             |
| 3) | Manjula | Competitiveness manual<br>Completion of interfirm linkages paper<br>2 brownbag seminars | 2-3 weeks<br>1 week<br>(? week) |

Thanks,  
Amy

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To: Rughvir K. Khemani

**BUSINESS ENVIRONMENT THEMATIC GROUP  
PROPOSED FY00 WORK PROGRAM  
(\$000)**

ANNEX 6

Page 1 of 8

| Project Name/Topics                       | Project Code | Task Manager | Internal/<br>External Partners                         | Plan  |       | Actual | Remarks |
|-------------------------------------------|--------------|--------------|--------------------------------------------------------|-------|-------|--------|---------|
|                                           |              |              |                                                        | BE    | CG    | 0      |         |
| <b>Knowledge Management</b>               |              |              |                                                        |       |       |        |         |
| <b>Corporate Governance</b>               |              |              |                                                        | 270.0 | 175.0 | 0.0    |         |
| - CGA'S                                   |              |              |                                                        |       |       |        |         |
| - Overview paper                          |              |              | IFC, ADB, Legal                                        |       | 50.0  |        |         |
| - Short notes (4)                         |              |              |                                                        |       | 25.0  |        |         |
| - CG Advisors                             |              |              |                                                        |       | 20.0  |        |         |
|                                           |              |              |                                                        |       | 80.0  |        |         |
| <b>Competition Policy-Competitiveness</b> |              |              |                                                        |       |       |        |         |
| - Country Impltn. Experience              |              |              | CMU's, Network, OECD, IFT's                            | 50.0  |       |        |         |
| - CAN-Competitive Advantage of Nations    |              |              | ECLAC, CMU's, Network                                  | 35.0  |       |        |         |
| <b>Export Development</b>                 |              |              |                                                        |       |       |        |         |
| - Trade Finance                           |              |              | CMU's, JEXIM, US EXIM, Mon. Authority Singapore, et al | 75.0  |       |        |         |
| - Export Development                      |              |              |                                                        |       |       |        |         |
| - Matching Grant                          |              |              |                                                        |       |       |        |         |
| Revolving                                 |              |              |                                                        |       |       |        |         |
| - 4 Short notes                           |              |              |                                                        |       |       |        |         |
| - 1 Overview paper                        |              |              |                                                        |       |       |        |         |
| - 2 Clinics                               |              |              |                                                        |       |       |        |         |
| <b>WBES</b>                               |              |              |                                                        |       |       |        |         |
| - Short Notes (2)                         |              |              | W/PREM, WBI, IFC, Harvard, IFT's                       | 100.0 |       |        |         |
|                                           |              |              |                                                        | 10.0  |       |        |         |
| <b>Training Provided</b>                  |              |              |                                                        |       |       |        |         |
| <b>Internal</b>                           |              |              |                                                        | 160.0 | 260.0 | 0.0    |         |
| Corp. Gov. 2 Courses                      |              |              | WBI, CMU's, et al                                      |       | 60.0  |        |         |
| Building Competitiveness                  |              |              |                                                        | 30.0  |       |        |         |
| Competition Policy                        |              |              |                                                        | 30.0  |       |        |         |



**BUSINESS ENVIRONMENT THEMATIC GROUP  
PROPOSED FY00 WORK PROGRAM  
(\$000)**

ANNEX 6

Page 2 of 8

| Project Name/Topics               | Project Code | Task Manager | Internal/<br>External Partners | Plan  |       | Actual<br>() | Remarks |
|-----------------------------------|--------------|--------------|--------------------------------|-------|-------|--------------|---------|
|                                   |              |              |                                | BE    | CG    |              |         |
| <b>External</b>                   |              |              |                                |       |       |              |         |
| Corp. Gov. 4 Reg. Conf.           |              |              | OECD, C'wealth Sec., WBI       |       | 200.0 |              |         |
| Competition Policy                |              |              | CMU's, et al                   |       |       |              |         |
| Consultative Mechanisms           |              |              | OECD, WBI, CMU's               | 50.0  |       |              |         |
|                                   |              |              | CMU's                          | 50.0  |       |              |         |
|                                   |              |              |                                |       |       |              |         |
| <b>External Partnership</b>       |              |              |                                |       |       |              |         |
| Joint Initiatives in              |              |              |                                | 0.0   | 50.0  | 0.0          |         |
| Corporate Governance,             |              |              | OECD, IBA, IFI's,              |       | 50.0  |              |         |
| WBES and Competition              |              |              | C'wealth Sec., Inst. of        |       |       |              |         |
| Policy                            |              |              | Directors, IOSCO, et al        |       |       |              |         |
| <b>Business Development</b>       |              |              |                                |       |       |              |         |
|                                   |              |              |                                | 0.0   | 0.0   | 0.0          |         |
|                                   |              |              |                                |       |       |              |         |
| <b>Sector/Board/TG Leadership</b> |              |              |                                |       |       |              |         |
|                                   |              |              |                                |       |       |              |         |
| <b>Quality Assurance</b>          |              |              |                                |       |       |              |         |
|                                   |              |              |                                |       |       |              |         |
| <b>Strategy Development</b>       |              |              |                                |       |       |              |         |
| CDF, SSPP, Pilots                 |              |              | CMU's, other networks          | 50.0  | 0.0   | 0.0          |         |
|                                   |              |              |                                | 50.0  |       |              |         |
| <b>Others</b>                     |              |              |                                |       |       |              |         |
|                                   |              |              |                                |       |       |              |         |
| <b>Reimbursable Tasks</b>         |              |              |                                |       |       |              |         |
|                                   |              |              |                                |       |       |              |         |
| <b>TOTAL</b>                      |              |              |                                | 480.0 | 485.0 | 0.0          |         |

**Business Environment and Corporate Governance Thematic Group  
Proposed FY00 Work Program**

| Product Category      | Product                                                                                                                                                                                                            | Internal/External Partners                                                                          | Full Costs<br>('000 \$)           | Funding PSD Board<br>('000 \$) | Funding Others<br>('000 \$) |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------------|-----------------------------|
| Knowledge Management  | <b>Corporate Governance</b><br>- CGA's<br>- Overview paper<br>- Short notes (4)<br>- CG Advisors                                                                                                                   | IFC, ADB, Legal                                                                                     | 50<br>25<br>20<br>80              |                                |                             |
|                       | <b>Competition Policy-Competitiveness</b><br>- Country Impln. Experience<br>- CAN-Competitive Advantage of Nations                                                                                                 | CMU's, Network, OECD, IFI's<br>ECLAC, CMU's, Network                                                | 50<br>35                          |                                |                             |
|                       | <b>Export Development</b><br>- Trade Finance<br>- Export Development<br>- Matching Grant<br>Revolving<br>- 4 Short notes<br>- 1 Overview paper<br>- 2 Clinics                                                      | CMU's, JEXIM, US EXIM, Mon. Authority Singapore, et al                                              | 75                                |                                |                             |
|                       | <b>WBES</b><br>- Short Notes (2)                                                                                                                                                                                   | W/PREM, WBI, IFC, Harvard, IFI's                                                                    | 100<br>10                         |                                |                             |
|                       | <b>Enhanced Skills</b><br><u>Internal</u><br>Corp. Gov. 2 Courses<br>Building Competitiveness<br>Competition Policy<br><u>External</u><br>Corp. Gov. 4 Reg. Conf.<br>Competition Policy<br>Consultative Mechanisms | WBI, CMU's, et al<br><br><br><br>OECD, C'wealth Sec., WBI CMU's, et al<br>OECD, WBI, CMU's<br>CMU's | 60<br>30<br>30<br>200<br>50<br>50 |                                |                             |
| External Partnerships | Joint Initiatives in Corporate Governance, WBES and Competition Policy                                                                                                                                             | OECD, IBA, IFI's, C'wealth Sec., Inst. of Directors, IOSCO, et al                                   | 50                                |                                |                             |
| Business Development  | TBD                                                                                                                                                                                                                |                                                                                                     |                                   |                                |                             |
| Strategy Development  | CDF, SSPR, Pilots                                                                                                                                                                                                  | CMU's, other networks                                                                               | 50                                |                                |                             |
| Quality Assurance     | TBD                                                                                                                                                                                                                |                                                                                                     |                                   |                                |                             |
| TG Leadership         | TBD                                                                                                                                                                                                                |                                                                                                     |                                   |                                |                             |
| <b>Total</b>          |                                                                                                                                                                                                                    |                                                                                                     | 965                               |                                |                             |



ANNEX 6  
Page 1 of 5

Handwritten notes and calculations:

- 405
- 410
- 925
- 410
- 525
- 100
- 425
- 300
- Cap Cor 450
- ER
- 40
- 4/29
- Per M&T all rights
- CG - 8600K

925 (original figures)  
 - 40 (Land collateral)  


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 885  
 + 80 (Ira Millstein)  


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 965  
 - 485 (GG budget)  


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 480 (BE budget) inc. Reverse CAM



**PSDBE  
FY00 NETWORK FUNCTIONS**

(\$000)

|                                    | Project | Task    | Internal/                 | Plan  |       | Actual |         |
|------------------------------------|---------|---------|---------------------------|-------|-------|--------|---------|
| Project Name/Topics                | Code    | Manager | External Parnters         | BE    | CG    | ()     | Remarks |
| Knowledge Management               |         |         |                           | 270.0 | 175.0 | 0.0    |         |
| Corporate Governance               |         |         |                           |       |       |        |         |
| - CGA'S                            |         |         | IFC, ADB, Legal           |       | 50.0  |        |         |
| - Overview paper                   |         |         |                           |       | 25.0  |        |         |
| - Short notes (4)                  |         |         |                           |       | 20.0  |        |         |
| - CG Advisors                      |         |         |                           |       | 80.0  |        |         |
|                                    |         |         |                           |       |       |        |         |
| Competition Policy-Competitiveness |         |         | CMU's, Network, OECD,     |       |       |        |         |
| - Country Impltn. Experience       |         |         | IFT's                     | 50.0  |       |        |         |
| - CAN-Competitive Advantage        |         |         | ECLAC, CMU's, Network     | 35.0  |       |        |         |
| of Nations                         |         |         |                           |       |       |        |         |
|                                    |         |         |                           |       |       |        |         |
| Export Development                 |         |         | CMU's, JEXIM, US EXIM,    | 75.0  |       |        |         |
| - Trade Finance                    |         |         | Mon. Authority Singapore, |       |       |        |         |
| - Export Development               |         |         | et al                     |       |       |        |         |
| - Matching Grant                   |         |         |                           |       |       |        |         |
| Revolving                          |         |         |                           |       |       |        |         |
| - 4 Short notes                    |         |         |                           |       |       |        |         |
| - 1 Overview paper                 |         |         |                           |       |       |        |         |
| - 2 Clinics                        |         |         |                           |       |       |        |         |
|                                    |         |         |                           |       |       |        |         |
| WBES                               |         |         | W/PREM, WBI, IFC,         | 100.0 |       |        |         |
| - Short Notes (2)                  |         |         | Harvard, IFT's            | 10.0  |       |        |         |
|                                    |         |         |                           |       |       |        |         |
|                                    |         |         |                           |       |       |        |         |
|                                    |         |         |                           |       |       |        |         |
| Training Provided                  |         |         |                           | 160.0 | 260.0 | 0.0    |         |
| Internal                           |         |         | WBI, CMU's, et al         |       |       |        |         |
| Corp. Gov. 2 Courses               |         |         |                           |       | 60.0  |        |         |

**PSDBE  
FY00 NETWORK FUNCTIONS**

(\$000)

| Project Name/Topics               | Project Code | Task Manager | Internal/<br>External Partners           | Plan |       | Actual | Remarks |
|-----------------------------------|--------------|--------------|------------------------------------------|------|-------|--------|---------|
|                                   |              |              |                                          | BE   | CG    | ()     |         |
| Building Competitiveness          |              |              |                                          | 30.0 |       |        |         |
| Competition Policy                |              |              |                                          | 30.0 |       |        |         |
|                                   |              |              |                                          |      |       |        |         |
|                                   |              |              |                                          |      |       |        |         |
| <b>External</b>                   |              |              |                                          |      |       |        |         |
| Corp. Gov. 4 Reg. Conf.           |              |              | OECD, C'wealth Sec., WBI<br>CMU's, et al |      | 200.0 |        |         |
| Competition Policy                |              |              | OECD, WBI, CMU's                         | 50.0 |       |        |         |
| Consultative Mechanisms           |              |              | CMU's                                    | 50.0 |       |        |         |
|                                   |              |              |                                          |      |       |        |         |
| <b>External Partnership</b>       |              |              |                                          | 0.0  | 50.0  | 0.0    |         |
| Joint Initiatives in              |              |              | OECD, IBA, IFI's,                        |      | 50.0  |        |         |
| Corporate Governance,             |              |              | C'wealth Sec., Inst. of                  |      |       |        |         |
| WBES and Competition              |              |              | Directors, IOSCO, et al                  |      |       |        |         |
| Policy                            |              |              |                                          |      |       |        |         |
| <b>Business Development</b>       |              |              |                                          | 0.0  | 0.0   | 0.0    |         |
|                                   |              |              |                                          |      |       |        |         |
|                                   |              |              |                                          |      |       |        |         |
|                                   |              |              |                                          |      |       |        |         |
| <b>Sector Board/TG Leadership</b> |              |              |                                          |      |       |        |         |
|                                   |              |              |                                          |      |       |        |         |
|                                   |              |              |                                          |      |       |        |         |
| <b>Quality Assurance</b>          |              |              |                                          |      |       |        |         |
|                                   |              |              |                                          |      |       |        |         |
|                                   |              |              |                                          |      |       |        |         |
| <b>Strategy Development</b>       |              |              |                                          | 50.0 | 0.0   | 0.0    |         |
| CDF, SSPR, Pilots                 |              |              | CMU's, other networks                    | 50.0 |       |        |         |



**PSDBE  
FY00 NETWORK FUNCTIONS**

(\$000)

| Project Name/Topics | Project<br>Code | Task<br>Manager | Internal/<br>External Parnters | Plan  |       | Actual | Remarks |
|---------------------|-----------------|-----------------|--------------------------------|-------|-------|--------|---------|
|                     |                 |                 |                                | BE    | CG    | ()     |         |
| Others              |                 |                 |                                |       |       |        |         |
|                     |                 |                 |                                |       |       |        |         |
| Reimbursable Tasks  |                 |                 |                                |       |       |        |         |
|                     |                 |                 |                                |       |       |        |         |
|                     |                 |                 |                                |       |       |        |         |
|                     |                 |                 |                                |       |       |        |         |
|                     |                 |                 |                                |       |       |        |         |
| <b>TOTAL</b>        |                 |                 |                                | 480.0 | 485.0 | 0.0    |         |